





# Contents

---

## 1. Progress with implementing the plan

## 2. Addressing Workforce Shortages & Building Sustainability

## 3. Workforce Transformation & Enhancing Multi-disciplinary Team Working

## 4. Ensuring The Workforce Have The Right Skills and Capability

## 5. Developing Effective Leadership, Compassionate Cultures & Behaviours

## 6. Meet the Team

## 7. Get in Touch





## 1. Progress with implementing the plan

As we move into the final phase of our three-year implementation we take time to reflect on what has been an extraordinary amount of work with the mental health workforce. We have developed strong and enduring relationships across the sector which have resulted in notable improvements in our outreach and a myriad new opportunities for engagement.

The evidence is building that our message has gotten out there, we've seen a significant increase in enrolments for our online learning as well as more people than ever engaging with our course review process. We have also been able to offer more sessions of training than ever and fill the spaces in record time whilst expanding what we have on offer.

We have reached a stage now where we can see some of the impact of our work in action, and the signs are looking good. Since we delivered the plan we have seen reductions in turnover amongst our psychiatrists and nurses, improved staff morale as measured through our survey, and an overall increase of roles filled within the workforce.

Our focus now is on gathering even more evidence to show the impact we have had, and to plan for the future to make sure the plan keeps supporting people in the best possible way.

Please read on for a summary of our actions, and please feel free to get in touch with the team on:  
**[HEIW.MentalHealthWorkforcePlan@wales.nhs.uk](mailto:HEIW.MentalHealthWorkforcePlan@wales.nhs.uk)**

Many thanks,  
Mental Health Programme Team



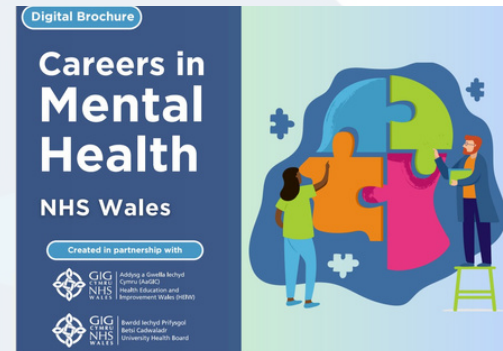


## 2. Addressing Workforce Shortages & Building Sustainability

### What's been going on in the Careers Team?

#### Careers in Mental Health Digital Brochure BETA launch

Existing Mental Health careers resources were shared with Department of Work and Pensions (DWP) to be hosted on their staff intranet as part of their NHS Wales Focus Fortnight Campaign promotion. The HEIW Future Workforce Team hosted 2 webinars to further promote these resources to the audience between 23<sup>rd</sup> June-4<sup>th</sup> July 2025.



#### Find your role in the Mental Health team webinar

On the 9<sup>th</sup> April 2025 a webinar was hosted for Careers Wales and Working Wales staff in a new “train the trainer” approach. Careers Wales staff are in constant contact with potential members of the NHS Wales future workforce as they work in every secondary school across Wales. They provide careers management, access to learning, careers advice and guidance to pupils and students. Working Wales staff work with individuals over the age of 16, who aren't in full-time education and are seeking employment or a career change. 100% of respondents said that would recommend the webinar to their colleagues.



#### NHS Wales Focus Fortnight with the Department for Work and Pensions

This launched as a BETA and entered a period of feedback, engagement and consultation. This was aligned with the Mental Health Awareness Week campaign. The resource is now undergoing content, design and narrative improvements ahead of its bilingual launch in the coming months.





## 2. Addressing Workforce Shortages & Building Sustainability

### Progress on the Data Dashboard

The data dashboard is being used by multiple stakeholders including Welsh Government and all Health Board organisations. We now have a good foundation and legacy establishment data to provide evidence for workforce planning and trendline analysis. Organisations are using the data for their own monthly reporting to compare their figures against other organisations.

Upcoming is a data quality and standards piece of work around Nursing and this will include Mental Health. This will be included in our Data Quality Dashboard.

### Workforce and Organisational Development Community of Practice for Mental Health

We have been able to develop local workforce and OD resources in each Health Board to drive forward the work of the plan. They have formed a thriving and active community of practice that meet regularly with the programme team.

In each area they have been able to consolidate workforce planning and help develop local approaches tailored to their mental health workforce as well as rolling out new training to managers.

They form a vital part of our ongoing work to ensure that we are targeting our efforts in the right place and that the plan supports shaping the workforce of the future.





### 3. Workforce Transformation & Enhancing Multi-disciplinary Team Working

#### Recovery College & Peer Support Workforce

This year the Lived Experience team are continuing their support for the seven regional Peer Leads to implement plans for local Recovery Colleges HEIW based on the National Fidelity Model for Wales.

Throughout the project the national team have provided over 300 hundred hours of support to help the regions to strengthen the wider peer support workforce, raise the profile of peer work / lived experience and to recognise the importance of lived experience and the benefit that the peer support workforce (PSW) could deliver within their local multi-disciplinary teams throughout Wales. Part of this work has included helping each area to document the scale of their scoping and engagement in the form of local reports which will form an important cornerstone of the overall projects.

To resource and support the Lived Experience Workforce and managers HEIW commissioned two programmes of Peer Support training: Peer Support for Peer Leads and Peer Supervision training.

“This has been one of the best things regarding my mental health I’ve been to. I feel seen and heard and validated but also empowered. More of these would be amazing for so many others. Having someone deliver the course with lived experience really helps beyond words knowing that they get it and they’ve not just read a million books and don’t actually know what those of us with mental health challenges face. In conclusion just much more of these types of things would be unbelievably helpful for so many others.” - Service User Student

#### The Recovery College Care and Treatment Plan Course

In September 2023 HEIW’s Lived Experience team worked in Partnership with Cardiff & Vale’s Recovery and Wellbeing College to develop the pilot of a national Recovery College co-produced Care & Treatment Plan course for staff and service users to learn together as equals.

The evaluation of this pilot can be viewed at [Recovery college - HEIW YTD Portal](#)

Based upon the success of this pilot, HEIW supported the regional Recovery College Peer Leads to deliver the course to a test group of its staff and citizens to support the spread and scale of the course and demonstrate the role of the Recovery College model as part of a 360° approach to education and training.

The evaluation of the national pilot will be published in the Autumn of 2025, but highlights include that:

- 98% of students would recommend the course
- Every region showed an increase in understanding of CTP purpose and process, and confidence in using co-production methods
- Delivering training through the Recovery College model uniquely empowers personal and professional transformation





## 3. Workforce Transformation & Enhancing Multi-disciplinary Team Working

### Scoping mental health placements within the Allied Health Professions

#### Our progress in 2025

At the beginning of 2025, the team completed their initial scoping work, mapping existing mental health practice-based learning (placement) opportunities, reviewing the literature and speaking with students and other project partners across Wales. This provided insight into current practice, challenges and opportunities, enabling us to showcase and build on best practice. Scoping work has directly informed our work in order to best support a skilled future AHP workforce.

#### Resource for Practice Educators

The team are working with a task and finish group of AHP practice educators across Wales to develop a practical resource with ideas and tips for embracing new practice-based learning opportunities in mental health and learning disability settings.



#### Sharing of Practice across AHPs

The team are collecting examples of new and innovative placement opportunities within mental health settings from prevention, early intervention through to specialist services. Anyone who has an inspiring case study to share, we would love to work with you to capture it for the webpage - AHP Practice-Based Learning - HEIW. Please get in touch with the team at [HEIW.AHPPracticeEducationTeam@wales.nhs.uk](mailto:HEIW.AHPPracticeEducationTeam@wales.nhs.uk).

#### Community of Practice for Commissioned Course Lecturers

In early September, the team met with 20 lecturers from across HEIW commissioned programmes in Wales to explore opportunities for enhancing the teaching of mental health and mental wellbeing within interprofessional education and existing curricula. As a result of these discussions, the group agreed to establish a new Community of Practice (CoP) to share resources, ideas, and approaches in this important area. The CoP will be hosted on Y Ty Dysgu and will initially be open to educators involved in delivering AHP commissioned courses.

The team delivered a webinar on Wednesday 10th September with AHP colleagues from Wales and further afield, showcasing different placement models to support placement innovation and capacity across sectors. A recording of the webinar is available on the AHP PBL landing page above. Feedback showed that participants had valued the opportunity to learn from AHP colleagues across the UK. The examples shared had inspired educators to consider a wider range of settings and supervision models to increase placement capacity.



## 3. Workforce Transformation & Enhancing Multi-disciplinary Team Working

### Scoping mental health placements within the Allied Health Professions

#### New pilot placements...

Since then, the team have been working in partnership with stakeholders to set up new pilot placements with over 25 offers in development. This includes opportunities in the NHS, social care and voluntary sector including Swansea Bay Dementia Hub, Links, ASNEW and Llanelli Dementia Connectors.

The team were delighted to present a new AHP placement with Yr Ysgol, part of the Ivolve Care & Support group, at an international Centre for the Advancement of Interprofessional Education (CAIPE) event on Wednesday 11th September. The team have set up a new leadership placement offer within HEIW with our first two AHP students joining the Strategic Mental Health Workforce Team for four weeks in September. The students will be creating career profiles for AHPs working in mental health to support attraction to mental health roles. The team have been working with colleagues in Digital Health and Care Wales, NHS Performance and Improvement, Social Care Wales and the AHP Dementia Network to discuss joint student projects going forward into 2026.

Our AHP student intern worked with us throughout the summer of 2025 to co-create resources to induct students to their HEIW leadership placements to foster a sense of belonging and increase understanding of the importance of compassionate cultures and leadership in healthcare. Vie Megan's blog here - <https://heiw.nhs.wales/news/heiws-2025-summer-intern-cohort/megan-edwards/>



**The team working with our AHP student intern Megan over summer 2025 to co-create student onboarding resources.**



**The team working with partners to create new practice-based learning opportunities for AHP students.**



## 4. Ensuring the workforce have the right skills and capability

### Mental Health Training on Y Ty Dysgu

Over the course of the year, we have expanded our range of e-learning courses available. These include:

- **Perinatal Mental Health**
- **Child & Adolescent Mental Health Services**
- **Trauma Awareness**
- **Foundation Literacy Level 1**
- **NEST/NYTH Rights of a Child Training**
- **DiADeM - Diagnosing dementia**
- **Learning Disabilities (Tier 2 Enhanced)**
- **Introduction to Eating Disorders**
- **Parent and Infant Relationship Training**

We are delighted to announce that we have achieved over 4,300 enrolments across our mental health courses. Our recent courses, including Introduction to Eating Disorders and Parent and Infant Relationship Training have landed extremely well with our learners, reaching over 200 enrolments in the first few weeks of being live.

Upcoming, keep your eyes peeled for the launch of our refreshed Learning Disabilities Tier 2 (Enhanced) course, with 2 new modules, as well as our newly developed Outcome Measures and Substance Use Awareness courses.

To access any of the courses or simply find out more information, please visit our learning platform [Y Ty Dysgu](#) or contact:

[HEIW.MentalHealthWorkforcePlan@wales.nhs.uk](mailto:HEIW.MentalHealthWorkforcePlan@wales.nhs.uk).



### Postgraduate Training Opportunities

We will continue to offer funding to support training opportunities in postgraduate level psychological therapeutic interventions. These cover a range of approaches including

- Eye Movement Desensitisation and Reprocessing (EMDR)
- Cognitive Behavioural Therapy (CBT) at various levels
- Acceptance and Commitment Therapy (ACT)
- Solution Focused Brief Therapy (SFBT) at various levels

So far, we have provided over 900 places in Solution Focused Brief Therapy interventions from levels 1 - 4 with 93% of trainees reporting that they were able to bring these skills into their work and support more people as a result. We have also invested over £1.4m since 23/24 in other postgraduate level training with over 1000 staff having been upskilled.

**In the coming year, we are developing a multi-provider commissioning framework for postgraduate courses, and considering how to spread and scale learning across mental health services.**



## 5. Developing effective leadership, compassionate cultures & behaviours

### Supervision Hub & National Support Function

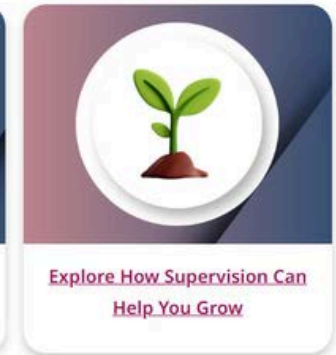
In January 2025 as the development of the Supervision Hub drew closer to an initial launch. We started working closely with the Primary and Community Care Workforce Plan, who had an action around supervision and became part of a task and finish and steering group around their work. Phase 1 of the [Supervision Hub](#) then launched in April 2025 with 4700 views from 1654 users between then and the end of August 2025.

The Supervision Hub nurtures compassionate leadership through the alignment of the four behaviours of compassion; attending, understanding, emphasising and helping. It helps bridge supervision gaps, especially for those working with limited or poor-quality supervision.

Employers of practitioners working in regulated services such as NHS organisations or private providers delivering NHS care, like GP practices and primary care networks, are responsible for ensuring structures are in place to give staff access to supervision. However, not all staff receive supervision so understanding of what it is and why it matters can vary depending on individual experiences. The Supervision Hub addresses these issues by bringing together key resources, guidance, and support for professional development and resilience, all in one accessible place.

The resources include aspects of:

- Educating – such as some of the models and themes that might be used
- Evaluating – such as the standards and norms that might be expected
- Restoring – such as the ways in which supervision can support wellbeing
- Improving – such as the approaches that can further develop people



## 5. Developing effective leadership, compassionate cultures & behaviours

### Supervision Hub

*“Thank you for sharing this valuable resource! The Supervision Hub sounds like a fantastic tool to support professional development and compassionate leadership. We’ll be sure to share this information with our network in England – its great to see such thoughtful initiatives being developed.” As cited on the Future NHS Collaboration Platform.” - positive feedback received from a user.*



### National Support Function

Following the presentation of progress at the implementation board in February 2025 and meetings with some key stakeholders, in March an online event was held to consider four different ways of taking the national support service forward using an interactive presentation on Miro, attended by 35 delegates this helped shape the planned service and fed into the National Leadership Exchange Conference in April. Since then the work has been further developed by the addition of an additional member of staff working on the design of the infrastructure of the national support service with the development of a targeted survey of employee wellbeing service and psychological leads across Wales in order to capture their views and address any concerns.

## 5. Developing effective leadership, compassionate cultures & behaviours

### Team Manager Development Programme

The Mental Health Team Manager Development Programme, offering development around compassionate leadership and management, improvement and transformation skills, has reached 6 cohorts of 20 leaders from across Wales (3 have completed, 3 are coming towards completion). Evaluation and feedback have been overwhelmingly positive, with leaders finding the ability to reflect on leadership and share and hear experience from across Wales, really valuable. Several participants have reported the programme transforming how they lead, and connect with others, with tangible impact on service delivery. We now hope to review content and run more sessions in 2026-27.

### Co-lead: creating a culture of psychological safety

Co-Lead launched its pilot session with two wards in Cardiff and Vale Health Board with great success. Co-Lead was designed by University College of Dublin to enable teams to work collectively and create a culture of psychological safety. Facilitators were volunteers within each ward who are not in a leadership role and provided very positive feedback as quoted below:

*“They felt as though the session and delivery of this worked well ... thinking about their own personal and team values ... the group activities were good to talk in smaller groups where people felt comfortable to voice ideas which could then be shared as a larger group.”*



## 5. Developing effective leadership, compassionate cultures & behaviours

### Mentorship Scheme

Cohort 1 is nearing the end of the scheme with very positive success and feedback. We have also secured training and funding for cohort 2 and 3 of this scheme, with cohort 2 commencing in November. We have filled all places for trainee mentors demonstrating real engagement with the Programmes and the positive impact of the scheme. We have a wide range of professions and levels of seniority as trainee mentors to match with mentee for leadership development and sharing of knowledge.



### Community of Practice

We are very excited to be launching a community of practice to create a space for shared learning and discussion for what staff have learned during these programmes and the application and impact in their areas of work, across health boards and services. This network will provide opportunities for further development and connection with others across Wales, as well as supporting understanding of the wider transformation of mental health delivery in Wales and how we, as leaders can engage in this, whilst supporting our teams and services through this exciting time.

### Talent & Succession Planning

We have hosted a second talent and succession planning workshop in collaboration with the Leadership Team, wielding successful and positive feedback We will be uploading the recorded session onto the Mental Health Leadership Hub to enable wider access for those who are interested in the workshop.





## 7. Meet the Team



**Lucy Dobbin**  
Programme Support Officer

I support the development of our mental health e-learning courses, available on Y Ty Dysgu. I am proud of the wide range of stakeholders we have collaborated with and the number of enrolments we have attracted thus far.



**Laura Low**  
Practice Education Facilitator

I am passionate about working with our colleagues across Wales, building new practice-based learning opportunities that help AHP students consider and respond to the mental health needs of people in Wales.



**Hilary Wickett**  
Practice Education Facilitator

Students often tell us their practice-based learning inspires them to consider a career in mental health. It's rewarding to see the impact of these placements, enabling more AHPs to choose to be part of the future mental health workforce.



**Toni Alexander**  
Programme Support Officer

I support the coordination and delivery of the Strategic Mental Health Workforce Plan, with a big focus on organising and coordinating Solution Focused Brief Therapy (SFBT) training. It's a brilliant, practical approach that helps the mental health workforce focus on strengths and possibilities when working with individuals in their care.



**Tommy Carr**  
Project Manager - Supervision & Support

I bring experience of being part of the mental health workforce to a passion and focus on supervision and support for the wider workforce



**Paul Whittaker**  
Lived Experience Peer Lead

My role is to intentionally use my lived and living experience of Mental Health challenges to help develop and support a national Lived Experience workforce.



**Andrew Morgans**  
Lived Experience Lead

Working alongside the Peer Leads to explore engagement report elements, boost their confidence, and learn about their innovative citizen engagement strategies was a true privilege, and I'm deeply impressed by their diligent efforts and proud to have played even a small part in the remarkable outcomes reflected in each report.



**Matt Brayford**  
Programme Manager - Leadership & Succession

I'm a mental health nurse with over 20 years of experience across NHS and community services, focused on improving care for marginalised groups; I now lead national programmes to support and develop mental health leaders in Wales, represents mental health nursing at a strategic level, and brings expertise in leadership, service improvement, and digital innovation



**Thomas Narbrough**  
Strategic Programme Manager

As the strategic programme manager for the plan, I'm responsible for ensuring everyone stays on track and everything is properly documented—a big job, but one that suits me well thanks to years of experience leading partnership projects like this.



**Hannah Morland-Jones**  
Strategic Programme Manager

I utilise my lived experience to co-design National Lived Experience Strategy. Also, support Lived Experience Workforce, peer led and co-produced service Implementation, staff training and development valuing lived experience across Wales since November 2022



## 7. Meet the Team



### **Victoria Duncan**

Practice Education Facilitator

After a period of maternity leave, I am looking forward to collaboratively transforming practice education opportunities in mental health and emotional wellbeing for AHP students in Wales.



### **Jim Widdett**

Mental Health, Learning Disability and Neurodiversity Lead - Social Care Wales

I'm the head of Mental Health and Learning Disability Improvement and Development. I support workforce development and planning with stakeholders including ADASS, Welsh Government and HEIW.



### **Judith Rheade**

AMHP Community Manager - Social Care Wales

My role is focussed on support and development within the Approved Mental Health Professional community and building an Approved Mental Health Professional Community of Practice. Social Care Wales have hosted one of two AMHP specific conferences in Wales this month to promote the role.



### **Matt Bennett**

Careers & Widening Access Specialist

Attracting the future workforce to roles and careers within Mental Health



### **Jessica Grainger**

Workforce Strategy Implementation Manager

I am the lead for implementing the National Strategic Mental Health Workforce Plan. I work on strategic planning and operational planning, related to areas such as the design and implementation of projects and quality assurance within the health and education sectors to enable the delivery of the plan.





## 7. Get in Touch

---



If you would like to find out more information about any of our workstreams, or to speak to a member of the team, please contact us on:

**[HEIW.MentalHealthWorkforcePlan@wales.nhs.uk](mailto:HEIW.MentalHealthWorkforcePlan@wales.nhs.uk)**