

ABERDEEN CITY COUNCIL

COMMITTEE	Staff Governance
DATE	16 June 2025
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Employee Mental Health Action Plan Annual Progress Update
REPORT NUMBER	CORS/25/149
EXECUTIVE DIRECTOR	Andy MacDonald, Executive Director Corporate Services
CHIEF OFFICER	Isla Newcombe, Chief Officer People and Citizen Services
REPORT AUTHOR	Sharon Robb, Employee Relations Casework Lead
TERMS OF REFERENCE	3.2iii

1 PURPOSE OF REPORT

- 1.1 To present committee with an update to the Mental Health Action Plan for 2025, which is aligned to our Workforce Delivery Plan and our approved approach to culture change.
- 1.2 To update Committee on progress and activity from January to December 2024, towards our Employee Mental Health Action Plan.

2 RECOMMENDATIONS

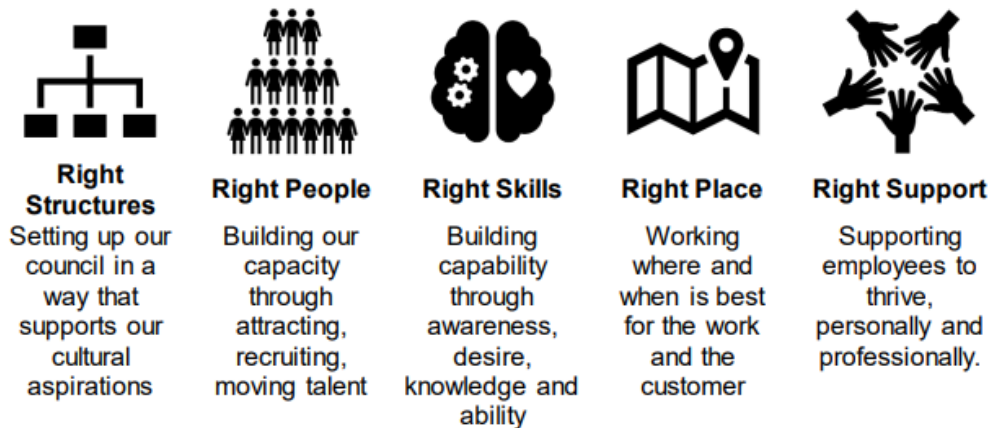
That the Committee:

- 2.1 Notes the continuing progress made on our Mental Health Action Plan and the proactive actions taken to address and support positive employee mental health during the last 12 months; and
- 2.2 Approves the updated Mental Health Action Plan for 2025.

3 CURRENT SITUATION

3.1 Background

- 3.1.1 In [January 2019](#), Committee approved its first Mental Health Action Plan. Since that time, annual reports have been presented to Staff Governance Committee providing updates on progress made towards the plan.
- 3.1.2 In January 2023, Committee approved the [Workforce Delivery Plan](#), which set out the detail for delivery of the workforce strategy aspect of the transformation programme.
- 3.1.3 The Workforce Delivery Plan identified five key levers that needed to be addressed in order to meet local and national challenges and deliver our workforce transformation.



3.1.4 This paper addresses the fifth lever, Right Support, and specifically presents a further update to our Mental Health Action Plan to set out our priorities to deliver two of the strategic objectives listed in the Workforce Delivery Plan:

3.1.4.1 Aberdeen City Council aims to be a supportive, caring employer that offers a range of holistic mental health and wellbeing support, solutions and interventions which are available across our workforce. This aims to; support staff from a financial wellbeing perspective through the cost-of-living crisis; as well as from a mental wellbeing perspective recognising and supporting work/life balance with the aim of enabling employees to remain in work or return to work.

3.1.4.2 The Mental Health Action Plan seeks to continue support and reduce absence levels across the organisation and ensures employees are provided with a range of resources and interventions to remain in work whenever possible and allows support to be targeted to the areas of highest need.

3.1.5 These programmes of work are well underway, and this report provides an update on the ongoing progress made between January and December 2024.

3.2 National Context

3.2.1 The Scottish Government continues to place Mental Health and Wellbeing at the centre of their Programme for Government – and in November 2023 published their Mental Health and Wellbeing Delivery Plan 2023 – 25, which highlights the importance of local authorities in promoting mental health and wellbeing within their communities and implementing strategies and initiatives to address mental health stigma, provide support in educational and workplace settings, and enhance crisis support services.

3.2.2 In addition, the Programme for Government includes the ‘Creating Hope Together’ suicide prevention strategy, a national review of the Eating Disorder Services Implementation Group and the Learning Disability, Autism and Neurodiversity Bill.

3.2.3 To achieve the outcomes of the Scottish Government's Mental Health and Wellbeing Strategy the key areas of focus are to:

Promote positive mental health and wellbeing for the whole population, improving understanding and tackling stigma, inequality and discrimination.

Prevent mental health issues occurring or escalating and tackle underlying causes, adversities and inequalities wherever possible; and

Provide mental health and wellbeing support and care, ensuring people and communities can access the right information, skills, services and opportunities in the right place at the right time, using a person-centred approach.

3.2.4 Internally, we have continued to align and embed these three key areas of focus within our own Mental Health Action Plan as follows:

- **Promote** mental health and wellbeing for the whole organisation through a renewed focus on communications campaigns (including events) to raise awareness of these tools and a platform that is easily accessible (see **Workstream 2** of the Mental Health Action Plan 2024).
- **Prevent** mental health issues occurring or escalating through a focus on self-help tools and resources that empower employees to support their own health and wellbeing (see **Workstream 1**) and training for employees so that they have the skills to manage their own wellbeing and support their colleagues (see **Workstream 3**); and tackling underlying causes, adversities and inequalities wherever possible through data reporting to target interventions proactively to areas of highest need (See **Workstream 6**)
- **Provide** mental health and wellbeing support and care through our managers supporting their teams confidently and appropriately (see **Workstream 5**); through a person-centred approach to mental health and wellbeing support by focusing on employee engagement, empowerment and co-creation (see **Workstream 4**).

3.2.5 [Audit Scotland's 2023 Local Government Overview](#) notes that councils have never faced such a challenging situation. Service demands have increased and funding is forecast to reduce in real terms. Workforce pressures have increased due to resourcing challenges in a competitive labour market, and budget challenges, employee retention and sickness absence levels are putting councils under continued pressure. They conclude that wellbeing initiatives must continue, and councils should monitor the impact of new ways of working.

3.2.6 The [Working Lives Scotland 2024](#) report by the Chartered Institute of Personnel and Development (CIPD) in Scotland found that:

- **25% of employees** feel their work impacts negatively on their mental health.
- **45% of employees** have experienced a mental health condition over the last 12 months.

The most common reported mental health conditions are:

- **Anxiety** (27%)
- **Depression** (17%)
- **Sleep problems** (27%)

Gender Differences

Women are more likely to experience mental health conditions:

- **Anxiety** (32% of women vs 21% of men)
- **Sleep problems** (31% of women vs 23% of men)

Disabled Employees

- **Disabled employees** report poorer relationships with their managers and a more negative impact of work on their mental health
- **39% of disabled employees** experienced workplace conflict, impacting their mental health

Workplace Conflict

- **28% of employees** experienced workplace conflict, which negatively impacts their mental health
- **49% of those who experienced conflict** say their work impacts negatively on their mental health

Psychological Safety

- **69% of employees** feel that no one in their team would deliberately act in a way that undermines their efforts

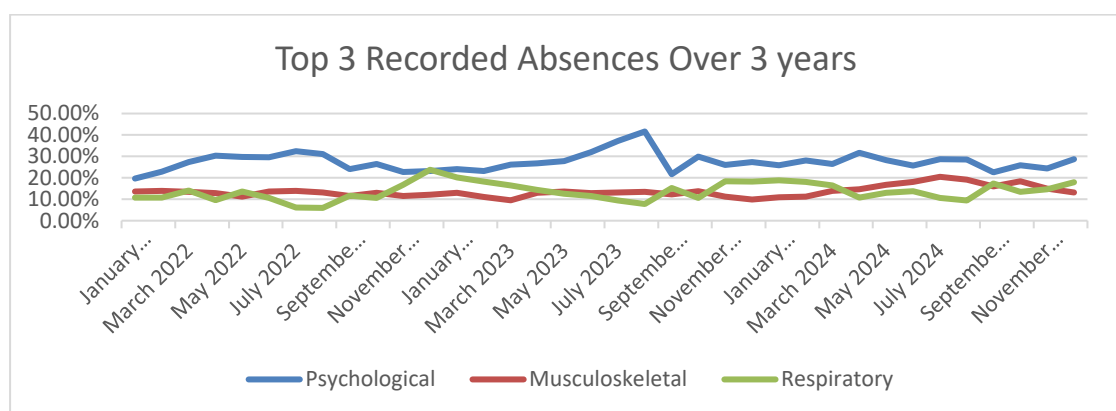
3.2.7 A previous survey by the CIPD and Simplyhealth 2023 indicated that stress was a significant factor for both short and long-term absence, with over 76% of respondents reporting stress-related absence in their organisation in the past year. Heavy workloads remain by far the most common cause of stress-related absence (67%), followed by management style (37%). The CIPD are expected to publish a refreshed Health and Wellbeing Survey towards the end of 2025 and this will be used to further inform and update our mental health action plan in the future

3.3 Local Context: Absence Data

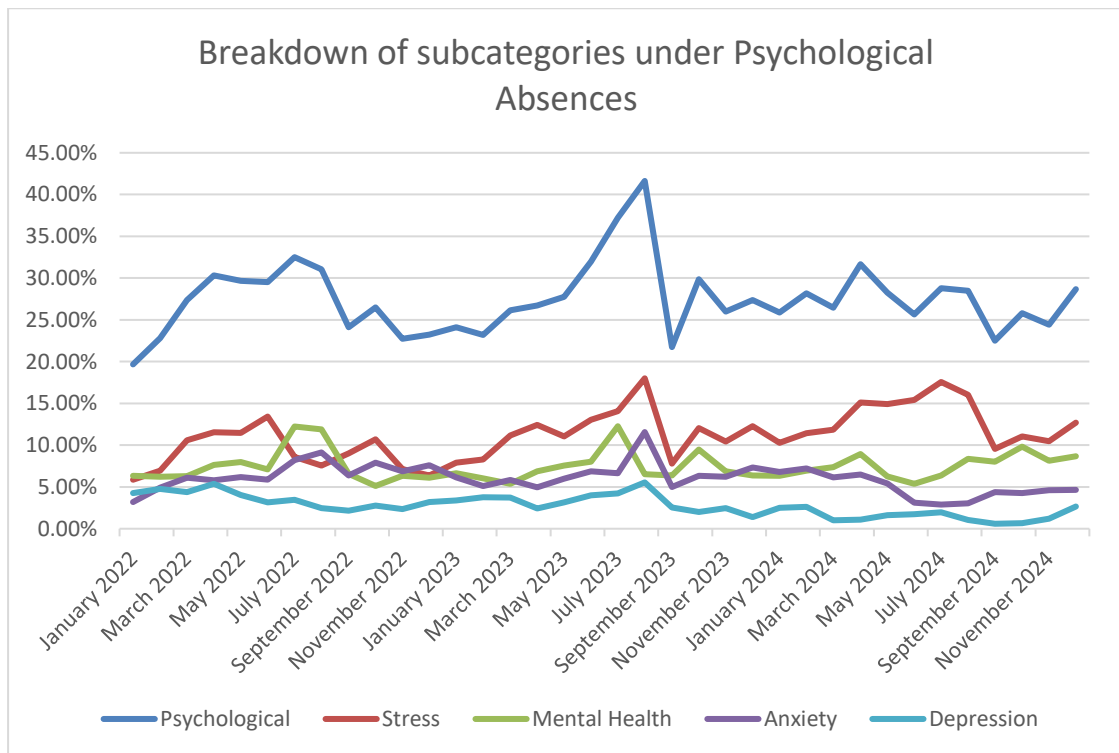
3.3.1 Aberdeen City Council has a focus on the social or wider determinants of health, which are the non-medical factors that influence people's health outcomes. They are the conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping daily life that include the broad social and economic circumstances which together influence the health of the population, which includes the determinants of the mental health of employees.

3.3.2 The data on employee absences from January to December 2024 shows that psychological absence - which includes anxiety, depression, mental health, work-related stress and personal stress - is still one of the three most common reasons for absence reported for Aberdeen City Council- and this has not changed in the past 3 years (the others reasons in the top 3 being musculoskeletal and respiratory illnesses).

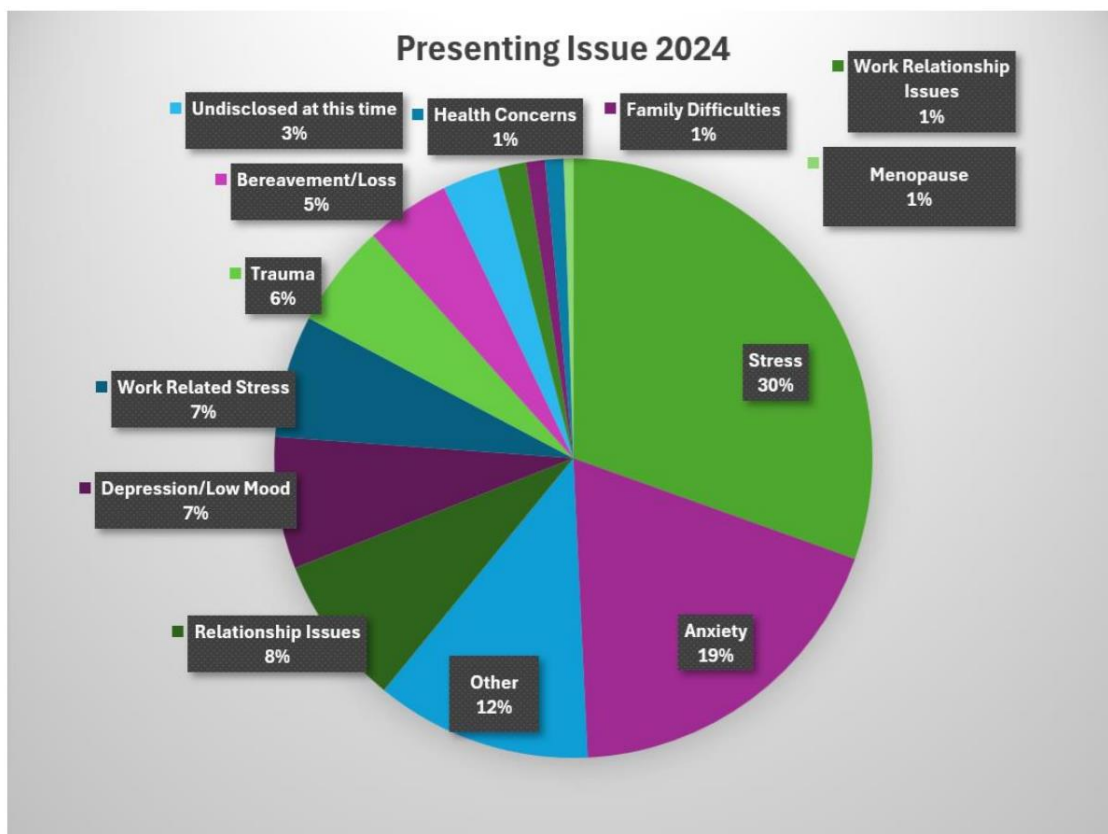
3.3.3



3.3.4 Psychological absence accounts for an average of 27% of all absences in 2024. This has decreased from 29% in 2023 and a return to the average of 27% in 2022. This is consistent with the national picture. Psychological absences are influenced by both personal and work-related factors and CoreHR does not have the ability to distinguish between these. Further analysis of referrals to the Employee Assistance Programme can identify the personal or work-related factors contributing to 'Stress'. The relevant figures are provided below in paragraph 3.6.3. The graph below shows a breakdown of the different sub-categories of psychological absences over 3 years. This shows that stress remains consistently the top reason for psychological absences since mid 2022 while depression remains the least common reason.



3.3.5 In addition to our absence data showing that stress is the most common reason for psychological absence in 2024, we also find that stress is the most common reason for referrals to our Employee Assistance Programme. As reported in [EAS Annual Progress Update Occupational Health and Absence Annual Update January – December 2024](#) – personal stress accounts for 30% of referrals, anxiety accounts for 19%, depression accounts for 13% and work related stress accounts for 7% of all referrals to our Employee Assistance Programme.



3.3.6 Our local picture is consistent with national findings that stress is currently the top cause of absence across the country. Life events can also have an impact on work-related stress. Things that cause stress outside of work might also include:

- when someone has died
- divorce
- menopause
- caring responsibilities
- poor health

3.4 Local Context: Employee Voice

3.4.1 In late 2024/ early 2025, an Employee Experience Survey was carried out. The survey gathered feedback from employees on their wellbeing to build on previous feedback gathered from the 'Wellbeing Pulse Check' in winter 2023 and to provide valuable insights into the mental health and wellbeing of our workforce, assist us to identify any hot spots and trends across the organisation and to inform priority areas for the Mental Health Action Plan in the year ahead.

- 3.4.2 Our intended outcome is for our programme of support and tools to be readily accessible to all our employees by using different methods of communications which have been identified as successful to reach staff in those areas. This aligns to the wider Scottish Government initiative for resources to be easily available to all.
- 3.4.3 Regular consultation and open dialogue with Trade Union colleagues has supported us to improve our communication and engagement campaigns and allows us to deliver on communication of our mental health first aid network, physical wellbeing initiatives and awareness raising communications over the period January to December 2024. These continue to include the delivery of our poster and leaflet campaigns to frontline employees.
- 3.4.4 Feedback from surveys undertaken by trade union colleagues identifying pockets in the organisation where communications are still in need of additional work has indicated that there continues to be a need for increased awareness raising campaigns in mental, physical and financial wellbeing topics.
- 3.4.5 It is important for us to continue to take action to reduce levels of psychological absence because of its impact on the quality and continuity of service delivery, and the morale and productivity of staff. It can also lead to significant increased costs for the council, such as sickness absence costs, overtime, agency, training costs.
- 3.4.6 A project team has been established with the aim to improve absence levels in the organisation and a report is anticipated at Staff Governance Committee in August 2025 providing a revised Supporting Attendance and Wellbeing Policy. Overall our absence rates over the past 12 months have been on a downward trajectory, as reported to committee in December 2025 - [Employee Assistance Service \(EAS\) Annual Progress Update and Occupational Health and Absence Annual Update \(January – December 2024\)](#)
- 3.4.7 As a result, a continued focus on the mental health and wellbeing of our employees, which it is hoped will continue to reduce the level of psychological absence, remains a top priority for the year ahead. This can be achieved by reviewing and implementing effective policies, initiatives and interventions that aim to address the causes and consequences of stress and other psychological conditions; and a proactive and holistic approach to wellbeing, which includes the 4 key elements, psychological, social, physical and financial wellbeing. This is reflected and presented in our updated Mental Health Action Plan for 2025.

- 3.4.8 It is intended to undertake a further “wellbeing pulse check” later in the year , as well as utilise the results from the employee survey, to inform the continued development of the Mental Health Action Plan.

3.5 Refreshed Mental Health Action Plan

- 3.5.1 To address the two strategic objectives set out in the Workforce Delivery Plan under ‘Right Support’, our six updated workstreams agreed at committee in 2024 continue to be our focus for the refreshed Mental Health Action Plan for 2025 A detailed report of activity delivered in 2024 under these six workstreams is available in Appendix 1.

3.5.2 Mental Health Action Plan: Strategic Objectives

- 3.5.2.1 To reduce (psychological related) absence levels across the organisation and ensure employees are supported to remain in work or return to work effectively through a range of resources and interventions, whenever possible and that is beneficial to them, and target support to the areas of highest need.

3.5.3 Mental Health Action Plan 2025 – The Workstreams

The following table sets out our 6 mental health action plan workstreams and the priorities set against these for the year ahead.

Workstream	Priorities for the year ahead
1: Self-help tools and resources that empower employees to support their own health and wellbeing	<ul style="list-style-type: none"> • Continue to promote the YourCare portal available through VIVUP and deliver awareness raising campaign. • Launch Salary Finance support on VIVUP Employee Benefits site and deliver associated ‘financial wellbeing’ awareness raising campaign. • Review and evaluate partnership with Paths for All, Employee Step Count Challenge to continue to deliver inclusive physical activity initiatives across the organisation. • Collaborate with our Environmental colleagues to encourage staff to access volunteering initiatives and access our outdoor green spaces • Continue to promote and encourage staff to use our mapped out City Centre walking routes to encourage better physical wellbeing
2: Communications campaigns (inc. events) that raise awareness of these tools and a platform that is easily accessible	<ul style="list-style-type: none"> • Continue to ensure coverage of all comms campaigns includes physical campaigns and Viva Engage to be inclusive and accessible for frontline colleagues. • Our aim is that 95% of employees are aware of the ACC Employee Assistance Provider Vivup – and how to access it. <ul style="list-style-type: none"> ○ And that 50% of employees are aware of the YourCare platform available as part of Vivup. • Our aim is that 95% of employees are aware of Reasonable Adjustment Passports • Our aim is that 95% of employees are aware of Mental Health First Aiders • Support staff through cost of living crisis by developing closer working partnership with Financial Inclusion team to promote information and advice to the organisation internally. • Increase awareness of Employee Benefits opportunities and promote potential savings. • Deliver a communications campaign to raise awareness of proposed Zero Tolerance campaign – to support frontline colleagues facing violence and aggression in the workplace, ensure they are aware of policies and procedures to support them and report incidents. • Deliver communication campaign that normalises talking about mental health at work.

3: Training for employees so that they have the skills to manage their own wellbeing and support their colleagues	<ul style="list-style-type: none"> • Provide training for frontline employees in preventing violence and aggression – including how to de-escalate possible disputes, manage their emotions and keep themselves and others safe. • Continue to deliver Mental Health and Wellbeing section within Corporate Induction to engage and communicate support initiatives to all new employees
4: Employees owning the change and co-creating the future	<ul style="list-style-type: none"> • Engage with frontline employees to co-create the new Zero Tolerance policy and guidance – ensuring steps are in place to protect their wellbeing during and after violent or aggressive incidents. • Undertake employee engagement with Mental Health First Aiders (MHFAs) and other Equality Working Groups to understand needs of protected groups and improve accessibility and shape future wellbeing initiatives. • Continue to increase number of Mental Health First Aiders to reach target of 2.5% coverage across organisation. • Deliver additional Continuous Professional Development and support for Mental Health First Aiders • Introduce a more formal method of supervision by way of 1-2-1 meetings with MHFAs across the organisation
5: Managers support their teams confidently and appropriately	<ul style="list-style-type: none"> • Procure and/or deliver training for managers in frontline areas to upskill them in debriefing individuals and teams after incidents of violence, aggression or trauma. • Our aim is that 100% of managers are aware of Wellness Action Plans as part of their absence management practice. • Our aim is that 100% of managers are aware of Reasonable Adjustment Passports • Our aim is that 100% of managers are aware of Stress Risk Assessments for individuals and teams. • Our aim is that 100% of managers have completed the mandatory Mentally Healthy Workplaces eLearning • Our aim is that 100% of managers have a wellbeing conversation with their employees every year. • Our aim is that 100% of Service Managers have undertaken Mental Health and Wellbeing Awareness for managers and Supervisors. • Upskill managers to have the confidence to support and have conversations with staff about their mental health and wellbeing

6: Data reporting to target interventions proactively to areas of highest need.	<ul style="list-style-type: none">• Repeat Wellbeing Pulse Check in Winter 2025 to gather feedback on success of above initiatives• Target initiatives based on the data gathered from various systems, surveys, Core HR, focus groups and anecdotal feedback gathered
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4. FINANCIAL IMPLICATIONS

- 4.1 Mental health and wellbeing is increasingly becoming a core component of service delivery, linked to both staff retention and customer satisfaction. There is the potential to reduce direct and indirect costs in relation to sickness absence, low morale/engagement and increased turnover by supporting and promoting positive mental health. This can have a significant impact on Function / Cluster budgets.

5. LEGAL IMPLICATIONS

- 5.1 Failure to comply with legislation in ensuring a safe and healthy workplace has the potential to result in enforcement action by the Health and Safety Executive (HSE). Such intervention can result in potential prosecution (criminal) and employees (civil claims) are more likely to succeed following a successful HSE prosecution. Changes in the Sentencing and Fines Guidance for health and safety non-compliances are resulting in increased financial penalties. Fine starting points are based on an organisation's turnover. As Local Authorities do not have turnover; their Annual Revenue Budget is deemed to be the equivalent. This amount is then altered depending on the culpability of the organisation and harm factors to employees and members of the public.
- 5.2 Under the Health and Safety at Work Act 1974 and Management of Health and Safety at Work Regulations 1999, there is a legal requirement to ensure the health, safety and welfare at work of our employees. This includes minimising the risk of stress-related illness or injury to employees.

6. ENVIRONMENTAL IMPLICATIONS

- 6.1 There are no direct environmental implications arising from this report

7. RISK

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H) *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
Compliance	Compliance with legal requirements ensures the health and safety of employees	Actions outlined in the appendix provide additional support for employees.	M	Yes
Financial	If no action is taken to support	Implementation of the Mental Health	M	Yes

	individuals and address trends, then the organisation will incur both direct and indirect costs.	and Wellbeing in the Workplace Policy and supporting Stress Procedure. Effective management and maintenance of a mentally healthy workplace and provision of appropriate support.		
Reputational	Without ensuring suitable employee support there is a risk of the organisation not becoming an employer of choice and having recruitment and retention issues.	Implementation of the Mental Health and Wellbeing in the Workplace Policy and supporting Stress Procedure. Effective management and maintenance of a mentally healthy workplace and provision of appropriate support	L	Yes

8. OUTCOMES

<u>COUNCIL DELIVERY PLAN</u>	
Aberdeen City Local Outcome Improvement Plan	
Prosperous People Stretch Outcomes	The Prosperous People theme in the LOIP indicates that all people in the City are entitled to feel safe, protected from harm and supported where necessary, which would include employees of the Council. Adopting the approach outlined in the report will support the workforce.

9. IMPACT ASSESSMENTS

Assessment	Outcome
Integrated Impact Assessment	Previous Integrated Impact Assessment relating to Mental Health Action Plan update 2024 (Mental Health Action Plan.pdf) has been reviewed and no changes required
Data Protection Impact Assessment	not required

Other	N/A
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10. BACKGROUND PAPERS

- 10.1 [Working Lives Scotland 2024](#)
- 10.2 [Mental Health and Wellbeing Action Plan 2023 - 2025](#)
- 10.3 [Simply Health | CIPD - Health and Wellbeing at Work Report 2023](#)
- 10.4 [EAS Annual Progress Update Occupational Health and Absence Annual Update January – December 2024](#)

11. APPENDICES

- 11.1 Mental Health Action Plan Progress Report: January – December 2024

12. REPORT AUTHORS CONTACT DETAILS

Name	Sharon Robb
Title	Employee Relations Casework Lead
Email Address	sharobb@aberdeencity.gov.uk
Name	Fiona Lindsay
Title	Mental Health and Wellbeing Advisor
Email Address	flindsay@aberdeencity.gov.uk

Appendix 1

Mental Health Action Plan Progress Report: January – December 2024

Workstream 1: Self-help tools and resources that empower employees to support their own health and wellbeing

Improvement actions	Progress update January – December 2024	Status
1. Establish and build new partnership with Able Futures to help employees living with mental health to stay in work.	<ul style="list-style-type: none">Partnership established 2022 and continued to promote through 2025 - a great build on to the employee assistance service and good feedback received	<input checked="" type="checkbox"/> Delivered and Ongoing
2. Establish Wellness Action Plans for employees to share with managers before there's a crisis	<ul style="list-style-type: none">Wellness action plans were launched in 2023 and an ACC template shared with managers looking to additionally support staff continue to be promoted and managers encouraged to access this tool when supporting staff.	<input checked="" type="checkbox"/> Delivered and Ongoing
3. Embed Vivup as our new Employee Assistance Provider (EAP). Launch YourCare portal – a proactive wellbeing hub tailored to individual's experience.	<ul style="list-style-type: none">Promotion and awareness of Vivup EAP. Vivup – new EAP – launched October 2022. Focus in 2024 was to build on our promotional campaign to raise awareness of new provider and the 24/7 service they provide to employees, including immediate crisis support.Intranet pages continually updated with regular reminders via blogs and Viva Engage posts. Links to EAP added to all other wellbeing promotional campaigns to ensure good visibility.Poster and leaflet campaigns out across entire council estate – including schools, depots, housing offices. All pigeon holes now populated and posters delivered to bothies and frontline canteen spaces to ensure frontline visibilityVirtual team meetings attended to promote services.Review progress and report uptake to Staff Governance Committee.YourCare portal launched in 2023– additional promotion required to further embed in 2025.	<input checked="" type="checkbox"/> Delivered and Ongoing

Improvement actions	Progress update January – December 2024	Status
4. Establish partnership with Paths for All Workplace Step Count Challenge	<ul style="list-style-type: none"> Source and deliver 2nd Step Count Challenge to encourage inclusive staff participate in physical wellbeing activities with healthy engagement connecting teams and services right across the organisation 	<input checked="" type="checkbox"/> Delivered and Ongoing
5. Absence project to refresh Supporting Attendance and Wellbeing Policy	<ul style="list-style-type: none"> Enhance guidance with updated available wellbeing support 	Ongoing – new policy expected August 2025
6. Reasonable adjustment passports rolled out	<ul style="list-style-type: none"> Launched and communicated to support employees with a variety of issues. Additional communication needed to further increase awareness and encourage use. 	<input checked="" type="checkbox"/> Delivered Ongoing
7. Stress Risk Assessments – communicate and raise the awareness of the importance of these.	<ul style="list-style-type: none"> Raised awareness and promoted Stress Risk Assessments via one-to-one coaching conversations with managers. Team Stress Risk Assessments utilised with Housing by Health & Safety team. Additional promotion required. 	<input checked="" type="checkbox"/> Delivered and Ongoing

Workstream 2: Communications campaigns (inc. events) to raise awareness of these tools and a platform that is easily accessible.

Improvement actions	Progress update January – December 2024	Status
1 Create a single accessible online Mental Health and Wellbeing Hub – as a one-stop-shop for all resources.	<ul style="list-style-type: none"> Originally delivered 2019, significantly enhanced and promoted to support people during the pandemic in 2020, continuous improvement delivered to keep pace with evolutions in intranet. Created a Mental Health and Wellbeing Managers Toolkit as a one stop shop for managers to find resources and share support with employees 	<input checked="" type="checkbox"/> Delivered and Ongoing
2 Raise awareness of Mental Health and Wellbeing Hub through a regular programme of blogs	<ul style="list-style-type: none"> Regular communication campaigns around professional services available for support Viva Engage used to share Mental Health & Wellbeing initiatives and to promote campaigns. 	<input checked="" type="checkbox"/> Delivered and Ongoing

Improvement actions	Progress update January – December 2024	Status
	<ul style="list-style-type: none"> • Mental Health and Wellbeing Adviser delivering Therapet Service and talking to staff individually to increase visibility and to help breakdown barriers for staff accessing support 	
3 Target Frontline Operational Areas for communication and engagement to break down the stigma of mental health.	<ul style="list-style-type: none"> • Communications significantly increased this year using a variety of methods including poster and leaflet and social media campaigns to spread the word. • Significantly increased communication to frontline employees using their own Microsoft Teams sites and Viva Engage communities. • Network of frontline managers created to help with the distribution of frontline campaigns to ensure posters and leaflets shared across workspaces • Poster campaigns delivered to outlying venues, Altens, Tullos, Kittybrewster, Duthie Park to ensure delivery of key wellbeing initiatives. 	<input checked="" type="checkbox"/> Delivered and Ongoing
4 Focus on financial wellbeing to support people through the cost of living crisis	<ul style="list-style-type: none"> • Information shared around Citizens Advice Bureau Debt Support team on Mental Health & Wellbeing Hub and via Viva Engage. • Financial Wellbeing intranet pages updated. • Additional work required in 2025 to support employees through continued cost of living crisis. 	<input checked="" type="checkbox"/> Delivered and Ongoing
5 Continue to raise awareness of Mental Health First Aiders and grow network	<ul style="list-style-type: none"> • Physical poster campaigns delivered to raise the profile of the MHFA and other support area and initiatives in outlying sites with details on how to get involved or contact. • Additional dates to add new MHFA to network to cover staff leaving and enhance provision of service to make it more easily accessible 	<input checked="" type="checkbox"/> Delivered and Ongoing
6 Align with national wellbeing campaigns	<ul style="list-style-type: none"> • Continued increase in number of messages this year using other platforms including social media for maximum reach. 	<input checked="" type="checkbox"/> Delivered and Ongoing
7 Information to signpost employees to various bereavement support services, policies and external organisations to	<ul style="list-style-type: none"> • In response to the loss of colleagues via tragic means in 2022-23, we increased focus on support available for employees affected by trauma and bereavement. Created specific, easy to find pages on the intranet relating to bereavement along with support services available, internal 	<input checked="" type="checkbox"/> Delivered and Ongoing

Improvement actions	Progress update January – December 2024	Status
better support the workforce in times of grief.	and external, with additional information signposting employees to external professional organisations.	

Wellbeing Awareness Campaigns and Initiatives delivered – January – December 2024

Mental Health, Wellbeing and Inclusion Initiatives promoted across the organisation - <input checked="" type="checkbox"/> Delivered	
Aberdeen Sports Village – Free Family Open Day	Mental Health Festival
Aberdeen Sports Village – Summer Promotion – Staff Discount Promotion	Mental Health Improvement and Wellbeing Service
Access to Work Information Session - DWP	Mindfulness Mondays at Aberdeen Health Village – ACHSCP
Alcohol Awareness Week – National Campaign	Movember (Mental Health) Campaign – John Duthie
ASIST (Applied Suicide Intervention Skills Training)	National Fitness Day – National Campaign
Breathing Space Awareness Session – HWL Campaign	NHS 24 Mental Health Hub Awareness Campaign
Chronic Pain Information and Support Session	Penumbra 365 (Mental Health Services) Awareness Session
Dynamics of Domestic Abuse Training	Pillow Talk Event – Ladies Health and Wellbeing Hangout
Hand Washing Awareness Campaign – Health Protection Scotland	Prevent Suicide – Awareness Campaign – Northeast Scotland
Healthy Eating Week 2024 – National Campaign	Sport Aberdeen – Drop In Activities
Heartfulness Mediations Sessions	Sport Aberdeen – Summer Fitness Pass – Staff Discount Promotion
Lunchtime Led Walks – Staff Walks – ACHSCP	Supporting Women’s Health in the Workplace – Vivup Your Care Portal
Meditation Open Day and Wellbeing Week Information – Kadampa	The Changing Room – Mental Health Support - AFCCT
Men In Mind (Men’s Mental Health Peer to Peer Support Group) Awareness Campaign	Winter Wellbeing Tips including Vaccinations
Men’s Health Week 2024 – P is for Prostate – Awareness Campaign	Workplace Volunteering Opportunities – Awareness – HWL Campaign

Menopause Awareness for Managers/Supervisors Training – HWL Campaign	World Menopause Day – Awareness Event
Menopause Awareness and Resources and Support available on People Anytime	World Mental Health Day
Mental Health Awareness for Managers	World Suicide Prevention Day - Suicide Prevention National Campaign
Mental Health Awareness Week – Movement - Mov	Your Care Campaign – Vivup Your Care Portal Awareness

Workstream 3: Training for employees so that they have the skills to manage their own wellbeing and support their colleagues

Improvement actions	Progress update January – December 2024	
1. Provide training for employees on how to manage their own resilience and wellbeing.	<ul style="list-style-type: none"> eLearning modules available on Building Resilience and Psychological First Aid: Taking Care of Yourself. 	<input checked="" type="checkbox"/> Delivered and Ongoing
2. Provide employees with the skills to support their peers colleagues with their mental health, tackle the stigma of mental health, and build confidence to have conversations around suicide	<ul style="list-style-type: none"> eLearning module made available to provide employees with awareness and skills to tackle stigma in work - Ask Tell, Save a Life short online learning Mentally Health Workplaces eLearning available to all. This training is for anyone who wants to learn more about mental health in the workplace. Everyone has a role to play in creating a mentally healthy workplace and it can have benefits for you and your colleagues 	<input checked="" type="checkbox"/> Delivered and Ongoing
3. Provide employees with skills to support women at work going through the menopause.	<ul style="list-style-type: none"> Menopause Awareness training available through ACC Learn and aimed at all employees to support women in the workplace Develop a Menopause Policy and Guidance 	<input checked="" type="checkbox"/> Delivered and Ongoing
4. Provide employees with the skills to support their colleagues experiencing domestic abuse.	<ul style="list-style-type: none"> Intranet landing page created which includes information about how to support a colleague and links to the Aberdeen Protects website. Training also available for staff to undertake to find out more about coercive and controlling behaviours 	<input checked="" type="checkbox"/> Delivered and Ongoing

<p>5. Ensure employees are ‘Trauma Informed’ so that they know how to support their colleagues and customers who have experienced trauma.</p>	<ul style="list-style-type: none"> Added to Capability Framework for relevant job families. <ul style="list-style-type: none"> Frontline Customer Services: I understand the impact that trauma can have on an individual and the positive difference I can make to the customer’s experience Social & Community Services: I know how to spot the signs and respond to people who are affected by trauma. People Manager: I know how to spot the signs and respond to people who are affected by trauma Trauma Informed eLearning – developed by NHS Grampian - available for all staff 	<input checked="" type="checkbox"/> Delivered and Ongoing
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Workstream 4: Employees owning the change and co-creating the future.

Improvement actions	Progress update January – December 2024	Status
<p>1. Expand Mental health first aider network to increase coverage across the organisation to 2.5% and make finding support accessible to all</p>	<p>Continued to grow the Mental Health First Aid network Feedback suggests this is a vital frontline service used by many staff</p>	<input checked="" type="checkbox"/> Delivered and Ongoing
<p>2. Upskill, develop and motivate current support MHFA through peer sessions and one-to one for debriefing and sharing best practice.</p>	<p>Sessions delivered to Mental Health First Aiders to upskill and increase knowledge around hot topics like Domestic Abuse, Wellness Action Plans, Bereavement Support, Breathing Space Support Service Awareness, Penumbra 365 Support Service</p>	<input checked="" type="checkbox"/> Delivered and Ongoing
<p>3. Continuous review of MHFA list to ensure wide coverage</p>	<p>Increased reach of Mental Health First Aiders with many now trained throughout school settings with a total of 130 volunteers. This equates to 1.6% of employees trained across the whole organisation.</p>	<input checked="" type="checkbox"/> Delivered and Ongoing
<p>4. Target schools for recruitment and training of MHFAs</p>	<p>Training to be available to both primary and secondary schools</p>	<input checked="" type="checkbox"/> Delivered and Ongoing
<p>5. Employee engagement and inclusive groups to drive and shape initiatives - focus groups and networks to gather</p>	<p>Viva Engage used to create communities for peer support and discussion around various mental health and wellbeing topic. This enables employees to find and share resources for self-help</p>	<input checked="" type="checkbox"/> Delivered and ongoing

additional anecdotal feedback and needs and priorities		
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Workstream 5: Managers support their teams confidently and appropriately

Improvement actions	Progress update January – December 2024	Status
1. Upskill managers so that they have greater awareness of Mental Health and how to support their employees	<ul style="list-style-type: none"> • Mental Health and Wellbeing Awareness for managers and Supervisors sessions procured through NESCol - ?? managers trained in Jan -Dec 2024 to support managers to have sensitive conversations positively. • Mental Health and Wellbeing resources readily available and made externally accessible for managers to share easily with staff • eLearning is mandatory for managers: Mentally Health Workplaces. This training is for anyone who wants to learn more about mental health in the workplace. Everyone has a role to play in creating a mentally healthy workplace and it can have benefits for you and your colleagues 	<input checked="" type="checkbox"/> Delivered and Ongoing
2. Ensure that managers are ‘trauma informed’ and understand how trauma can impact on mental health.	<ul style="list-style-type: none"> • The responsibility for managers to be ‘trauma informed’ is clarified through their People Manager Capability Framework: People Manager: I know how to spot the signs and respond to people who are affected by trauma. • Trauma Informed training available for all employees through ACC Learn. 	<input checked="" type="checkbox"/> Delivered and Ongoing
3. Deliver new Quality of Working Lives Stress Risk Assessment training to managers	<ul style="list-style-type: none"> • Collaborated with the Health and Safety Team and Employee Relations and Wellbeing to develop training available for individual managers and teams support to complete QWL Risk Assessment. This is now provided on a one-to-one basis by H&S Advisers to manager as required. 	<input checked="" type="checkbox"/> Delivered and Ongoing

4. Coach and support managers directly.	<ul style="list-style-type: none"> Mental Health and Wellbeing Adviser provides regular contact and support to managers across the organisation to provide 1-2-1 support and advice where needed. 	<input checked="" type="checkbox"/> Delivered and Ongoing
5. Ensure managers are having wellbeing conversations with employees at least once per year through CR&D	<ul style="list-style-type: none"> Wellbeing check-in question added to End of Year appraisal in CoreHR – to be piloted during 2024 and has been adopted as a standard part of CR&D. 	<input checked="" type="checkbox"/> Delivered

Workstream 6: Data reporting to target interventions proactively to areas of highest need.

Improvement actions	Progress update January – December 2024	Status
1. Continue work towards improving data recording reasons for absences and reporting on this	<ul style="list-style-type: none"> Work continuing to analyse the data and target initiatives according to where the data leads 	<input checked="" type="checkbox"/> Ongoing
2. Attend Health and Safety Committee Groups and SMTs to discuss data and identify potential supports to be implement in targeted areas.	<ul style="list-style-type: none"> Regular updates send to H&S groups. Current report will be distributed to groups. 	<input checked="" type="checkbox"/> Ongoing
3. MHFA Recording Tool – encourage recording of interactions to show the demand on the network and help build data trends on where staff are contacting from	<ul style="list-style-type: none"> Continue to analyse the data gathered from the MHFA Recording Tool to help identify hot spots and trends and to help target initiatives and awareness raising campaigns across the organisation. 	<input checked="" type="checkbox"/> Ongoing
4. Introduce Wellbeing Pulse Checks	<ul style="list-style-type: none"> Further Wellbeing Pulse Check Surveys to be send out in 2025 and analyse data gathered to identify trends and target initiatives across the organisation 	<input checked="" type="checkbox"/> Delivered and Ongoing
5. Analyse and interrogate Power BI Absence data and use this information to target areas	<ul style="list-style-type: none"> Continuing analysis of the data to identify trends and target initiatives across the organisation 	<input checked="" type="checkbox"/> Ongoing

6. Analyse data received from Employee Assistance Programme and use this to target areas of need	<ul style="list-style-type: none"> Continuing analysis of the data to identify trends and target initiatives across the organisation 	<input checked="" type="checkbox"/> Ongoing
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