



Scotland's
Mental Health
and Wellbeing
Vision & Priorities



Scottish Government
Riaghaltas na h-Alba



COSLA

Mental Health and Wellbeing

Workforce Action Plan

Summary of Phase 1 Activity



The [Mental Health and Wellbeing Strategy](#) (“the Strategy”), sets out our vision of a Scotland, free from stigma and inequality, where every person fulfils their right to achieve the best mental health and wellbeing possible. The ambitions of the Strategy covers all levels of need, from maintaining good mental wellbeing, to the support available in our communities, to recognising that there are many underlying social determinants, circumstances and inequalities that can affect people’s mental health. The supporting [Strategy Delivery Plan](#) sets out the actions that we will take to make progress towards delivering the outcomes and priorities identified in the Strategy.

Key to the delivery of the Mental Health and Wellbeing Strategy and its associated actions is having the right workforce, at the right place and right time, supported by the right resources.

This Mental Health and Wellbeing Workforce Action Plan (“this Action Plan”) sets out our vision, aims and our short-term outcomes for both the current and future mental health and wellbeing workforce and the actions we will take with partners to achieve them. Further details on the background, approach and outcomes we seek to achieve can be found in the full [Mental Health and Wellbeing Workforce Action Plan document](#).

The Mental Health and Wellbeing Workforce

The workforce across all sectors can play a critical part in how we promote positive mental wellbeing, prevent poor mental health or further deterioration in those with existing mental health conditions and provide safe, effective, timely, local, compassionate, trauma-informed and evidence-based support, care and treatment, that takes into account reasonable adjustments, where these are required.

As laid out in the Strategy, this document considers the mental health and wellbeing (MH&W) workforce to be made up of the core mental health and wellbeing workforce and the wider mental health and wellbeing workforce.

The core mental health and wellbeing workforce consists primarily of those who provide frontline mental health services and treatments across a range of age groups and from various sectors. These are staff who are specifically employed in services within statutory organisations, the independent sector or the third sector to support mental health and wellbeing. This includes, but is not limited to, staff in mental health services (such as mental health nurses and psychiatrists), third sector mental health support, social

work staff who provide mental health support (including Mental Health Officers), GPs, mental health pharmacists, paid peer support workers, psychotherapists, counsellors, psychologists, psychological therapists, and Allied Health Professionals who provide mental health support.

The wider mental health and wellbeing workforce includes individuals working in the wider public, third, and independent sectors which, although not directly employed in providing mental health services, support, treatment and recovery, often play an important role in supporting someone’s mental health and wellbeing and can also play a significant role in promoting good mental health for all. Examples include but are not limited to, employers; health, social work and social care staff; community link workers; police officers; pharmacists and pharmacy technicians; community group leaders; faith leaders; school staff and youth workers.

While not part of the paid workforce, it is also critical to recognise and value volunteers, experts by experience, unpaid peer support workers and unpaid carers who work with and support people. This includes family and friends and befrienders. Learning disabilities and neurodiversity are not mental health conditions. However the workforce that

supports these communities' operate within the mental health landscape and will straddle across both the core and wider mental health and wellbeing workforce. Therefore, we will reflect upon the needs of these communities and the workforce they call upon in the Strategy and this Action Plan.

Our vision and approach

Our vision for the current and future mental health and wellbeing workforce is they are supported to provide effective, person-centred, trauma-informed, rights-based compassionate services and support.

In line with the development of the Strategy, our vision and Action Plan reflect what we have heard from our partners and stakeholders during our consultation process, including the workforce and people with lived experience of poor mental health. Through a continued focus on Fair Work, there have been improvements in NHS Scotland workforce recruitment and workplace practices over the years, with record numbers of staff working in services. Despite this, the mental health and wellbeing system and workforce remain under significant pressure. Increased demand for support and services, a rise in people presenting with more

complex mental health needs and ongoing high levels of staffing vacancies are having an impact on the workforce's capacity to deliver care, treatment, recovery and support effectively and safely. These pressures are subsequently having an impact on workforce wellbeing and the ability of services to attract, train and retain the workforce, while similar challenges are being experienced in other parts of the labour market. This Action Plan outlines activity to address the challenges identified, whilst delivering the ambitions of the Strategy and its vision for the current and future mental health and wellbeing workforce.

In order to achieve this, our strategic approach is rooted in the five pillar framework within the [National Workforce Strategy for Health and Social Care in Scotland](#). Through this approach to workforce planning, our aim is to achieve a mental health and wellbeing workforce which is diverse, skilled, supported and sustainable. This will ensure service delivery meets the mental health needs of the people of Scotland and supports our Strategy's vision. All five pillars of the framework will not be relevant for the entire mental health and wellbeing workforce within this plan, with consideration given to different roles and needs of the workforce.

The Action Plan builds upon existing plans, policies and programmes, including employers' own strategies, as well as other Scottish Government labour market, employability, education and skills strategies, and outlines areas for continued and/or enhanced activity, and new actions to be taken by both the Scottish and Local Government, as well as our delivery and education partners and employers across the statutory, third and independent sector.

This is the first phase of the Action Plan. It will be reviewed and refreshed after 18 months, and regularly thereafter to align any programmes of work with budget cycles. This iteration of the action plan addresses our short and medium term goals with the expectation that long-term ambitions will continue to be developed and informed by learning over this period. We recognise this phase of the Action Plan will not provide all the answers and solutions to the current and future challenges faced by the workforce and that much more will need to be done over future years. Taking a phased and dynamic approach to this work will allow us to regularly review ongoing activity, adapt and respond to new and emerging challenges, innovation and evidence. We acknowledge that truly achieving our ambitious vision will

require time and incremental change as funding and resources permit. The Scottish Government and COSLA will continue to work collaboratively with partners to further develop detailed proposals which will deliver the visions and outcomes within this Action Plan and the Strategy. This evolving approach will enable us to learn from and build upon the great work that has already taken place to expand, grow and further support the wellbeing of the workforce, whilst collaboratively working together to ensure that future phases of this Action Plan are appropriate, proportionate, and achievable.




In line with the [Financial Framework](#) set out in the Strategy, we will work across Local and National Government and relevant partners to determine adequate costings


and we will work together to identify how this will be funded, whether this is through additional funding or by using existing resources more effectively. In implementing the actions in this Action Plan, we will work with Local Government and other partners to ensure we recognise pressures and look to reprioritise actions and drive efficiencies to ensure we can focus on agreed priorities while recognising wider financial pressures.


In working jointly across the Action Plan, we endeavour to support a whole systems approach to mental health and wellbeing. Governance of the Strategy will be undertaken jointly by COSLA and the Scottish Government, seeking to support a joined up approach. In progressing our actions, we recognise the differing roles, responsibilities


and capacity of our respective organisations and each action will be led jointly or by the most appropriate partner, whilst maintaining a spirit of collaboration and joint oversight. We know that working with partners across the system will be key to the success of this Action Plan, with roles of partners ranging from information sharing, feedback or delivering supports and services. While some indicative partners are referenced within the plan, we acknowledge that this will continue to evolve over the life of the plan.







 Plan Aim: Whole person, evidence-based planning across the system, to ensure the right workforce numbers, with the rights skills, to provide the right support, at the right time.				
Key asks from the workforce and stakeholders	Key Partner(s)	Key Activities	Timescale for action: In progress 2023-24 Short Term 2023-25 Medium Term 2026-28 Long term 2028+	Outcomes from the Mental Health and Wellbeing Workforce Action Plan
1.1 Workforce Data	SG COSLA NES SSSC Healthcare Improvement Scotland NSS	<p>▶ Connection, continuation and/or enhancement of existing activity</p> <p>1. Building on work being undertaken to deliver Data improvement as articulated in the National Workforce Strategy for Health and Social Care, we will:</p> <p>1.1. Undertake new activity to improve core Mental Health and Wellbeing workforce data, including for equalities.</p> <p>1.2. Linking to the actions in the Mental Health and Wellbeing Strategy Delivery Plan, we will support the dissemination of mental health data, including prevalence and trends, supporting the understanding of current mental health (MH) need, measurement of impact, informing workforce planning.</p>	Medium Term 2026-28	<p> Plan</p> <ul style="list-style-type: none"> Improved understanding of the factors influencing workforce supply, demand, retention and capability, at local and regional levels. Improved capability, capacity and digital infrastructure to workforce plan at a local, regional and national level, including using workforce data.
		<p>▶ New activity</p> <p>1.3. This data work will also support development and publication of Scotland's first Mental Health & Wellbeing Workforce technical document. As part of a phased approach, this will initially focus on the core workforce.</p> <p>1.4. Building on work being undertaken through the HIS Healthcare staffing programme we will:</p> <p>1.4.1 Contribute to the redevelopment of the staffing level tools for mental health services.</p> <p>1.4.2 Contribute to the review of the Common Staffing Method.</p>	Medium Term 2026-28	<p> Employ</p> <ul style="list-style-type: none"> Improved diversity (in terms of roles and demographics) of the mental health workforce and leadership.

 **Plan** Aim: Whole person, evidence-based planning across the system, to ensure the right workforce numbers, with the rights skills, to provide the right support, at the right time.

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<p>1.2 Workforce Planning</p>	<p>SG COSLA NES HOPS National Social Work Agency workstream ASPEP</p>	<p>► Connection, continuation and/or enhancement of existing activity</p> <ol style="list-style-type: none"> 2. To improve workforce planning: Undertake and publish a CAMHS scenario planning project to help improve workforce planning for CAMHS services. 3. Work to review the implementation of perinatal and infant mental health services (across specialist Community Perinatal Mental health Teams, Maternity & Neonatal Psychological Interventions and Infant Mental Health). 4. As part of the development of the Social Work Workforce Joint Improvement Plan (and linked National Social Work Agency workstream) there are plans to prioritise looking at MHO Workforce Capacity. This will include a gap analysis to inform planning, measuring demand and vacancies and to set future direction. 5. Scottish Government will undertake a pilot to support the implementation of the core mental health standards .We will use learning from the pilot to develop an understanding of the resource and workforce planning implications in delivering these standards going forward. 6. Undertake NHS workforce planning for psychological therapies delivery linked to the new national specification for psychological therapies and interventions. 7. The Association of Scottish Principal Educational Psychologists (ASPEP) are currently working with the Scottish Government and COSLA to develop a strategy to promote more widely the role that Educational Psychologists play in supporting the mental health and wellbeing of children and young people. 	<p>Short Term 2023-25</p>	<p> Plan</p> <ul style="list-style-type: none"> • Improved understanding of the population’s MH needs, including local and regional variations, to inform workforce planning processes. • Improved understanding of the factors influencing workforce supply, demand, retention and capability, at local and regional levels.

 **Plan** Aim: Whole person, evidence-based planning across the system, to ensure the right workforce numbers, with the rights skills, to provide the right support, at the right time.

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<p>1.3 Flexibility and codesign</p>	<p>SG COSLA HBs and HSCP LAs NES TSI's CPPS CYPPs GPs</p>	<p>► Connection, continuation and/or enhancement of existing activity</p> <p>8. Health Boards will be expected to use the Mental Health Outcomes Framework 2023/24 funding to plan and deliver services, in partnership with their workforce and local communities, and ensure support that will deliver against the outcomes in Framework, and by extension the Mental Health and Wellbeing Strategy and this Action Plan.</p> <p>8.1. This will include Boards providing updates to Scottish Government on the implementation of their commitments, including those within their 3 Year Workforce Plans, via the Annual Delivery Plan and other agreed reporting mechanisms.</p> <p>8.2. Explore the potential across the system to enable and encourage cross-sector working, supporting innovative and different ways of working, and removing barriers.</p>	<p>Short Term 2023-25</p>	<p> Plan</p> <ul style="list-style-type: none"> Improved understanding of the population's MH needs, including local and regional variations, to inform workforce planning processes. Improved understanding of the factors influencing supply, demand, retention and capability, at local and regional levels. Improved understanding of the workforce impacts of relevant national policy commitments and strategies. Improved capability, capacity and digital infrastructure to workforce plan at a local, regional and national level, including using workforce data. <p> Employ</p> <ul style="list-style-type: none"> Workforce report feeling valued and supported to deliver high quality user centred services, support and compassionate care. <p> Nurture</p> <ul style="list-style-type: none"> Effective partnership working between the workforce, volunteers, carers, employers and partner organisations. <p> Train</p> <ul style="list-style-type: none"> The workforce report being more knowledgeable about other services in their local area and how to link others into them.





Aim: Mental health & Wellbeing careers are attractive, with inclusive and diverse routes to recruitment, with clear progression pathways and where all are respected, empowered and valued for the work they do.



Key asks from the workforce and stakeholders	Key Partner(s)	Key Activities	Timescale for action: In progress 2023-24 Short Term 2023-25 Medium Term 2026-28 Long term 2028+	Outcomes from the Mental Health and Wellbeing Workforce Action Plan
<p>2.2 Promote MH&W career pathways to young people in schools, including through media campaigns.</p>	<p>SG COSLA ADES NES Scottish Funding Council Skills Development Scotland</p>	<p>▶ New Activity – Linked to 2.4, 4.1 and 4,5</p> <p>13. Scope and promote existing and alternative pathways to widen access to MH&W careers, beyond traditional university and college routes. This will include exploring promoting MH&W careers to those in senior phases of school education and developing a targeted media campaign to promote careers, including new roles as appropriate, within MH&W and in line with the recommendations of the Nursing and Midwifery Taskforce.</p>	<p>Medium Term 2026-28</p>	<p>Attract</p> <ul style="list-style-type: none"> • Increased Nationally co-ordinated and International Recruitment. • More diverse, fair and inclusive workplaces across the MH&W system. • Improved public perception of MH&W roles, leading to an increase in MH&W careers. • Increased routes available for entry into the workforce, including those with lived experience, to pursue careers within the MH&W system.



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<p>2.3 Address current challenges around high vacancies levels and retention issues facing parts of the workforce.</p>	<p>SG COSLA HBs and HSCPs Trade Unions SSSC SWS NES HOPS</p>	<p>▶ New Activity – linked to 4.5</p> <p>14. Through the newly established Nursing and Midwifery Taskforce, Scottish Government will continue to consider and address issues to build exemplary workforce cultures, addressing operational barriers and improving working conditions, facilities and learning opportunities.</p> <p>15. Building on this work, Scottish Government will establish a Mental Health Nursing review to consider what more needs to be done to attract, grow, support, retain and develop the MH nursing workforce and leadership.</p> <p>16. We will continue to consider how we can better support the recruitment and retention of psychiatrists within NHS Scotland through our newly established and dedicated working group. The initial phase of the group’s work will look at the recruitment and retention of trainee doctors at Core and Higher Specialty training level, followed by a second which will consider the wider workforce including consultant and specialty grade doctors. Much of this work is likely to be undertaken concurrently to ensure a whole-system approach.</p> <p>17. Scottish Government will engage with the implementation plan for Allied Health Professions (AHP) Education and Workforce Review to ensure recommendations are implemented to address specific needs of the AHP mental health workforce. We will also engage closely with the implementation of the Learning Disability (LD) Nurse Education and Workforce Action Plan.</p> <p>18. A Mental Health Officer (MHO) Workforce Capacity Oversight group has been set up with partners in social work in order to try to address the shortfalls in MHO capacity caused by increased service demand, as well as recruitment and retention challenges.</p> <p>19. Scottish Government will engage with the Heads of Psychology Scotland group (HOPS) and NES to ensure workforce supply for psychological therapists and psychologists and consider workforce gaps to support delivery of the new national specification for psychological therapies and interventions.</p>	<p>In progress 2023-24</p> <p>Short Term 2023-25</p> <p>In progress 2023-24</p> <p>In progress 2023-24</p> <p>Short Term 2023-25</p>	<p>Attract</p> <ul style="list-style-type: none"> Increased Nationally co-ordinated and International Recruitment. More diverse, fair and inclusive workplaces across the MH&W system. Improved public perception of MH&W roles, leading to an increase in MH&W careers. Increased routes available for entry into the workforce, including those with lived experience, to pursue careers within the MH&W system. <p>Employ</p> <ul style="list-style-type: none"> Those in formal leadership roles are capable of enabling and delivering change, and actively supportive of the needs of the workforce.

 Train Aim: The Mental health & Wellbeing workforce is skilled, trained and supported to work agilely and flexibly, embracing new technologies and evidence-based approaches.				
Key asks from the workforce and stakeholders	Key Partner(s)	Key Activities	Timescale for action: In progress 2023-24 Short Term 2023-25 Medium Term 2026-28 Long term 2028+	Outcomes from the Mental Health and Wellbeing Workforce Action Plan
3.1 Improve and increase availability and uptake of mental health literacy and wellbeing training for the wider workforce, carers, volunteers.	SG/NES	<p>▶ New Activity</p> <p>20 Through the newly established MH&W Workforce Education and Training Advisory Group, we will explore opportunities to increase awareness, uptake and accessibility of existing, reliable resources and support decision-making on what further resources might be required to best meet workforce needs. This includes:</p> <p>20.1. Develop an induction training framework for the wider MH&W workforce, volunteers and carers.</p> <p>20.2. Scope implementation of the Children and Young People's Mental Health and Wellbeing Joint Delivery Board (JDB) recommendations relating to quality learning resources and ensure training opportunities are developed, disseminated, supported, evaluated and accessible for the children and young people's' MH&W workforce. This will also consider learning from the Perinatal and Infant Mental Health Programme Board with respect to mental health training across the perinatal period and infancy. Oversight of new strands of work will be overseen by the new Joint Strategic Board addressing mental health and wellbeing across perinatal, early years, childhood and young people.</p> <p>20.3. Scope options for increasing awareness and uptake of evidence-based prevention and early intervention approaches with training and resources.</p> <p>21. We will work with stakeholders to develop resources to support alternative caregivers (kinship, foster, supported lodging carers and adoptive parents) to provide trauma-informed care for their children and young people as part of the National Trauma Transformation Programme.</p> <p>22. Scottish Government will develop a resource toolkit for Mental Health Unscheduled Care Practitioners, responsible for providing unplanned and emergency mental health care and support, to increase awareness of the range of options available to support individuals.</p>	Medium Term 2026-28	 <ul style="list-style-type: none"> Increased education and training opportunities to provide the workforce with appropriate skills to achieve the outcomes from the MH&W Strategy, including the delivery of evidenced-based interventions. Education and training increasingly provide the workforce with appropriate skills to support the MH&W needs of the population, taking into account protected characteristics, socio-economic and geographical needs. Our workforce has the knowledge, skills, confidence, and capacity to recognise and respond to people affected by trauma, through training and implementation support relevant to their job role and service remit. The workforce report being more knowledgeable about other services in their local area and how to link others into them.
	COSLA		In progress 2023-24	
	SSSC		In progress 2023-24	
HIS				
TSIs				
Trade Unions				
Carer Representative				

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Key asks from the workforce and stakeholders	Key Partner(s)	Key Activities	Timescale for action: In progress 2023-24 Short Term 2023-25 Medium Term 2026-28 Long term 2028+	Outcomes from the Mental Health and Wellbeing Workforce Action Plan
3.2 Provide culturally sensitive mental health training and support activity to address racism and discrimination.	SG COSLA NES SSSC HBs and HSCP's	<p>► Continuation/enhancement of existing activity</p> <p>23. Improve Equality, Diversity and Inclusion training for staff to incorporate up to date messaging within existing training and relevant information on equality including anti-racism, sexual harassment, ageism, transgender and non-binary, LGBTI+ equality, and identifying/reporting incidences of equality-based harassment. This includes:</p> <p>23.1. NES updating the essential learning module on equality and human rights.</p> <p>23.2. Working with NHS Scotland Academy to develop a resource on cultural competence.</p> <p>23.3. The Coalition for Racial Equality and Rights (CRER) are working with key partners and stakeholder to develop anti-racist resources for health and social care staff.</p> <p>23.4. Developing anti-racism training resources for staff.</p> <p>23.5. Promote British Sign Language(BSL) training to workforce.</p> <p>23.6. Through Leading to Change offer a suite of leadership learning and development to support the talent development of diverse leaders, and to support active allyship in the majority workforce.</p>	Medium Term 2026-28	 Train <ul style="list-style-type: none"> Increased education and training opportunities to provide the workforce with appropriate skills to achieve the outcomes from the MH&W Strategy, including the delivery of evidenced-based interventions. Education and training increasingly provide the workforce with appropriate skills to support the MH&W needs of the population, taking into account protected characteristics, socio-economic and geographical needs. Improved and consistent access to training and education, for volunteers and carers.
	Intercultural Youth Scotland	<p>► New Activity</p> <p>24. NES are working to develop a Transgender Care Knowledge and Skills Framework and explore resources and opportunities for training for NHS Scotland staff.</p>	Short Term 2023-25	
	Pachedu CRER	<p>25. SSSC is developing resource focusing on anti-discriminatory practice in social work.</p>	Short Term 2023-25	



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Key asks from the workforce and stakeholders	Key Partner(s)	Key Activities	Timescale for action: In progress 2023-24 Short Term 2023-25 Medium Term 2026-28 Long term 2028+	Outcomes from the Mental Health and Wellbeing Workforce Action Plan
<p>3.3 Ensure training provision helps with the treatment, support and recovery of mild to moderate MH illness and also helps to upskill the existing workforce, including on trauma, suicide prevention and self-harm.</p> <p>Better promotion of national competency frameworks to support training and education.</p>	<p>SG COSLA NES Colleges Scotland Universities Scotland Scottish Funding Council</p>	<p>► Continuation/enhancement of existing activity</p> <p>26. In addition to the work being taken forward through the Education and Training Advisory Group and implementation of the JDB'S recommendations, Scottish Government will provide funding to:</p> <p>26.1. Continue to support our workforce and services across Scotland to embed sustainable trauma-informed and responsive approaches through the National Trauma Transformation Programme including publication of a new "Roadmap to Trauma-Informed and Responsive Change: Guidance for Organisations, Systems and Workforces in Scotland".</p> <p>26.2. Develop our cross-sector, multi-disciplinary workforce to deliver care that is psychologically informed and centred around good communication.</p> <p>26.3. Fund training to increase knowledge, skill and awareness of suicide prevention.</p> <p>26.4. Continue to support the workforce to deliver compassionate responses to people whose emotional distress manifest as self-harm, through providing learning for people, communities and healthcare settings building upon the bespoke self-harm resources already created which align with trauma Informed and Time, Space, Compassion approaches and explore further opportunities to include safe and evidence based self-harm learning content and materials in core training and continuous professional development for key groups.</p> <p>26.5. Implement the actions from the review of the learning approach to suicide prevention (and wider mental health) to ensure it is fit for purpose and meets the different needs of the workforce and communities. This will likely lead to a more tailored and targeted learning approach and resources.</p> <p>26.6. Implement the learning actions within the forthcoming self-harm action plan.</p> <p>26.7. Expand the Applied Psychology programmes and Child and Adolescent Psychotherapist in Training. Ensuring that interventions are in line with the NES/SG Psychological Therapies and Interventions Matrix where appropriate.</p>	<p>Short Term 2023-25</p>	<div style="border: 1px solid black; padding: 5px;">  Train <ul style="list-style-type: none"> • Increased education and training opportunities to provide the workforce with appropriate skills to achieve the outcomes from the MH&W Strategy, including the delivery of evidenced-based interventions. • Education and training increasingly provide the workforce with appropriate skills to support the MH&W needs of the population, taking into account protected characteristics, socio-economic and geographical needs. • Improved and consistent access to training and education, including trauma-informed and responsive practice, for volunteers and carers. </div>
		<p>Short Term 2023-25</p>		





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Key asks from the workforce and stakeholders	Key Partner(s)	Key Activities	Timescale for action: In progress 2023-24 Short Term 2023-25 Medium Term 2026-28 Long term 2028+	Outcomes from the Mental Health and Wellbeing Workforce Action Plan
3.4 Address digital and data training needs within the MH&W workforce.	SG	<p>► Continuation/enhancement of existing activity</p> <p>31. In line with the refresh of the Health and Social Care Digital Strategy we will consider how to further develop and deliver our aims for Digital Skills and Leadership across the workforce, including the mental health workforce. This includes:</p> <p>31.1. Developing Masterclasses for executives across health & social care to develop digital skills and literacy</p> <p>31.2. Creating the 'Digital Transformation in Health and Care for Scotland (MSc).</p> <p>32. The Digitally Enabled Workforce programme will work with our colleges and universities to shape the future workforce by ensuring curricula prepares students for a digitally enabled health and social care environment and produces graduates of the future for whom digital is a core skill.</p> <p>33. Continue to provide training for local digital therapy teams in NHS Boards on the provision of evidence based digital therapies and resources to support mental health.</p>	Short Term 2023-25	
	COSLA		Short Term 2023-25	
	Employers		Medium Term 2026-28	









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Key asks from the workforce and stakeholders	Key Partner(s)	Key Activities	Timescale for action: In progress 2023-24 Short Term 2023-25 Medium Term 2026-28 Long term 2028+	Outcomes from the Mental Health and Wellbeing Workforce Action Plan
<p>3.5 Increase training provision and ensure it covers helping with the treatment and recovery of serious mental health illness and also helps to upskill the existing workforce.</p>	<p>SG COSLA NES NSSGEP ASPEP</p>	<p>34. In addition to the implementation of the aforementioned work, we will:</p> <p>34.1. Maintain increased levels of postgraduate student intakes for Psychology Masters and Doctorate Programmes, this includes supporting intakes of more than 80 Doctoral trainees in Clinical Psychology each year with at least 10 per intake with CAMHS aligned places, and increased annual intakes for the MSc in Applied Psychology for Children and Young People of up to 40 and MSc in Psychological Therapies in Primary Care of up to 50.</p> <p>34.2. Increase the number of available places on the Core Psychiatry training programme through the Scottish Shape of Training Transition Group (SSoTTG). 15 additional spaces are being made available in 2023. The SSoTTG will consider the need for further uplifts as part of its annual review of medical training establishments</p> <p>34.3. Increase the number of available General Practice Specialty Training (GPST) places by 35 in 2023. Further uplifts will be considered by the SSoTTG in the coming years.</p> <p>34.4. Through the National Scottish Steering Group for Educational Psychologists (NSSGEP), the Scottish Government and COSLA have worked in partnership with key stakeholders within the profession to consider a move to a Doctorate model of training for Educational Psychologists. Agreement in principle to move to a Doctorate model of training has been provided by both the Cabinet Secretary for Education and Skills, and COSLA Leaders. The Scottish Government and COSLA are working closely with Dundee University and the profession to consider further feasibility work to inform the next steps to deliver this shift in approach.</p>	<p>In progress 2023-24</p> <p>Short term 2023 – 25</p>	



 Employ Aim: Underpinned by Fair Work principles, create sustainable and inclusive growth within the mental health and wellbeing workforce, in line with Scotland's population demographics and the demands on services.				
Key asks from the workforce and stakeholders	Key Partner(s)	Key Activity	Timescale for action: In progress 2023-24 Short Term 2023-25 Medium Term 2026-28 Long term 2028+	Outcomes from the Mental Health and Wellbeing Workforce Action Plan
4.1 Further develop the MH&W Workforce, ensure structured career pathways and empower and support staff to work at the top of their competencies.	SG	<p>► Continuation/enhancement of existing activity</p> <p>35. Continue to provide funding for:</p> <p>35.1. Enhanced Psychological Practice (EPP) Programme, across a variety of settings, and up to 100 successful completers per annum.</p> <p>35.2. Psychological Practitioners in NHS 24.</p> <p>35.3. Advanced pharmacists and pharmacy technicians.</p> <p>35.4. Community link workers.</p> <p>35.5. Pilot self-harm services that use peer practitioners and trained volunteers to support people who self-harm as well as providing training on self-harm to a variety of professional groups.</p> <p>35.6. Perinatal mental health peer support in Mother and Baby Units.</p> <p>35.7. Increasing the number of GPs in Scotland by 800, by the end of 2027.</p>	In progress 2023-24	 Employ <ul style="list-style-type: none"> • Increase in the workforce reporting feeling valued, rewarded and supported wherever they work across the MH&W system. • Improved diversity (in terms of roles and the demographics) of the workforce and leadership.
	COSLA			
	Employers			
	SMMPG			
	NES			
	Trade Unions			
	SWS			
	SSSC			
	LAs			
	HSCPs			
	HBs			
	Third Sector interfaces			
	SCVO			
		<p>► New Activity</p> <p>37. Implementation of the Band 2-4 framework for MH Nursing.</p> <p>38. Work with Open University to target staff, including those in non-traditional band 2-4 roles, as part of promoting MH nursing.</p> <p>39. Implementation of the Advanced Practice Framework for social workers is on track for September 2024. The framework will set out the structures to support social workers through different career phases and describe a cohesive and supportive series of academic, learning and development, and work-based opportunities to support the workforce.</p>	<p>In progress 2023-24</p> <p>Short Term 2023-25</p> <p>Short Term 2023-25</p> <p>In progress 2023-24</p>	



 Employ Aim: Underpinned by Fair Work principles, create sustainable and inclusive growth within the mental health and wellbeing workforce, in line with Scotland's population demographics and the demands on services.				
Key asks from the workforce and stakeholders	Key Partner(s)	Key Activity	Timescale for action: In progress 2023-24 Short Term 2023-25 Medium Term 2026-28 Long term 2028+	Outcomes from the Mental Health and Wellbeing Workforce Action Plan
4.2 Ensure that Fair Work First principles are embedded as consistently as possible across workplaces that employ the MH&W workforce.	SG Employers	<p>▶ Continuation/enhancement of existing activity</p> <p>40. Building on the public sector duties, embed Fair Work First principles within all Mental Health Directorate Grants.</p> <p>41. Continue to support projects currently funded through the Workplace Equality Fund to encourage fair work practice, promote the outputs and outcomes of the Fund to mental health and wellbeing workforce employers to share relevant best practice.</p>	<p>In progress 2023-24</p> <p>In progress 2023-24</p>	<p> Employ</p> <ul style="list-style-type: none"> • Increase in the workforce reporting feeling valued, rewarded and supported wherever they work across the MH&W system. • Improved diversity (in terms of roles and the demographics) of the workforce and leadership.
4.3 Terms and Conditions including flexible working.	SG COSLA Employers Trade unions HB's and HSCPs	<p>▶ Continuation/enhancement of existing activity</p> <p>42. In addition to seeking to align pay with Fair Work principles, Scottish Government will consider proposals to review and modernise the Agenda for Change system to ensure it meets the needs of NHS Scotland and its workforce going forward.</p> <p>43. Reinforce the distinction between volunteering and paid employment by encouraging the use of the Volunteer Charter, promoting fair volunteering principles, and reinforcing the importance of paying expenses. Promote the Charter to employers.</p>	<p>Medium Term 2026-28</p> <p>Short Term 2023-25</p>	<p> Employ</p> <ul style="list-style-type: none"> • Increase in the workforce reporting feeling valued, rewarded and supported wherever they work across the MH&W system. <p> Nurture</p> <ul style="list-style-type: none"> • Mentoring, coaching, improved professional supervision and reflective practice is increasingly available.

 Employ Aim: Underpinned by Fair Work principles, create sustainable and inclusive growth within the mental health and wellbeing workforce, in line with Scotland's population demographics and the demands on services.				
Key asks from the workforce and stakeholders	Key Partner(s)	Key Activity	Timescale for action: In progress 2023-24 Short Term 2023-25 Medium Term 2026-28 Long term 2028+	Outcomes from the Mental Health and Wellbeing Workforce Action Plan
4.4 Listen and respond to workforce concerns.	SG	<p>▶ Continuation/enhancement of existing activity</p> <p>44. For NHS staff and participating HSCPs; continue to use the national iMatter, staff experience continuous improvement tool as a means to measure, understand, improve and evidence staff experience and take the appropriate steps to address concerns expressed by the workforce.</p> <p>45. For wider employers, continue to use local employee engagement surveys and consider actions needed to address any issues raised.</p> <p>46. Scottish Government will continue to provide additional funding to sector representative organisations such as CCPS and SSSC as part of our stakeholder engagement strategy. Results from surveys and internal discussion will continue to inform policy development/delivery.</p>		<div style="background-color: #007070; color: white; padding: 5px; display: flex; align-items: center;">  Employ </div> <ul style="list-style-type: none"> Increase in the workforce reporting feeling valued, rewarded and supported wherever they work across the MH&W system. Improved diversity (in terms of roles and the demographics) of the workforce and leadership.
	Employers Trade Unions		Medium Term 2026-28	
	SSSC		Short Term 2023 – 25	
			Medium Term 2026-28	

 Nurture Aim: The mental health and wellbeing workforce are valued, empowered and supported.				
Key asks from the workforce and stakeholders	Key Partner(s)	Key Activities	Timescale for action: In progress 2023-24 Short Term 2023-25 Medium Term 2026-28 Long term 2028+	Outcomes from the Mental Health and Wellbeing Workforce Action Plan
5.1 Ensure that workloads are manageable and reduce risk.	SG COSLA HIS Employers	<p>▶ Continuation/enhancement of existing activity</p> <p>47. Gain a better understanding of the implications of new legislation and policy developments such as HCS Act and professional standards and how it impacts HSC staff wellbeing. This will include developing the MHLI inpatient staffing tool and new policy commitments across the mental health and wellbeing strategy.</p>	Short Term 2023-25	<p> Nurture</p> <ul style="list-style-type: none"> Increased focus on achieving safe working conditions, including safe staffing levels, and manageable workloads for the workforce.
5.2 Better partnership working across the mental health and wellbeing system and increase opportunities to share good practice.	SG LG HSCPs HBs IJBs LAs Boards and Partnership members HIS NAIT	<p>▶ Connection, continuation and/or enhancement of existing activity</p> <p>48. Explore options to further support increasing connectivity and collaborative working across the MH&W system and promote examples where collaboration has been successful. This includes:</p> <p>48.1. The Mental Health Leads Network and partners promoting and sharing good practice identified from the 3 Year Workforce Plans, as well as ensuring that future iterations continue to be developed in partnership with MH&W workforce.</p> <p>48.2. Through the Mental Health Leads Network and other partners, we will share good working practise in relation to workforce planning between Health Boards and Health and Social Care Partnerships.</p> <p>48.3. Publishing case studies from the Mental Health Strategy 2017 commitment to fund 800 additional mental health workers in key settings, including A&Es, GP practices, police station custody suites and prisons. Ensure that lessons learnt are shared, including the impact of these additional roles on the wider MH&W system.</p> <p>48.4. Ensuring that the lessons learned from Welfare Advice and Health Partnerships are shared to support applications for welfare benefits and to address debt, housing, and employability issues and thereby reduce pressure on GPs and primary care services.</p> <p>48.5. Promoting existing forums and best practice sharing locally, including MHO fora within local HSCP and the National MHO forum.</p> <p>48.6. In partnership with local services and government, exploring other ways in which information on locally available services and support can be shared and consider links with the new Data Strategy for HSC.</p>	Short Term 2023-25	<p> Nurture</p> <ul style="list-style-type: none"> Effective partnership working between the workforce, volunteers, carers, employers and partner organisations. <p> Plan</p> <ul style="list-style-type: none"> Improved understanding of the factors influencing workforce supply, demand, retention and capability, at local and regional levels.

 Nurture Aim: The mental health and wellbeing workforce are valued, empowered and supported.				
Key asks from the workforce and stakeholders	Key Partner(s)	Key Activities	Timescale for action: In progress 2023-24 Short Term 2023-25 Medium Term 2026-28 Long term 2028+	Outcomes from the Mental Health and Wellbeing Workforce Action Plan
		<p>48.7. Greater promotion of the mental health support that signposts to online resources – the National Wellbeing Hub (which includes a specific section for unpaid carers) and Aye Feel.</p> <p>48.8. Continuing to promote The Triangle of Care within MH&W services. This best practice guide helps mental health services support carers in exercising these rights by providing the information, advice and support that carers require to continue in their roles as expert partners in care.</p> <p>48.9. Annual perinatal mental health peer support events which bring together over 100 professionals and lived experience from across Scotland.</p> <p>► New Activity</p> <p>49. Update the resource pack which was developed to support staff working as part of a multi-disciplinary team within MH&W in Primary Care Service. It brings together a range of national resources and tools that support and improve mental health and wellbeing.</p> <p>50. Following the National Autism Implementation Team report, we will establish a Neurodiversity Affirming Community of Practice – NAIT will provide leadership to the Adult Neurodevelopmental Professionals Network to build relationships, facilitate support and combine expertise as work progresses. This network will be aligned to a new Community of Practice.</p> <p>51. The Scottish Government will establish a Coming Home Implementation Peer Support Network that will bring together professionals from a range of disciplines, as well as people with lived experience to learn and share best practice, and to get support with planning services for people with learning disabilities and complex care needs. We will also scope establish a Coming Home Implementation National Support Panel that provides professional advice to local areas for people with learning disabilities and complex care needs.</p> <p>52. The Scottish Recovery Network will develop a peer support programme which facilitates participative networking sessions to bring community based suicide prevention groups together with strategic leads to share experiences, and develop relationships and practice.</p>	<p>In progress 23-24</p> <p>Short Term 2023-25</p> <p>Short Term 2023-25</p> <p>Short Term 2023-25</p> <p>Short Term 2023-25</p>	

 Nurture Aim: The mental health and wellbeing workforce are valued, empowered and supported.					
Key asks from the workforce and stakeholders	Key Partner(s)	Key Activities	Timescale for action: In progress 2023-24 Short Term 2023-25 Medium Term 2026-28 Long term 2028+	Outcomes from the Mental Health and Wellbeing Workforce Action Plan	
5.3 Support and protect the wellbeing of the workforce.	SG	<p>▶ Continuation/enhancement of existing activity</p> <p>53. Support staff mental health and wellbeing through national initiatives such as, the National Wellbeing Hub and Helpline, confidential mental health treatment through the Workforce Specialist Service, Coaching for Wellbeing and developing a national resource for peer support and reflective practices to complement support delivered within local communities, including by their employer.</p> <p>54. Promote SASW support service which offers peer support for all social workers and social work students across Scotland.</p> <p>55. Ensure that best practice in relation to Menopause and Menstrual Health is developed and promoted across all employers within the MH&W system. This will be supported by inviting a representative from the MH&W workforce to join the Menopause and Menstrual Health workplace policy Working Group which will consider the implementation of the workplace policy for NHS Scotland as an example of best practice.</p> <p>56. Lifelines Scotland is a wellbeing programme which provides support to blue light responders – Police Scotland, Scottish Fire and Rescue Service and the Scottish Ambulance Service, including volunteers as well as employees, who have had difficult experiences in the course of their work which have affected their wellbeing. Lifelines is led by NHS Lothian's Rivers Centre but is available nationally and provides support via e.g., web based advice and resources, and via training.</p> <p>57. Promote the role of spiritual care for all staff including those across all sectors and settings providing end of life care and bereavement support through the new Spiritual Care Framework.</p> <p>58. Produce targeted communication on MH&W to ensure all stakeholders have access to information they need to support themselves or others where appropriate. Ensuring that this communication addresses issues around stigma.</p> <p>59. Support the development and implementation of the Improving Wellbeing and Working Cultures Framework and Action Plan. This will build on the National Workforce Strategy and our commitment is to enable and improve the culture of our health, social care and social work organisations, through a collective focus on programmes of work at national level on staff wellbeing, leadership and equalities.</p>	Employers	Short Term 2023-25	 Nurture <ul style="list-style-type: none"> Improved wellbeing support for staff, volunteers and carers.
	Menopause and Menstrual Health Workplace Policy Working Group		Medium Term 2026-28		
			Short Term 2023-25		
			Short Term 2023-25		
			Short Term 2023-25		
			Short Term 2023-25		
			Medium Term 2026-28		

 Nurture Aim: The mental health and wellbeing workforce are valued, empowered and supported				
Key asks from the workforce and stakeholders	Key Partner(s)	Key Activities	Timescale for action: In progress 2023-24 Short Term 2023-25 Medium Term 2026-28 Long term 2028+	Outcomes from the Mental Health and Wellbeing Workforce Action Plan
5.4 Supportive leadership and culture.	SG	<p>▶ Continuation/enhancement of existing activity</p> <p>60. Encourage participation in the Leading to Change programme, promote compassionate leadership practices and ensure appropriately trained and skilled in leadership to promote a culture of hope and security. As part of this the Leading to Change Equalities Action Plan includes a series of interventions which includes embedding allyship and learning opportunities while also offering tailored and targeted measures and leadership development opportunities for staff from diverse backgrounds. The programme is following a maturity model with race and ethnicity being the initial focus with expansion to cover other protected characteristics as the programme progresses. Intersectionality will be embedded in the delivery of the programme with evaluation built in from the outset.</p> <p>61. Support for embedding trauma-informed and responsive practice throughout our workplaces through continued delivery of the National Trauma Transformation Programme which includes a Scottish Trauma Informed Leaders Training (STILT) component and a new publication: "Roadmap to Trauma-Informed and Responsive Change: Guidance for Organisations, Systems and Workforces in Scotland".</p> <p>62. Progress actions within the Trauma Responsive Social Work Services workplan, which was developed and agreed with key partners, to embed trauma responsive practice into social work services across Scotland, aligned with the National Trauma Transformation Programme.</p> <p>▶ New Activity</p> <p>63. Based on the Clinical Supervision Framework for Nursing, NES will create a set of conditions for testing out the Professional Nurse Advocate Role and test the model for implementation.</p>	Short Term 2023-25	 Nurture <ul style="list-style-type: none"> Increased focus on achieving safe working conditions, including safe staffing levels, and manageable workloads for the workforce. Effective partnership working between the workforce, volunteers, carers, employers and partner organisations. Improved wellbeing support for staff, volunteers and carers as part of a trauma-informed approach. Mentoring, coaching, improved professional supervision and reflective practice is increasingly available.
	COSLA		Short Term 2023-25	
	NES		Short Term 2023-25	
	HBs		Short Term 2023-25	
IJBs				
HSCPs				
LAs				
Third sector				
SSSC				
Healthcare Improvement Scotland				