

# **Mental Health & Wellbeing Strategy Delivery Plan and Workforce Action Plan 2023-2025**

## **Delivery Progress Report**

**Report 04 – July 2025**

February 2026



## **Mental Health and Wellbeing Leadership Board**

**Date:** Tuesday 2 September 2025

**Time:** 12:00 – 13:30

**Venue:** MS Teams

**Title of item:** Mental Health and Wellbeing Delivery Plan Progress Report

**Purpose:** To provide a high level summary on delivery progress for the Mental Health & Wellbeing Strategy Delivery Plan and Workforce Action Plan up to July 2025. This includes a summary and high level breakdown on overall action delivery status, and a specific focus on areas of risk.

### **What decisions are required?**

The Leadership Board is invited to:

- raise any points on the content of the progress report.

**Lead:** Leadership Board Secretariat

## Action Delivery Assessment Overview

Colour, name and status

Blue: complete

Green: on track

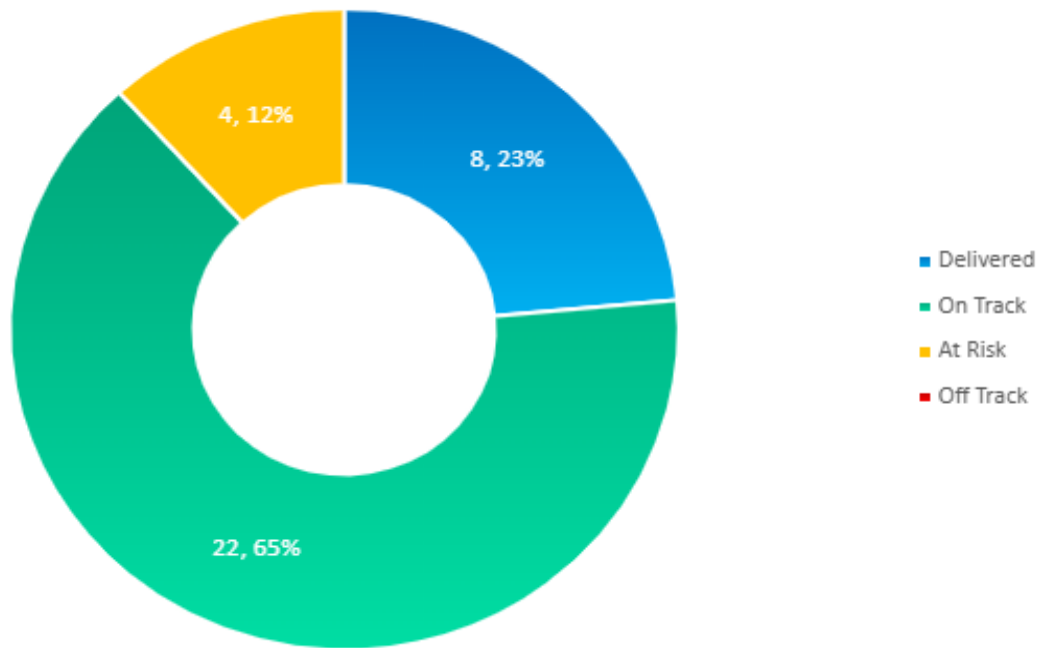
Amber: at risk

Red: off track

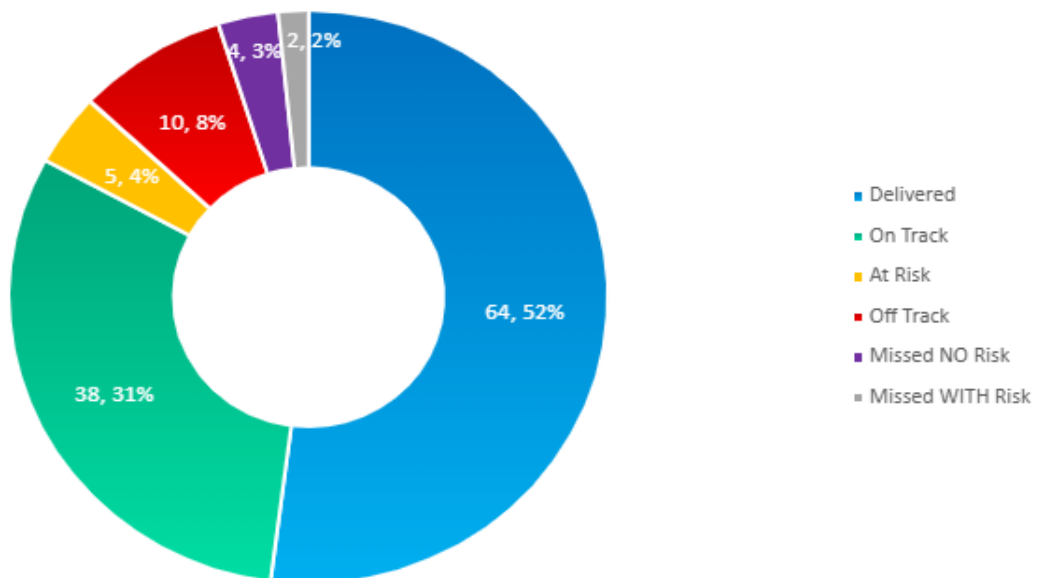
Purple: missed no risk

Grey: missed with risk

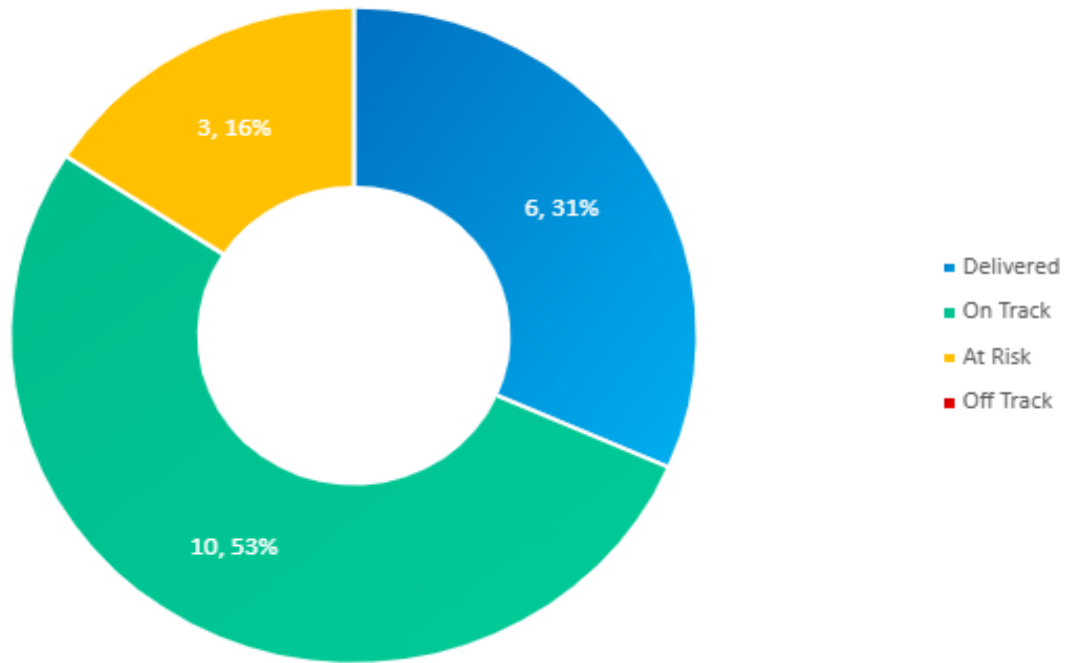
### Delivery Plan Strategic Actions



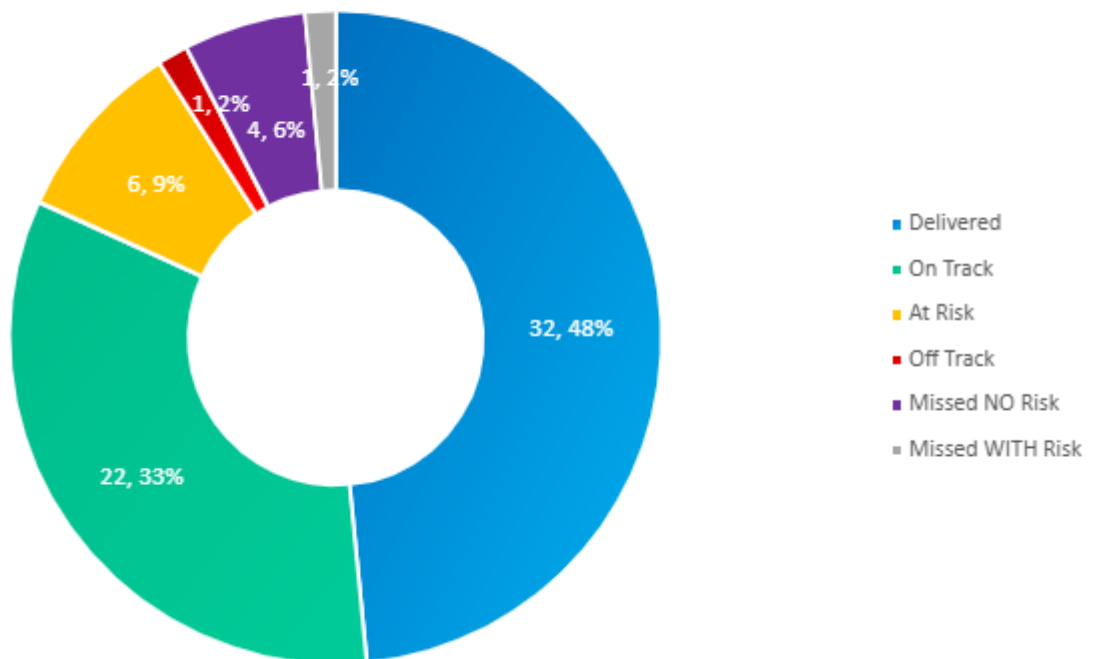
### Delivery Plan Sub-actions



### Workforce Action Plan Themes



### Workforce Action Plan Delivery Actions



N.B. There will be instances where Strategic Actions remain open despite all delivery actions being complete. This is due to the ambitions and medium-long term nature of the Strategic Actions which will be considered for future iterations of the Delivery Plan. The timeline of these actions has been extended due to a delay in the Delivery Plan refresh, this means some actions have been continuing in work despite being marked as complete to their original deadline.

### **Risk & Issue Summary**

- There are concerns that financial pressures and budget decisions continue to impact on service delivery, delivery partner capacity, and SG internal prioritisation.
- There are concerns around the impact of Local Government budgets locally and potential of impact on service delivery across scope of Local Government, including in terms of social determinants and the impact that will have on demand.
- There are ongoing capacity concerns across all delivery partners, the mental health workforce and within Scottish Government mental health teams.
- Whilst the new Delivery Collective infrastructure is fully in place, there may be a risk to local delivery of suicide prevention as funding for the COSLA post is no longer available.
- Increased demand around Learning Disability, Autism and Neurodivergence (LDAN) policy work have caused delays in progressing some LDAN focused actions.

## Mental Health & Wellbeing Strategy Delivery Plan 2023-25 - Delivery Plan Progress Overview

The 'Progress Overview' is a high-level summary and should be considered alongside the full list of actions/wording - [Mental Health & Wellbeing Strategy Delivery Plan 2023-2025](#).

### Priority 1 – Tackle mental health stigma & discrimination

Strategic Action	Overall RAG	Sub-Action Delivery RAG
1.1 Stigma & discrimination.	<b>On Track</b>	40% Delivered, 40% On Track, 20% Off Track

### Priority 2 – Improve population mental health & wellbeing

Strategic Action	Overall RAG	Sub-Action Delivery RAG
2.1 Wellbeing advice, resources and support.	<b>On Track</b>	80% Delivered, 20% At Risk
2.2 Expand digital therapies and resource.	<b>On Track</b>	33.3% On Track, 33.3.% Missed Delivery Date NO Risk, 33.3% At Risk
2.3 Lived experience in workforce, & peer support.	<b>On Track</b>	50% On Track, 50% Missed with NO risk
2.4 Trauma informed workforce.	<b>On Track</b>	75% Delivered, 25% Missed Delivery Date NO Risk
2.5 Role of employability services in MHWB.	<b>On Track</b>	80% Delivered, 20% On Track
2.6 Enhanced mental health support in educational settings.	<b>On Track</b>	40% Delivered, 40% At Risk, 20% On Track
2.7. Learning disability & autism leadership work.	<b>On Track</b>	100% Delivered

### Priority 3 - Increase mental health capacity within GPs, PCC

Strategic Action	Overall RAG	Sub-Action Delivery RAG
3.1 Community based mental health support & services CYP.	<b>On Track</b>	67% Delivered, 33% At Risk
3.2 Build capacity in local services and third sector community groups.	<b>On Track</b>	75% Delivered, 25% On Track
3.3 Shift the balance of care to community.	<b>On Track</b>	67% Delivered, 33% At Risk

### Priority 4 - Support to people in distress and crisis

Strategic Action	Overall RAG	Sub-Action Delivery RAG
4.1 Implementing Y1 Action Plan of Creating Hope Together Strategy.	<b>On Track</b>	100% On Track
4.2 Publication of Joint SG/COSLA Self Harm Strategy & Action Plan.	<b>On Track</b>	100% On Track
4.3 Full national coverage of Distress Brief Intervention Programme.	<b>On Track</b>	33% Delivered, 67% On Track
4.4 Trauma informed support for people experiencing distress and crisis.	<b>On Track</b>	25% Delivered, 75% On Track

Strategic Action	Overall RAG	Sub-Action Delivery RAG
4.5 Improve unplanned and urgent mental health care.	On Track	50% Delivered, 33% On Track, 17% On Track

### Priority 5 – Tackling social determinants & equalities

Strategic Action	Overall RAG	Sub-Action Delivery RAG
5.1 Cross-governmental action.	At Risk	25% Delivered, 25% On Track, 25% Delivery Date Missed NO Risk, 25% Off Track
5.2 Best Start, Bright Futures Tackling Child Poverty Delivery Plan.	On Track	100% Delivered

### Priority 6 – Improve MHWB support and reduce waiting times for CAMHS and Psychological Therapies

Strategic Action	Overall RAG	Sub-Action Delivery RAG
6.1 CAMHS & PT waiting times standards	On Track	100% Delivered
6.2 Implementation of Mental Health core standards for Mental Health Services.	At Risk	67% Delivered, 33% Off Track
6.3 Develop integrated pathways in line with GIRFEC & GIRFE.	On Track	33.3% Delivered, 33.3% On Track, 33.3% At Risk
6.4 Self-improving systems and benchmarking data.	On Track	50% Delivered, 50% On Track
6.5 Reporting and use of information on patient journeys, protected characteristics, outcomes and experiences for those accessing services.	At Risk	20% Delivered, 40% On Track, 20% At Risk, 20% Off Track
6.6 Reform of Adults with Incapacity (AWI) Legislation.	On Track	100% Delivered

### Priority 7 - Ensure quality of care and treatment, timely access, closer to home.

Strategic Action	Overall RAG	Sub-Action Delivery RAG
7.1 Answering Audit Scotland's Adult Mental Health Report and action to improvement of the oversight and governance, planning and delivery.	At Risk	60% On Track, 20% Off Track, 20% Delivery Date Missed NO risk
7.2 Ensure the mental health-built estate enables the delivery of high quality, person centred and safe care.	On Track	100% On Track

### Priority 8 - Continue to improve support for those in the forensic mental health system

Strategic Action	Overall RAG	Sub-Action Delivery RAG
8.1 Reform in forensic mental health services, including progressing issues identified by the Independent Review (Barron).	On Track	75% On Track, 25% Off Track

**Priority 9 - Strengthen support and care pathways for people requiring neurodevelopmental support.**

Strategic Action	Overall RAG	Sub-Action Delivery RAG
9.1 Work with partners to strengthen support, care, and treatment pathways across the lifespan for neurodiverse children, young people, and adults.	At Risk	50% Delivered, 16.6% On Track, 16.6% At Risk, 16.6% Off Track
9.2 Improve the MHWB of people with learning and intellectual disabilities.	At Risk	50% Delivered, 25% On Track, 25% Delivery date missed WITH risk
9.3 Enshrine a human right based approach for people with ND in legislation.	On Track	100% Delivered

**Priority 10 - Reduce the risk by promoting good relationships and trauma-informed approaches**

Strategic Action	Overall RAG	Sub-Action Delivery RAG
10.1 Through GIRFEC approach throughout the lifespan.	On Track	40% Delivered, 40% On Track, 20% At Risk
10.2 Invest in and embed perinatal and infant mental health services.	On Track	66.7% Delivered, 33.3% On Track
10.3 Work with survivors to provide services to those who have experienced childhood abuse.	On Track	66.7% On Track, 33.3% At Risk
10.4 Develop and launch our initial 2-year delivery plan for our new Dementia Strategy for Scotland.	On Track	100% Delivered

## **Actions Delivered Since Last Reporting Period and Known Achievements/ Impacts/ Learning**

### **Action 2.1.3**

By Spring 2024, redevelop online mental health and wellbeing self-help and support content, to respond to the needs of children and young people, and their parents and carers. This includes a refresh of Young Scot's Aye Feel mental health and wellbeing hub, and expansion and development of the resources and content on Parent Club, including the 'Wellbeing for Wee Ones' Hub.

- Funding provided to Young Scot, LGBT Youth Scotland and Scottish Youth Parliament to update and maintain mental health and wellbeing self-help and support content.
- Promotion of Parent Club resources included.

### **Action 2.4.1**

Throughout the life of this Delivery Plan, engage with frontline and support services to ensure they can access a range of mental health awareness resources and training opportunities that meet their needs. This includes promoting the mental health and money worries advice pack for frontline workers, ensuring it is available digitally across a range of platforms, and seeking feedback on its content to support continuous improvement.

- Advice pack updated and made available on Change Mental Health website.
- Shared widely through networks including LEPs, national employer network, National Rural MH Forum, and COSLA networks.
- Feedback from stakeholders has been extremely positive.

### **Action 2.4.2**

During the life of this Delivery Plan, publish a 'Roadmap to Trauma-Informed and Responsive Change: Guidance for Organisations, Systems and Workforces in Scotland' to help services and organisations identify and reflect on progress, strengths and opportunities to embed a trauma-informed and responsive approach across policy and practice.

- Published in October 2023.
- Widely regarded and used by a range of organisations.
- A National Learning Event was held in January 2025 to share good practice and highlight how the Roadmap can be used.

### **Action 2.4.3**

During the life of this Delivery Plan, refresh the NTPP website, providing easy access to evidence-based tools, guidance and learning resources to support the workforce with the implementation of trauma-informed and responsive practice.

- Website refreshed and updated.
- Content reviewed for accessibility standards.
- Ongoing collaboration with the Resilience Learning Partnership to embed lived experience in design and delivery.

### **Action 2.5.1**

Throughout the life of this Delivery Plan, work collaboratively with partners, to further develop and promote the 'Supporting a mentally healthy workplace employer' platform, building on feedback from employers to ensure content remains up-to-date and continues to meet their needs.

- Content updated throughout the year.
- Platform promoted via national learning network, See Me in Work Programme, and partner communications.
- Employers can now access thematic newsletters and summaries of network events.

### **Action 3.2.1**

Provide a fourth year of the Communities Mental Health and Wellbeing Fund for Adults in 2024–25, to be delivered by Third Sector Interface led local partnerships. This will increase access to community-based mental health and wellbeing support with a focus on addressing inequalities and supporting those facing socio-economic disadvantage.

- £15 million provided for a fourth year of the Communities Fund.
- Monitoring and reporting information for Year 4 due to be published late summer.
- £30 million agreed for Years 5 and 6 as part of the SG's Fairer Funding pilot.

### **Action 3.2.3**

Actively promote the value of community-based interventions for children, young people and adults, sharing good practice and delivering a range of joint communications activities and national learning events by March 2024.

- National event took place in March 2024.
- COSLA launched a [report](#) during Mental Health Week 2025 highlighting the role of local government in supporting mental health and wellbeing and the Social Care Board will meet again in August.
- The campaign emphasized the importance of community in mental health support.

### **Action 4.3.1**

Support local areas and national pathways to implement the Distress Brief Intervention programme (DBI) for people aged 16 and over, achieving full national coverage by March 2024.

- All 31 Health and Social Care Partnerships had DBI live locally by end of November 2024.
- Since 2017, DBI has supported over 90,000 people across Scotland.
- Evaluation showed 9 out of 10 individuals experienced reduced distress and felt better equipped to manage it.

### **Action 6.1.1**

Commission Boards to produce trajectories for when they expect to meet the CAMHS and PT waiting times standard. These will be analysed by the end of 2023 and will inform targeted improvement work.

- Trajectories for both CAMHS and PT Waiting Times commissioned and analysed each financial year.
- Routine engagement with NHS Boards has helped identify challenges and inform support.

### **Action 6.1.2**

Over the life of this Delivery Plan, proactively engage with Boards to monitor progress and identify challenges, including finance, governance and leadership. This will inform the support required to enable Boards to contribute to the implementation of the Mental Health & Wellbeing Strategy and make best use of funding to deliver better outcomes.

- Routine engagement calls undertaken every 6 weeks with NHS Boards.
- Helped identify challenges and inform support.
- Engagement between SG Directors and NHS Boards on specific challenges.

### **Action 6.2.2**

Develop and pilot a self-assessment tool to support initial implementation of the core mental health standards (published September 2023) in a proportionate way, recognising ongoing pressure facing services and enabling continuous improvement.

- Tool piloted and rolled out across all Scottish NHS Boards.
- Developed in collaboration with Healthcare Improvement Scotland (HIS).

### **Action 6.2.3**

Using a similar approach to the core standards, work with partners to measure and implement the Service Specification for Psychological Interventions and Therapies (published September 2023), recognising that some of the outcomes are already being delivered.

- Self-assessment tool developed and distributed to all Directors/Leads of Psychology in Boards.
- Tool refined with Heads of Psychology Scotland group (HOPS).

### **Action 6.2.4**

The Scottish Government and NES launched a new digital version of the Psychological Therapies Matrix in autumn 2023 to provide accessible and up-to-date evidence and best practice for psychological services. NES will continue to update the Matrix iteratively, reflecting any changes in the available evidence base.

- NES continues to update the Matrix when required.
- Reflects changes in the available evidence base.

### **Action 6.2.5**

Consult on and publish a National Specification for Eating Disorder Care and Treatment in Scotland by early 2024.

- [National Specification](#) published on 20 November 2024.
- Consultation report also published.
- Specification provides national guidance for consistent care and treatment.

### **Action 6.4.2**

Hold an event in 2024 to share the findings of the three core benchmarking projects of 2023 with all Health Boards.

- Event held in April 2024.
- Shared findings from benchmarking projects with all Health Boards.
- A 2025 event is also planned.

### **Action 9.2.4**

Launch a Changing Places Toilets Fund by the beginning of 2025 to increase the number of these facilities across the country and to support mobile Changing Places Toilets to allow people easier access to events and outdoor venues.

- £10 million Changing Places Toilets Fund launched on 7 August 2025.
- Application deadline of 20 October with funding decisions announced in November 2025.
- Not for profit, incorporated organisations and micro or small business with up to 49 employees are eligible to apply for development costs and/or full build costs.
- Projects prioritised in areas which currently have limited provision and in a type of location that has been identified as a priority.
- Fund launch communicated to a wide range of stakeholders.

## **Actions Determined to be 'Off Track' or 'Delivery Date Missed WITH Risk'**

### **Ref: 1.1.2**

**Action:** Form an anti-stigma collective to support innovation, share leadership and commitment to take forward the key actions identified by the expert group.

**Lead:** SG

**Reason for RAG – Off Track:** Progress on this action has been delayed due to reconsideration of the role, scope, and membership of the Delivery Collective. This delay was necessary to ensure clarity and alignment with existing work.

#### **Mitigating Actions:**

- Ongoing discussions with internal and external stakeholders to define the scope and value of the Delivery Collective.
- Work underway to align with mental health services actions in the MHAW delivery plan.
- First meeting planned for Autumn 2025.

### **Ref: 5.1.3**

**Action:** Public Health Scotland will lead a collaborative programme of work throughout the life of this Delivery Plan to develop a whole systems approach to understanding and taking action in relation to the key social determinants of mental health. This will involve:

- Bringing together communities, practitioners and policy makers across the system to build a collective understanding of the social determinants of mental health.
- Having a focus on understanding and promoting primary prevention approaches.
- Identifying and testing specific actions for improving population mental health and reducing mental health inequalities.

**Lead:** SG

**Reason for RAG – Off Track:** The project is progressing but remains behind schedule and has not yet moved to identifying and delivering specific actions or promoting primary prevention approaches.

**Mitigating Actions:** Public Health Scotland is developing a joint internal workplan across relevant service areas to strengthen alignment and delivery, though this has required additional planning time.

### **Ref: 6.2.1**

**Action:** Continue work with Health Boards to agree an initial timeline to deliver the CAMHS and Psychological Therapies National Data Set (CAPTND), with the aim of using the improved data to support improvements to CAMHS and PT services and to better understand the needs of those accessing them.

**Lead:** SG

**Reason for RAG – Off Track:** Updates to NHS Board IT infrastructure have been delayed, resulting in delays to full capture of CAPTND data. There have also been delays in analysis and quality assurance of data.

**Mitigating Actions:** This has been escalated and new governance and programme management is being agreed to ensure delivery in 2025/26.

### **Ref: 6.2.6**

**Action:** Using the learning from the self-assessment of core standards, develop a specification for adult secondary care mental health services (inpatient, Community Mental Health Teams and associated services).

**Lead:** SG

**Reason for RAG – Off Track:** Work is paused due to limited staff capacity and a wider review of reform activity following the publication of the H&SC Services Renewal Framework and internal reorganisation.

**Mitigating Actions:** Not specified.

**Ref: 6.5.5**

**Action:** Continue to work with delivery partners to ensure patient experience is central to decision-making and governance processes in IJBs, NHS Boards and TSIs.

**Lead:** SG

**Reason for RAG – Off Track:** Currently no capacity identified to take this forward.

**Mitigating Actions:** None currently in place.

**Ref: 7.1.3**

**Action:** Scottish Government will establish a national strategic oversight group to support coherence across NHS Boards in the planning and delivery of Mental Health services at national and regional levels.

**Lead:** SG

**Reason for RAG – Off Track:** Development paused since February 2025; previous SG lead reassigned. Internal resource and funding needed to restart.

**Mitigating Actions:** None currently in place.

**Ref: 8.1.3**

**Action:** Address the key gaps in collected and reported data on forensic mental health services by putting in place an improved system of data collection and monitoring the outcomes for individuals receiving such services (Recommendations 5, 7, 8 and 20 of the Independent Review).

**Lead:** SG

**Reason for RAG – Off Track:** The recommendation was originally intended for a new board, which was not established. There is no budget or resource to progress.

**Mitigating Actions:** Focus on addressing delayed discharges in secure services to improve capacity and uphold human rights.

**Ref: 9.1.3**

**Action:** Support the work of the Adult Neurodevelopmental Specification working group which was established in September 2023.

**Lead:** SG

**Reason for RAG – Off Track:** This work was paused for review and has now restarted, with a meeting of key stakeholders in May.

**Mitigating Actions:** Funding to the National Autism Implementation Team to support Health Boards and stabilise services. Reorganisation of resourcing to take forward priorities relating to Adult ND, tying in closely with work on children and young people ND.

**Ref: 9.2.1**

**Action:** Roll out annual health checks for adults with learning disabilities across all NHS Boards, with all adults with learning disabilities offered a health check by end of March 2024

**Lead:** SG

**Reason for RAG – Missed delivery date WITH risk:** The ambition to offer annual health checks to all eligible individuals was not delivered by March 2024 due to challenges with mobilising a new service within Health Boards. However there has been a significant increase in the number of Annual Health Checks offered and completed (2024-25 delivery data to be published in August 2025), which is producing positive outcomes for people with learning disabilities.

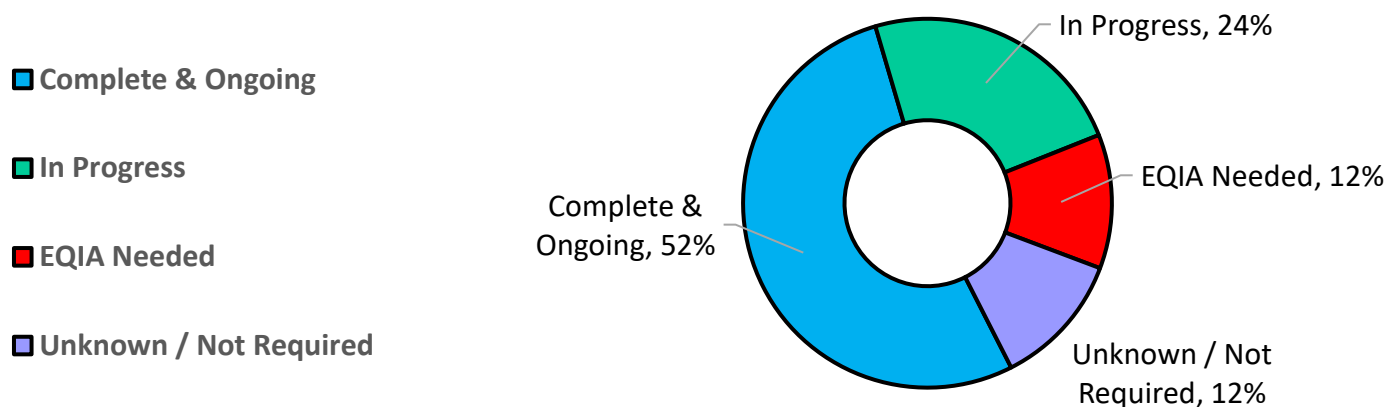
**Mitigating Actions:** We continue to fund and work closely with Health Boards, supporting delivery via the National Implementation Group. Health Boards have been asked to include plans for delivery in their 2025-26 Annual Delivery Plans and the Minister wrote to all Health Board Chief Executives in January 2025 setting out her expectations for delivery of Annual Health Checks in line with the National Directions issued to Boards.

## Equalities & Human Rights Monitoring

### Equalities Impact Assessments (EQIAs)

We committed to ensuring EQIAs were completed for all Strategic Actions within the Delivery Plan. As the Strategic Actions are broad in nature, some policy leads have chosen to undertake separate EQIAs for sub-actions, rather than an overarching Strategic Action EQIA. We have therefore developed and agreed the following criteria for reporting:

- Where a Strategic action has an EQIA for **all** sub actions, it is recorded as **‘Complete and ongoing’**.
- Where a Strategic action has EQIAs for at least **half** its sub actions, it is reported as **‘In progress’**.
- Where a Strategic Action has EQIAs for **below half** its sub actions, it is reported as **‘EQIA needed’**.
- Where a Strategic Action EQIA is for Board/Delivery Partner consideration or the action is not policy delivery based (e.g. data collection, statistical publication etc.), it is reported as **‘Unknown or not required’**.



52% of EQIAs complete, 24% in progress, 12% EQIA needed and 12% not required or unknown.

#### Summary of reasons for “EQIA needed”:

- Resource constraints: The initiation of the EQIA has been delayed due to limited resources, including staffing and time to carry out a thorough assessment.
- Changes to policy/project: The EQIA has not yet been initiated due to ongoing changes in the scope of the project which need to be clarified before assessment can begin, or work has paused.

## Mental Health & Wellbeing Strategy Workforce Action Plan 2023-25

### Workforce Action Plan Progress Overview

The following 'Delivery Overview' is a high-level summary and should be considered alongside the full list of actions - [Mental health and wellbeing : workforce action plan 2023-2025](#). The 'Section' column refers to the key issue headlines/themes based on stakeholder feedback with a summary RAG for the actions which sit below, rather than an assessment of the issue as a whole.

#### Pillar: Plan

Section	Overall RAG	Sub-Action Delivery RAG
1.1 Workforce Data.	At Risk	25% On Track, 75% At Risk
1.2 Workforce Planning.	On Track	17% Delivered, 83% On Track
1.3 Flexibility & Co-Design.	On Track	100% Delivered
1.4 Remote & Rural.	On Track	50% Delivered, 50% Delivery Date Missed NO Risk

#### Pillar: Attract

Section	Overall RAG	Sub-Action Delivery RAG
2.1 Recruitment campaigns to improve recruitment & retention.	At Risk	50% On Track, 50% At Risk
2.2 Promote MH&W career pathways to young people in schools, including through media campaigns.	At Risk	100% At Risk
2.3 Address current challenges around high vacancies levels and retention issues facing parts of the workforce.	At Risk	16.5% Delivered, 16.5% On Track, 33.33% Delivery Date Missed NO Risk, 16.5% At Risk, 16.5% Delivery Date Missed WITH Risk

#### Pillar: Train

Section	Overall RAG	Sub-Action Delivery RAG
3.1 Improve and increase availability and uptake of mental health literacy and wellbeing training for the wider workforce, carers, volunteers.	On Track	33.3% Delivered, 33.3% On Track, 33.3% at risk
3.2 Provide culturally sensitive mental health training and support activity to address racism and discrimination.	On Track	33% Delivered, 67% On Track
3.3 Ensure training provision helps with the treatment, support and recovery of mild to moderate MH illness and helps to upskill the existing workforce, including on trauma, suicide prevention and self-harm.	On Track	80% Delivered, 20% On Track

3.4 Address digital and data training needs within the MH&W workforce.  
 3.5 Increase training provision and ensure it covers helping with the treatment and recovery of serious mental health illness and helps to upskill the existing workforce.

<b>On Track</b>	67% Delivered, 33% On Track
<b>On Track</b>	100% On Track

**Pillar: Employ**

Section	Overall RAG	Sub-Action Delivery RAG
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.	<b>At Risk</b>	20% Delivered, 60% At Risk. 20% Missed Delivery NO Risk
4.2 Ensure Fair Work First principles are embedded consistently as possible across workplaces that employ the MH workforce.	<b>On Track</b>	100% Delivered
4.3 Terms and Conditions including flexible working.	<b>On Track</b>	100% Delivered
4.4 Listen and respond to workforce concerns.	<b>On Track</b>	67% Delivered, 33% On Track

**Pillar: Nurture**

Section	Overall RAG	Sub-Action Delivery RAG
5.1 Ensure that workloads are manageable and reduce risk.	<b>On Track</b>	100% Delivered
5.2 Better partnership working across the MHWB system and increase opportunities to share good practice.	<b>On Track</b>	80% Delivered, 20% On Track
5.3 Support and protect the wellbeing of the workforce.	<b>On Track</b>	71% Delivered, 29% On Track
5.4 Supportive leadership and culture.	<b>On Track</b>	25% Delivered, 75% On Track

## **Actions Delivered Since Last Reporting Period and Known Achievements/ Impacts/ Learning**

### **Action 8 (section 1.3)**

Funding was issued within the financial year to NHS Boards using the mental health outcomes framework.

### **Action 15 (section 2.3)**

Scottish Government published the Mental Health Nursing Review [report](#): Advancing our Commitment to Care, Compassion and Connection on 20 June 25. Building on the recommendations of the Nursing and Midwifery Taskforce, this report will help ensure a flourishing, sustainable mental health nursing profession in Scotland.

The Review's process was informed by human centred design principles, extensive consultation and was supported by a robust evidence base, including a literature review and research around stigma experienced by the profession.

Three Advisory Groups, which included mental health nurses across all sectors, students and academics, co-designed the Review's report.

Our National Mental Health Nursing Conversations included engagement with over 1000 mental health nurses and students and views from those with lived and living experience and carers, with thanks to Carers Trust and VOX Scotland.

The report's five overarching themes and 24 recommendations, include activity focused on strengthening the contribution and impact of the profession; mental health nursing leadership; education and development; nurturing the workforce and rural and island considerations.

Next steps include establishing a Mental Health Nursing Review Implementation Group to ensure effective collaboration, delivery, monitoring and evaluation of the Review actions.

### **Action 16 (section 2.3)**

The Psychiatry Recruitment and Retention Working Group have published their [final report](#) with recommendations. The report sets out recommendations which cover both the training and education of psychiatrists and how to recruit, support and retain the psychiatric workforce in NHS Scotland.

The Working Group membership included the Royal College of Psychiatrists in Scotland, the Senior Medical Managers in Psychiatry Group, Centre for Workforce Supply, NES and representatives from workforce including trainees. They considered a wide range of factors which influence recruitment and retention as highlighted in the College's State of the Nation report.

The action moving forward is to support the implementation of recommendations once agreed by Ministers.

### **Action 20.1 (section 3.1)**

Through the Education and Training Advisory Group led by NES a new [Learning Starters](#) page within Turas has been developed to sign post people to education resources associated with mental health and wellbeing. This first iteration will be further developed and improved following feedback from stakeholders, workforce volunteers and carers.

**Action 47 (section 5.1)**

The Health and Social Care Staffing Act commenced in April 2024, the implications of the enactment of the legislation have been realised. Other policy developments and professional standards will need to be considered on a rolling basis.

**Action 52 (section 5.2)**

The Scottish Government have funded Scottish Recovery Network (SRN) for the Creating Hope with Peer Support project up until December 2025.

**Action 57 (section 5.3)**

This published resource promotes 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. We have promoted this resource and others through channels such as the Board Circulars.

To note, alongside this report please refer to the [published](#) Mental Health and Wellbeing Strategy Delivery Plan and Workforce Action Plan – Update on Progress and Next Steps.

## **Actions Determined to be 'Off Track' or 'Delivery Date Missed WITH Risk'**

**Ref: 18**

**Action:** A Mental Health Officer (MHO) Workforce Capacity Oversight group has been set up with partners in social work to help address the shortfall in MHO capacity caused by increased service demand, as well as recruitment and retention challenges. The Group meetings have been paused awaiting completion of mapping exercise being led by Office of the Chief Social Work Adviser (OCSWA), COSLA and Social Work Scotland (SWS) officials.

**Lead:** SG & COSLA

**Reason for RAG:** Whilst the group has been established and a mapping exercise undertaken, significant progress has not been made in addressing shortfalls. Risk is indicated due to the continued risk conferred by having insufficient MHOs and it currently remains unclear exactly how this will be resolved. However, it is noted that this is a long- term systemic issue, that could not realistically have been resolved over the lifespan of the plan.

### **Mitigating Actions:**

Since the beginning of the plan there have been several developments relevant to supporting MHO work. This includes the agreement of the National Social Work Agency (NSWA) under which it is anticipated MHO workforce concerns will be considered. How this connects to any existing work on MHOs may be informed by the mapping work the capacity group are undertaken. This work should support the issue being addressed in the longer-term.

Beyond the MHO Capacity Group work relevant work has also been progressed for example 400k that has been given to 5 partnerships (February) to enhance MHO workforce capacity as part of the delayed discharge improvement work and, through the Joint Social Services Task Force (JSST), work has been commissioned through Iriss (Improving Lives – Social Service Workforce) to look at the how learning and improvement from the Highland MHO recruitment model in partnership with Robert Gordon University can be utilised in other parts of Scotland.

## Annex A

### Delivery RAG status definitions

Colour, name and status	Description
Blue: complete	<b>Complete</b> – commitment/activity delivered
Green: on track	<b>On track</b> – proceeding in line with expecting scope*, timescales and within agreed resource envelope.
Amber: at risk	<b>At risk</b> – concerns that previously agreed scope*, timescales or resourcing may not be achieved.
Red: off track	<b>Off track</b> – issues have arisen which cause significant concerns regarding the delivery of the work, with interventions either underway or required to address.
Purple: missed no risk	<b>Delivery date missed with no risk</b> – published delivery date has been missed, however there is significant progress with no risk/detriment to overall delivery.
Grey: missed with risk	<b>Delivery date missed with risk</b> – published delivery date has been missed, and there is risk/detriment to overall delivery.

\* Scope = totality of the agreed outputs, outcomes and benefits and the work required to produce them.

### Links

[Mental Health & Wellbeing Strategy](#)

**All actions and full wording can be found at the links below:**

[Mental Health & Wellbeing Strategy Delivery Plan 2023-2025](#)

[Mental Health & Wellbeing Strategy Workforce Action Plan 2023-2025](#)

**Published Progress Reports:**

[Mental health and wellbeing strategy: Leadership Board - gov.scot](#)



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