



**mental welfare**  
commission for scotland

# Organisational development plan 2025-28

Corporate document

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April 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

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## Welcome



**I am proud to introduce the Commission's Organisational Development Plan 2025-28 (the OD Plan).**

I am extremely proud of the vitally important work the Commission carries out to ensure the human rights of people with mental illness, learning disabilities and related conditions are protected and promoted; and I hope that you share that pride in working for the Commission.

We want our people to feel valued, trusted and supported, and we strive to foster a culture of inclusiveness and excellence in all we do.

The plan sets out our roadmap for how we will do precisely that and drive cultural change, bringing together various people strategies and actions into one coherent plan, aligned to the Commission's Strategic Plan.

We publish this at a challenging time: significant and wide-ranging reforms are being debated for the mental health landscape in Scotland, which the Commission needs to navigate and respond to.

That is matched with an ambitious programme of work, as set out in our three-year Strategic Plan and annual Business Plan. We therefore need to approach the OD Plan with a degree of pragmatism and recognise that some of the priorities may need to shift as we progress into years two and three.

It is everyone's responsibility to help create the environment in which we would wish to work, so while certain actions will be led by particular roles within the organisation, we all have a part to play.

I hope you will see the benefits and look forward to working with everyone in the Commission on the delivery of this OD Plan.

Best wishes,

**Julie Paterson**  
**Chief executive**

## 1. 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 OD Plan underpins the Strategic Plan and focuses on the 'workforce' commitment set out in that plan. It sets out how we will define the culture the Commission requires to deliver on its strategy, an action plan to achieve that cultural change, and how we intend to support our people on that journey.

The OD Plan covers a three-year period and outlines the activities to be undertaken to ensure the Commission can attract, retain, support and develop a talented workforce.

The Commission plays a critical role in protecting and promoting the human rights of people with mental illness, learning disabilities and related conditions. We recognise that we can only deliver on that purpose and the commitments in our Strategic Plan by creating the right culture and nurturing and engaging our people. Delivering on the actions set out in the OD Plan will directly contribute to the organisation's performance against our objectives.

This OD Plan is prepared at a time when significant and wide-ranging reforms are being debated for the mental health landscape in Scotland, and of huge fiscal pressure for public services. That context will present challenges and opportunities for the Commission, which we need to navigate and respond to with a strong sense of leadership.

Delivering on our strategic priorities against that background will require us to adapt and change our ways of working, target our resources on our core functions and statutory responsibilities, make the most of digital technologies, and ensure our people have the confidence and resilience to adapt and respond to change in an agile way.

## 2. Purpose

The Commission protects and promotes the human rights of some of the most vulnerable people in Scotland. As the pressure and demands on mental health services continue to increase, the Commission must ensure the voices and rights of people at the heart of those services are heard and respected.

Against the background of proposed wide-ranging reforms for health and social care services (including mental health) and structures/delivery models in Scotland, the Commission must provide clear leadership and be a respected voice in a time of unprecedented change.

The Commission cannot do this without a talented, resilient and engaged workforce. Every individual, every role and every profession in the Commission contributes to the delivery of our strategic priorities. Simply put, we cannot deliver for the people of Scotland without our workforce.

Whilst we may have different roles day to day, the golden thread running through the organisation is our values. Our values set out what we stand for and *how* we deliver our priorities (our behaviours) and go about our business.

The Commission's values were last reviewed and refreshed in 2016 and are reproduced in full below with the descriptors agreed at the time.

### 2.1 Our values

#### Respect – valuing and treating people fairly

##### Our behaviours:

- Supporting others
- Developing relationships and building trust
- Listening
- Being open and honest
- Professional and accountable
- Respecting confidentiality
- Taking ownership and responsibility
- Promoting the principles of the Acts
- Acting fairly
- Promoting equality and non-discrimination

You will see us...	You won't see us...
<ul style="list-style-type: none"> <li>• Trying always to see the other person's perspective</li> <li>• Being open, honest, and saying sorry where appropriate</li> <li>• Delivering on what we promise, seeing things through and following them up</li> <li>• Communicating clearly in everyday language</li> <li>• Appreciating others</li> <li>• Being authentic and genuine</li> </ul>	<ul style="list-style-type: none"> <li>• Undermining the efforts of others</li> <li>• Acting in a way which breaches our values</li> <li>• Making it somebody else's problem</li> <li>• Avoiding taking responsibility and blaming others</li> <li>• Breaking promises</li> <li>• Cutting corners</li> <li>• Saying we will do something that we can't or won't do</li> <li>• Moaning and being negative about others before addressing an issue</li> </ul>

### Challenging for better outcomes

#### Our behaviours:

- Being open to changes in:
  - Our own service improvements
  - Better working methods
- Encouraging constructive questioning
- Challenging our personal responsibilities
- Fairly and proactively giving feedback

You will see us...	You won't see us...
<ul style="list-style-type: none"> <li>• Being positive and constructive</li> <li>• Speaking up and saying what we think</li> <li>• Asking for feedback</li> <li>• Providing feedback</li> <li>• Challenging behaviour if necessary, but not the person</li> <li>• Providing and suggesting solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Being negative and critical</li> <li>• Undermining</li> <li>• Avoiding problems</li> </ul>

## Commitment to high quality

### Our behaviours:

- Doing your best work at all times
- Setting realistic deadlines and meeting them
- Being on time and being personally prepared
- Being solutions-orientated
- Demonstrating and upholding Commission standards
- Developing and maintaining high levels of personal skills and qualifications

You will see us...	You won't see us...
<ul style="list-style-type: none"><li>• Meet Commission standards</li><li>• Aware of internal policies</li><li>• Produce work on time</li><li>• Keeping professionally up-to date</li><li>• Open to/inviting external feedback</li><li>• Continuous improvement; review work and learn lessons</li><li>• Taking ownership and pride in work</li><li>• Getting it right first time</li><li>• Acknowledging quality</li></ul>	<ul style="list-style-type: none"><li>• Ignoring deadlines</li><li>• Submitting sloppy working and wait for others to make it ok</li><li>• Resisting change/opportunities to develop new skills</li></ul>

## Team work and participation

### Our behaviours:

- Taking time to listen
- Contributing to our teams and wider MWC
- Displaying tolerance of others' opinions
- Awareness of our impact on others
- Focusing on building strong relations
- Using clear communications

You will see us...	You won't see us...
<ul style="list-style-type: none"><li>• Being prepared to help others</li><li>• Working flexibly</li><li>• Seeing the 'bigger picture'- trying to understand others' points of view</li><li>• Fostering positive external relationships</li><li>• Respect other people's time</li><li>• Being dependable and reliable</li><li>• Coming to meetings or informing colleagues if not</li></ul>	<ul style="list-style-type: none"><li>• Saying "It's not my job"</li><li>• Resisting new challenges</li><li>• Not contributing</li><li>• Being late for meetings</li><li>• Excluding others</li></ul>



## Supporting, protecting and nurturing

### Our behaviours:

- Fostering a safe environment for constructive discussion
- Trusting each other
- Developing self and others
- Training/mentoring others formally and informally when required
- Passing on knowledge
- Willingness to help
- Praising positively
- Being open to learning points and mistakes of others and coaching to avoid errors for the future

You will see us...	You won't see us...
<ul style="list-style-type: none"><li>• Taking responsibility for our own development</li><li>• Seeking opportunities to share knowledge and learning</li><li>• Thanking colleagues for good work.</li><li>• Asking for help</li><li>• Giving direct feedback</li><li>• Providing appropriate support</li><li>• Being sensitive</li></ul>	<ul style="list-style-type: none"><li>• Gossiping</li><li>• Patronising</li><li>• Undermining</li><li>• Excluding</li><li>• Being insensitive and uncaring</li></ul>

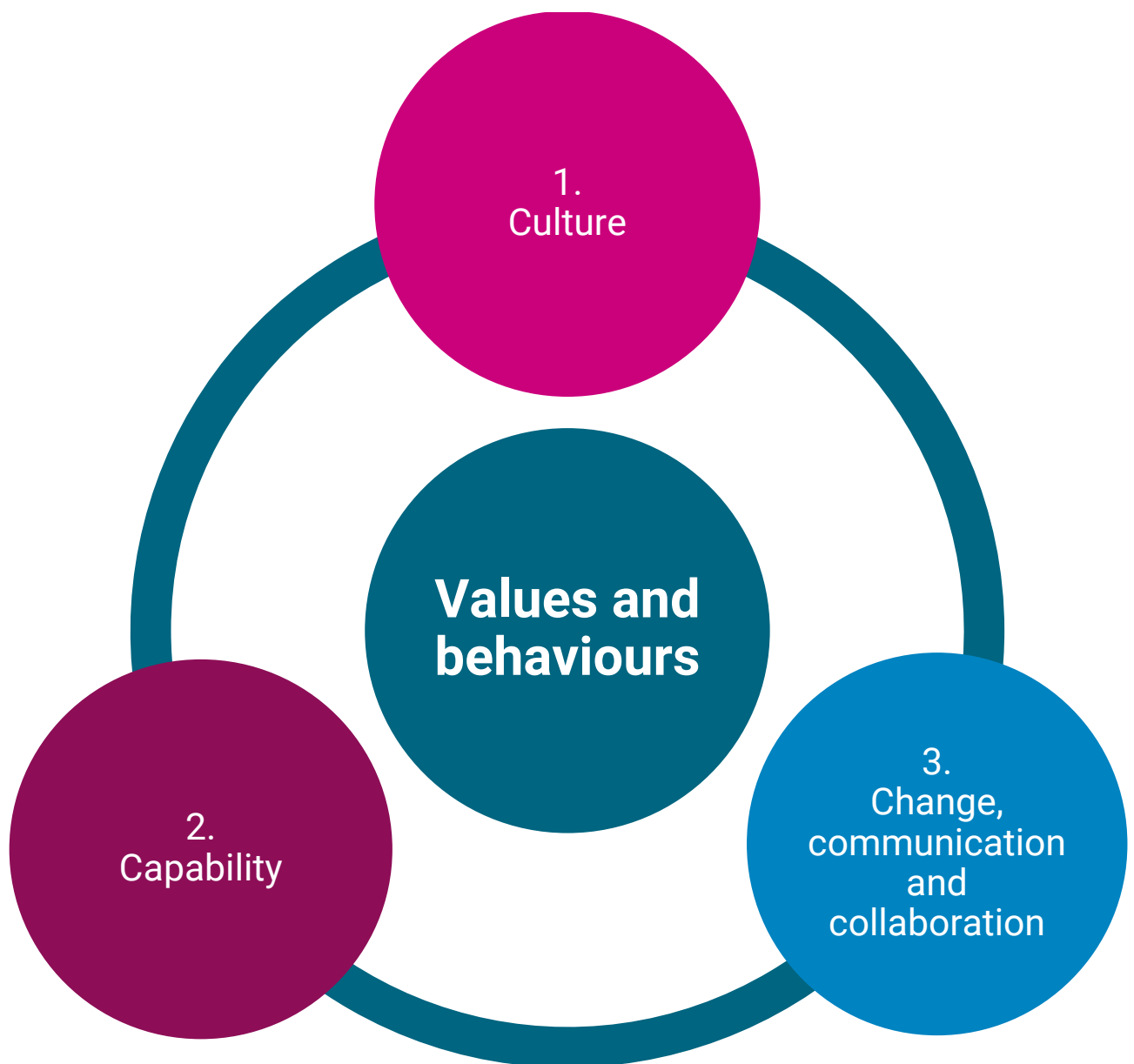
Values and behaviours form the foundation of the OD Plan and one of the aims of the plan is to ensure these become more deeply embedded across the organisation, feature more prominently in our people and business processes, and are more readily demonstrated and evidenced in the internal workings of the Commission.

Given the importance placed on our organisational values, the passage of time since they were last reviewed, and the changes (internal and external) during that period, it is right that one of the first priorities in the OD Plan is to revisit the values and validate whether these remain right for the organisation the Commission is today and to set us up for success in the years ahead.

### 3. Priorities

When describing priorities in this report, we are referring to the priorities within the OD Plan (albeit these align to and support our wider strategic priorities).

The OD Plan commits to three priorities:



## 3.1 Culture

Scope		
<p>We must develop a culture that sets us up for success in delivering on our Strategic Plan. Our culture must reflect our values, be prominent and evident in all that we do, and in our interactions with internal and external stakeholders. We need to hold a mirror up to the organisation to identify what our current culture is, define our aspirational culture, and progress actions to achieve that cultural shift. We are not starting from scratch: some work is already underway, through the staff survey action plan, learning needs analysis action plan and staff conference, but there is much more to do. We want our people to be able to perform their best at work and we recognise the employee experience is integral to achieve that. Our culture is synonymous with our values and behaviours.</p>		
What this looks like	Action Plan <sup>1</sup>	Measurement of Success
<ul style="list-style-type: none"><li>• Our values and behaviours are aligned to our vision and purpose and are demonstrated and evident in all that we do.</li><li>• Our people understand - and can articulate and evidence - our vision, purpose and values.</li><li>• Our culture is inclusive and people feel respected, trusted and valued.</li><li>• Positive leadership is demonstrated at all levels of the organisation, not just those in management roles.</li></ul>	<ul style="list-style-type: none"><li>• Engage our workforce to provide input into reviewing and refreshing the values; which will help define the culture the Commission needs to aspire to.</li><li>• Embed our refreshed values and behaviours in our ways of working and ensure our internal communications align to our aspired culture.</li><li>• Support leaders and managers to role model and promote the Commission's values and behaviours.</li><li>• Provide leadership training for all colleagues across the Commission:</li></ul>	<ul style="list-style-type: none"><li>• Publication of refreshed values following colleague engagement.</li><li>• Pulse staff survey six and 12 months after launch of new values to assess effectiveness/impact.</li><li>• Outcomes of an annual staff survey (Your Opinion Matters! Survey, based on the iMatter model) – with benchmarking against previous year's engagement rate and outcomes.</li><li>• Effectiveness/impact of leadership and management training for the executive leadership team (ELT) and extended ELT (EELT) members to be assessed</li></ul>

<sup>1</sup> See section 4 for the details of implementation

<ul style="list-style-type: none"> <li>• Our people are advocates of the Commission and would recommend us as an employer of choice.</li> </ul>	<p>“leading the organisation” for ELT, “leading others” for managers, and “self-leadership” for all colleagues, to build leadership capability at all levels.</p> <ul style="list-style-type: none"> <li>• Provide management training for existing and newly promoted/recruited managers, to build strong capability at all levels.</li> <li>• Continue to ensure mechanisms for our people to raise concerns and provide feedback are benchmarked against other public bodies (e.g. SSSC, NES and Scottish Government), including questions in the Commission’s Your Opinion Matters! staff survey.</li> <li>• Review our supervision and appraisal processes/documentation, to ensure the Commission’s agreed values and behaviours serve as a benchmark for performance and development discussions and are more readily evidenced in our people processes.</li> <li>• Ensure our values/behaviours are reviewed when updating or implementing new policies, procedures and at project initiation stage.</li> <li>• Review our approach to advertising, selecting and recruiting to new roles, to ensure these emphasise and align to</li> </ul>	<p>with reference to improvement in relevant staff survey outcomes, appraisals and consideration of introducing 360° feedback.</p> <ul style="list-style-type: none"> <li>• Measuring progress against annual staff survey action plans and the impact of the actions in some key areas (to be determined).</li> <li>• Progress against Equality Outcomes and Mainstreaming Report action plan.</li> <li>• Random audits of supervision and appraisal documentation evidence values/behaviours are being regularly discussed and documented.</li> <li>• 100% of corporate policies (including HR) will be up to date and within the current review window.</li> <li>• Reporting on staff suggestions scheme and outcomes.</li> </ul>
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	<p>our values, behaviours and aspired culture.</p> <ul style="list-style-type: none"> <li>• Review and refresh induction policies/materials to more strongly embed the Commission's values/behaviours. Review and refresh induction and training materials as necessary on equality, diversity and inclusion.</li> <li>• Publish a Health Promotion &amp; Wellbeing Framework, integrating wellbeing into operational practice and signposting to existing supports and resources.</li> <li>• Come together as an organisation to celebrate success and drive forward improvement initiatives annually.</li> <li>• Continue the staff suggestions scheme to encourage improvement initiatives and a speaking up culture where feedback can be provided within teams and to managers as part of normal business/continuous improvement practices.</li> <li>• Scope out/develop peer to peer recognition/values awards scheme.</li> <li>• Develop reporting of key people metrics (to be determined).</li> </ul>	
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## 3.2 Capability

Scope		
<p>The Commission's workforce is our biggest asset: we have professional staff with expertise in a range of disciplines and we speak from an informed position and with authority. But we need to identify what skills, competencies and qualities are required to deliver on the Strategic Plan and ensure we harness and nurture our talent and expertise in a more structured and consistent way. This needs to feature at all stages in our workforce lifecycle – from recruitment, at onboarding and during career development and performance conversations.</p>		
What this looks like	Action <sup>2</sup>	Measurement of Success
<ul style="list-style-type: none"> <li>We are able to clearly articulate the capabilities that are required to deliver the Strategic Plan – those that relate to our organisational culture and those that are role specific.</li> <li>We are an employer of choice, attracting and retaining expert and talented colleagues, with a diverse and engaged workforce.</li> <li>An expanded People and Organisational Development (formerly HR) Team, to successfully drive forward our people strategies and initiatives.</li> <li>There is a clearly defined learning and development strategy, building on the Learning Needs Analysis action plan.</li> </ul>	<ul style="list-style-type: none"> <li>Develop competency frameworks for main job roles in the Commission, ensuring a flexible approach to be able to respond to emerging priorities.</li> <li>Develop a L&amp;D Plan, based on the outputs from the Learning Needs Analysis and action plan.</li> <li>Develop and embed talent management and succession planning processes across the organisation, with leadership oversight of gaps and risks, and annual reporting.</li> <li>Review our supervision and appraisal processes/documentation, to ensure these adequately capture learning and development needs and introduce compliance reporting to ensure one to</li> </ul>	<ul style="list-style-type: none"> <li>Measuring progress against the staff survey action plan.</li> <li>Measuring progress against the learning needs analysis action plan and reviewing the priorities annually.</li> <li>Tracking colleagues' progression as a result of new processes (i.e. competency frameworks, talent management and succession planning).</li> <li>Measuring interval vs external appointment to vacant roles.</li> <li>Reporting/MI on appraisals, PDPs and learning.</li> <li>Reporting on staff turnover and exit interview feedback.</li> </ul>

<sup>2</sup> See section 4 for the details of implementation

<ul style="list-style-type: none"> <li>• There is a clearly defined talent management and succession planning strategy, with leadership oversight of risks and gaps.</li> <li>• There are processes and mechanisms in place to ensure a holistic and individual approach to continual development and learning opportunities, aligned to an overarching L&amp;D plan.</li> </ul>	<p>one and appraisal documentation is completed.</p> <ul style="list-style-type: none"> <li>• Refresh and communicate the procedure for requesting training/development opportunities.</li> <li>• Align recruitment processes (e.g. interview questions and selection tests) to core competencies, values and behaviours.</li> <li>• Recruit additional senior resource to the People and OD Team.</li> <li>• Refresh (and where possible expand) Learn Pro training materials and ensure up to date signposting to colleagues of additional resources in key areas.</li> <li>• Introduce corporate and tailored/role-specific induction and training.</li> </ul>	
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### 3.3 Change, communication and collaboration

Scope		
<p>As the landscape we oversee changes, and as the fiscal pressures in the sector manifest, there will be a need to ensure our people evolve and adapt, so that (1) they become more resilient, confident and agile at responding to change, and (2) the Commission remains positioned as a leader with a clear and authoritative voice. This will require increased collaboration and communication across the Commission to share knowledge, maximise digital solutions, avoid silo-working (particularly in a world of largely hybrid working), avoid duplication/inefficiency, ensure clear understanding of roles and responsibilities, and drive increased ownership/accountability for performance.</p>		
What this looks like	Action <sup>3</sup>	Measurement of Success
<ul style="list-style-type: none"><li>• Colleagues understand how their role contributes to the organisation's performance and delivery of the Strategic Plan.</li><li>• Colleagues understand the organisation's objectives and performance (as described annually in the Business Plan and Quality and Performance Report).</li><li>• Efficient ways of working are delivered through increasing technological solutions with continual improvement embedded into ways of working (e.g. IMS Project and Oracle).</li></ul>	<ul style="list-style-type: none"><li>• Review our approach to communicating our purpose, strategy and performance updates, to build on the 'golden thread' messaging, ensure colleagues are regularly updated on corporate performance, and understand how their role contributes to that performance.</li><li>• Develop a People and Engagement (internal communications) Plan to define how and when key updates are communicated and cascaded across the Commission.</li></ul>	<ul style="list-style-type: none"><li>• Action plan arising from internal audit of internal communications in Q3 2024</li><li>• Staff survey results/outcomes</li><li>• Quality and Performance reporting outcomes against KPIs</li><li>• Benefits analysis/reporting from IMS</li><li>• HR metrics/reporting</li></ul>

<sup>3</sup> See section 4 for the details of implementation



<ul style="list-style-type: none"> <li>• Strong collaboration and partnership working is evident across the workforce, including multi-disciplinary working.</li> <li>• We embrace change and become more agile at initiating and managing organisational change.</li> <li>• We create opportunities for sharing knowledge and expertise across the Commission.</li> <li>• We promote and communicate the work we do and celebrate our successes.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop an Organisational Change Policy with related training on managing organisational change.</li> <li>• Review technological solutions for efficiencies and enhancements, e.g. benefits case for taking Oracle full HR functionality and explore options of self-serve management reporting on HR metrics.</li> <li>• Realise the benefits of IMS – through training, support, communication channels, and contract management.</li> <li>• Continue the promotion of the Journal Club for continuous learning, knowledge sharing and to promote/celebrate successes.</li> <li>• Develop an award/recognition scheme to celebrate success, aligned to demonstrating the organisation's values.</li> </ul>	
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## 4. Implementation

As with any plan of long duration, we cannot predict what circumstances may arise in the next three years that we need to adapt and respond to. The below represents our intentions at the time of publication but there will inevitably be a degree of realignment and finessing over the course of the three years to respond to emerging needs and priorities.

	<b>Organisational development - action plan</b>	<b>Commenced/ in progress prior to OD Plan publication</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028 and beyond</b>
1	Recruit additional senior HR resource					
2	Review and refresh organisational values					
3	Define the culture the Commission requires to deliver its strategic plan					
4	Provide leadership training for all staff					
5	Provide management training for existing and newly promoted/recruited managers					
6	Updated communications on our values					
7	Incorporate values into appraisal and supervision processes/documentation					
8	Review/update recruitment process and materials to embed values, leadership behaviours & aspired culture					
9	Review induction materials to align to values and behaviours					
10	Publish a health promotion and wellbeing framework					
11	Continue ED&I mainstreaming outcomes reporting and action plan					
12	Scope out form of staff recognition/values awards					
13	Continue suggestions box scheme					
14	Continue annual staff survey with action plan					
15	Benchmark existing mechanisms for reporting concerns and providing feedback against other public bodies (e.g. SSSC, NES and Scottish Government)					

16	Continue updating corporate policies					
17	Develop Organisational Change Policy					
18	Develop regular cycle of HR reporting for management					
19	Develop competency frameworks for main job roles					
20	Develop a learning & development plan/strategy					
21	Develop and embed talent management and succession planning processes					
22	Review process for training requests and oversight/reporting					
23	Develop corporate and tailored role specific induction					
24	Develop an internal communications strategy /People and Engagement plan					
25	Realise the benefits of IMS					
26	Continue professional learning opportunities via the Journal Club					
27	Review business case for transitioning HR system to Oracle					

## 5. Governance

Performance against this plan will be reported by the head of culture and corporate services six monthly to ELT and the Board.



If you have any comments or feedback on this publication, please contact us:

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