



mental welfare
commission for scotland

Health promotion & wellbeing framework

2025

Our mission and purpose

Our Mission

To be a leading and independent voice in promoting a society where people with mental illness, learning disabilities, dementia and related conditions are treated fairly, have their rights respected, and have appropriate support to live the life of their choice.

Our Purpose

We protect and promote the human rights of people with mental illness, learning disabilities, dementia and related conditions.

Our Priorities

To achieve our mission and purpose over the next three years we have identified four strategic priorities.

- To challenge and to promote change
- Focus on the most vulnerable
- Increase our impact (in the work that we do)
- Improve our efficiency and effectiveness

Our Activity

- Influencing and empowering
- Visiting individuals
- Monitoring the law
- Investigations and casework
- Information and advice

Contents

Welcome.....	4
Introduction.....	5
Purpose	6
Scope.....	7
Implementation.....	9
Monitoring and governance.....	11

Welcome



Since being appointed to the role of Wellbeing Champion on the Board, I am aware of the continued efforts and ongoing steps being taken at the Mental Welfare Commission to ensure workforce wellbeing is a key focus. My role is to challenge the Board to ensure wellbeing is considered in all of our related activities and to also consider impact in our decision making. The introduction of the Framework will assist us in those tasks.

I fully support the introduction and further implementation of the Framework, which is designed to meet the needs of everyone within the organisation. It will allow the Board collectively to seek continued assurance, that wellbeing/performance is being actively integrated across the organisation and importantly that it is demonstrated at each and every level.

It is recognised employees also have a responsibility to look after their own health and wellbeing and to have regard for that of colleagues also. The framework encourages joint working to enhance wellbeing for everyone in the Commission.

The Board will use the Framework to apply ongoing oversight and monitoring, to ensure we continue to set expectations, have sufficient information which is measured, reported and acted upon and that progress is sustained.

As Wellbeing Champion, I welcome the Framework and look forward to its ongoing implementation and focus on the area.

Cindy Mackie
Board Member & Wellbeing Champion

Introduction

The Commission's three-year Strategic Plan was published in May 2023 and focuses on four core priorities of challenging and promoting change, increasing our impact, improving our efficiency and effectiveness, and focusing on the most vulnerable.

This Health Promotion and Wellbeing Framework focuses on the 'workforce' commitment set out in that plan. It sets out how we will support the workforce and ensure they have a positive employment experience in which they are fully engaged with their job, team and the Commission. Ensuring a positive workplace experience for our people will have a positive impact on organisational performance, but is also an important component of providing colleagues with dignity at work and embedding the Commission's values.

The Framework sets out the approach to workforce wellbeing, the purpose and objectives, the overarching framework and highlights opportunities for embedding wellbeing within the organisation.

Purpose

The Commission is committed to continuing to provide a healthy work environment which promotes and protects the physical and mental wellbeing of its people. This Framework applies to all Commission colleagues and should be read as complementing the Commission's values. The aim is to create a working environment where everyone thrives.

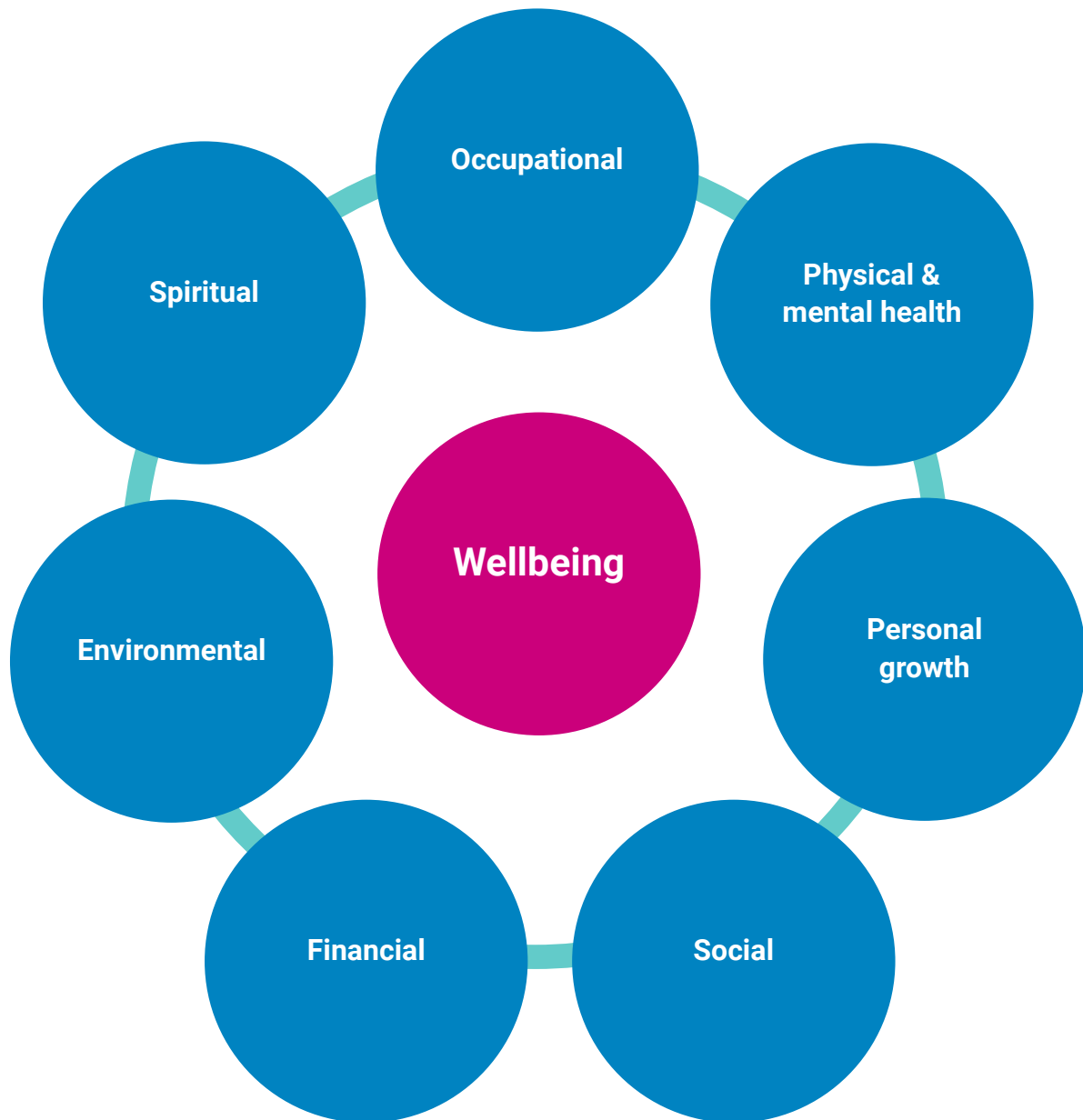
To this end, the Commission will continue to promote and protect the physical and mental wellbeing of its people by:

- Embedding wellbeing into the workplace culture and workplace practices
- Role modelling positive behaviours at all levels of the organisation
- Promoting a culture of open conversation, so that wellbeing and mental health can be talked about openly and support is available to colleagues
- Providing support and signposting to resources and tools, so people can access self-directed support
- Providing training to support staff, where necessary
- Ensuring working environments are healthy, safe, secure and fit for purpose
- Promoting healthy lifestyles and related initiatives to improve health and wellbeing
- Supporting staff to maintain attendance at work and support with any attendance issues

Accommodating flexible working arrangements where these are possible

Scope

The aim of the Wellbeing Strategy is to promote and protect the physical and mental wellbeing of our people in the following areas:



Wellbeing dimension	Description
Occupational	Being able to find joy, value and purpose in your work. Ability to balance work with leisure and personal time.
Physical & mental health	<p>Our ability to recognise and manage our feelings and to cope with life's challenges.</p> <p>Activities and habits that keep us physically well such as diet, activity, self-care, rest. Avoidance of habits such as excessive drinking, smoking etc.</p>
Personal growth and development/intellectual	Our capacity to engage in creative activity (not necessarily work-related). If we are intellectually well, then we have a curiosity about the world and a desire to learn.
Social	Our capacity to have healthy and satisfying relationships with others. This is where we establish our support systems and sense of connection.
Financial	How we understand and effectively manage our personal financial resources in an informed way.
Environmental	Both our natural and built environments and the impact these can have on our wellbeing - stimulating, safe, pleasant and health-promoting environments will have a positive impact on us.
Spiritual	Having a sense of purpose and meaning. How we work and live is in tune with what we value and believe, leading to greater personal resilience.

Implementation

Everyone at the Commission has a responsibility to each other and themselves when it comes to wellbeing. Examples of how this is implemented at the Commission include:

- Promoting events and activities that support the Wellbeing Strategy, e.g. Mental Health Awareness Week, and encouraging a staff-led network.
- Ensuring there is senior leadership oversight for wellbeing at Executive Leadership Team and Board level (ELT and Board sponsors)
- Embedding and role modelling the organisation's values and behaviours across the organisation (from the leadership team down).
- Provision of training on leadership behaviours.
- Membership of the Scottish Government's Workforce Wellbeing Network to explore how other organisations address wellbeing and building networks with other leaders in this area.
- Focusing on workplace culture, values and behaviours and demonstrably embedding these into people processes and working ways across the Commission, for example, appraisals and supervision.
- Ensuring appropriate human resources (HR) policies and mechanisms are in place to support a healthy workplace culture and regularly reviewed/updated to reflect new practices.
- Delivering on staff survey action plans.
- Signposting colleagues to existing support and resources, including the provision of an Employee Assistance Programme.

Some examples of resources that are already available (or are being developed) to align to each dimension of wellbeing are summarised below:

Occupational

- Occupational Health Services
- Regular and protected 1:1s in accordance with policy
- Values & behaviours to be embedded
- Staff survey action plan
- EQIAs for projects and policies
- Return to work interviews
- Exit interview feedback
- Membership of Employers' Initiative on Domestic Abuse

Physical & Mental Health

- AXA Employee Assistance Programme
- Occupational Health Services
- Smoke Free Policy
- Promotion of health campaigns, e.g. National Walking Month
- Cycle to Work Scheme

- Annual flu vaccination voucher programme
- National Wellbeing Hub online resource
- EdenRed staff benefits – health and leisure benefits include access to My Gyms discount site.
- Suite of supporting HR policies.

Personal Growth & Development

- Corporate Induction
- LearnPro
- TURAS Learn
- National Wellbeing Hub online learning resources
- Leadership development
- Learning needs action plan
- Staff survey action plan
- Organisational development (OD) action plan
- External training on leadership behaviours & team building for ELT & Extended ELT (EELT)

Social

- Staff empowered to arrange colleague-led social events
- Wellbeing activities/promotions.

Environmental

- Display screen equipment assessments
- Office space
- Office planting
- Hybrid working
- Effective virtual environment through MS Teams
- People Safe/Nexus lone-working app
- Recycling
- First aid room

Financial

- Staff Discounts (EdenRed)
- Pensions and pension advice
- Money management support is available through the AXA Employee Assistance Programme
- Season ticket loan scheme

Spiritual

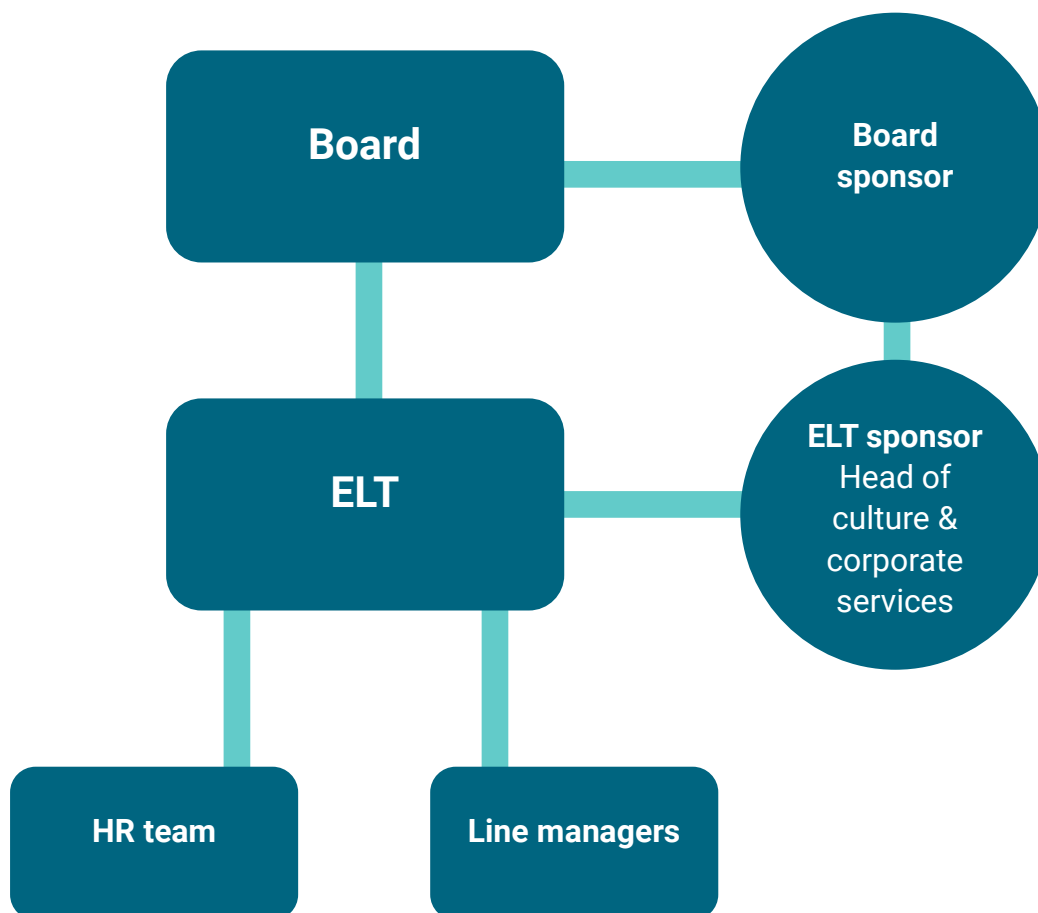
- AXA Employee Assistance Programme
- Facility for prayer room

Monitoring and governance

The Wellbeing Strategy will be monitored to evaluate its effectiveness by:

- Monitoring annual staff survey (iMatter) results on questions related to wellbeing
- Reviewing progress against staff survey, learning needs and OD action plans
- Monitoring absences due to ill-health generally and work-related ill health specifically
- Reviewing outcomes of relevant audits of health and safety
- Monitoring numbers of complaints and grievances under relevant policies (including Dignity at Work; Equality, Diversity, Inclusion & Human Rights; and Whistleblowing) and acting on any themes.
- Recording attendance and evaluation forms at events
- Responding to actions emerging from stakeholder feedback
- Evaluation of, and acting upon, relevant HR data, including accidents/injuries, turnover and exit interviews.

The governance/oversight of wellbeing within the Commission is as follows:





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Mental Welfare Commission 2025