Theme	Outcome	Improvement action areas
1.Tackle stigma	Visible commitment to positive mental heath	a. Sign up to a Mental Health Charter/Pledge b. Participate in national proactive awareness raising campaigns through a calendar of events c. Include reference to creating a mentally healthy workplace in new Council Capability Framework d. Conduct focus groups with staff on the content and the delivery of this action plan
	Managers have mental health rapport with employees	a. Introduce a Standard Management objective for Performance Review and Development b. Open discussion of mental health and support to be held wherever possible and appropriate e.g. 1-2-1s, team meetings and induction training. Chief Officers to role model an open approach.
	Employees are self-aware and ask for help when needed	a. Raise mental health awareness through development of employee training and awareness raising sessions which include case stories from members of staff b. Use of "buddy system" (out with management) and link to national online support schemes c. Employees encouraged to share experiences, to access support and highlight improvement areas through focus groups and online discussion forums
2.Empower employees	The organisation understands the impact personal issues can have on mental wellbeing	a. Review and improve available data relating to mental health and psychological reasons for absence to understand and act on improved information b. Develop and share personal stories of those impacted by mental health issues with managers
	Managers can handle difficult conversations effectively	a. Upskill managers in having sensitive conversations through development and promotion of training and awareness sessions and communications b. Improve manager skills in supporting people through change
	Employees can identify personal stress triggers	a. Through training, introduce employees to positive coping strategies, to recognise signs in themselves and others b. Provide mechanisms for peer support to colleagues c. Create a safe environment/physical space, which employees can access to promote self-care during the working day
3.Improve awareness	Raise the profile of mental health issues and wellbeing in	a. Focus on awareness raising and improved access to wellbeing initiatives and mental health support in remote locations, i.e. where computer access is limited. Develop a

	the workplace.	communications plan for Functions/Clusters to ensure all staff groups are equally covered including all non-networked groups e.g. teachers b. Review Mental Health and Wellbeing in the Workplace Policy and develop Guidance (based on mental health core standards) c. Develop a communications plan to accompany the calendar of events and mental health pledge d. Improve disclosure by staff with mental health issues by developing options for employees to disclose in a way they feel comfortable
	Managers are informed and open to conversations with staff	a. Promote effective people management through the development of manager behavioural standards b. Promote the completion and application of the HSE Management Behaviours questionnaire
	Employees look after their own wellbeing	a. Maintain personal wellbeing (physical and mental) and build personal resilience through training and calendar of events and through continued access to self-care wellbeing initiatives and increased promotion of health-related employee benefits b. Employees share details of mental health experiences, in ways they are comfortable with, as part of the calendar of events e.g. this could be through sharing anonymously via a blog
4.Joined up approach	Organisation tackles the causes of workplace stress	a. Develop a wellbeing plan (presented to SGC March 2019) to show holistic approach and reference mental health action plan b. Improve access and use of data relating to causes of psychological absence, improved benchmarking and learning from others c. Improve the consistency of completion of Quality of Working Lives risk assessments, in particular following Return to Work Discussions, through promotion, management training and joint working with the Health and Safety team (attach to any OHP referral) d. Explore triggers of stress which may occur through change or people processes and identify improvement actions to reduce stress
	Plan work with "people in mind"	a. Explore the use of Wellness Action Plans / ALISS
	Employees take notice and support colleagues	a. Development of a culture of peer support through the culture change programme b. Development of a buddy programme for staff and put in place on an ongoing basis c. Explore possibility of employees having an alternative person to speak to rather than own line manager. Also explore the potential of having an advocate for those

		employees who may struggle to express how they feel
5.Support managers	The organisation provides support and trains managers to identify, understand and address mental health factors in the workplace.	a. Develop mandatory online training for managers in supporting mental health in the workplace b. Train managers as Mental Health First Aiders in the workplace c. Upskill managers through additional development and awareness sessions, including peer support. Also, to ensure sharing of knowledge and experience between managers
	Employees engage with line managers	a. Employees encouraged to share experiences, to access support and highlight improvement areas via engagement activities promoted through line managers