



Education and Training Plan (ETP) 2024-25

Health Education and Improvement Wales,
the strategic workforce organisation for NHS Wales

This plan sets out our commissioning and training recommendations for the education of the health professional workforce. It is the companion plan to HEIW's Integrated Medium Term Plan (IMTP) 2023-26.

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Executive Summary and plan on a page

Health Education and Improvement Wales (HEIW) is committed to the development of a highly qualified, empowered, and sustainable workforce for both now and the future.

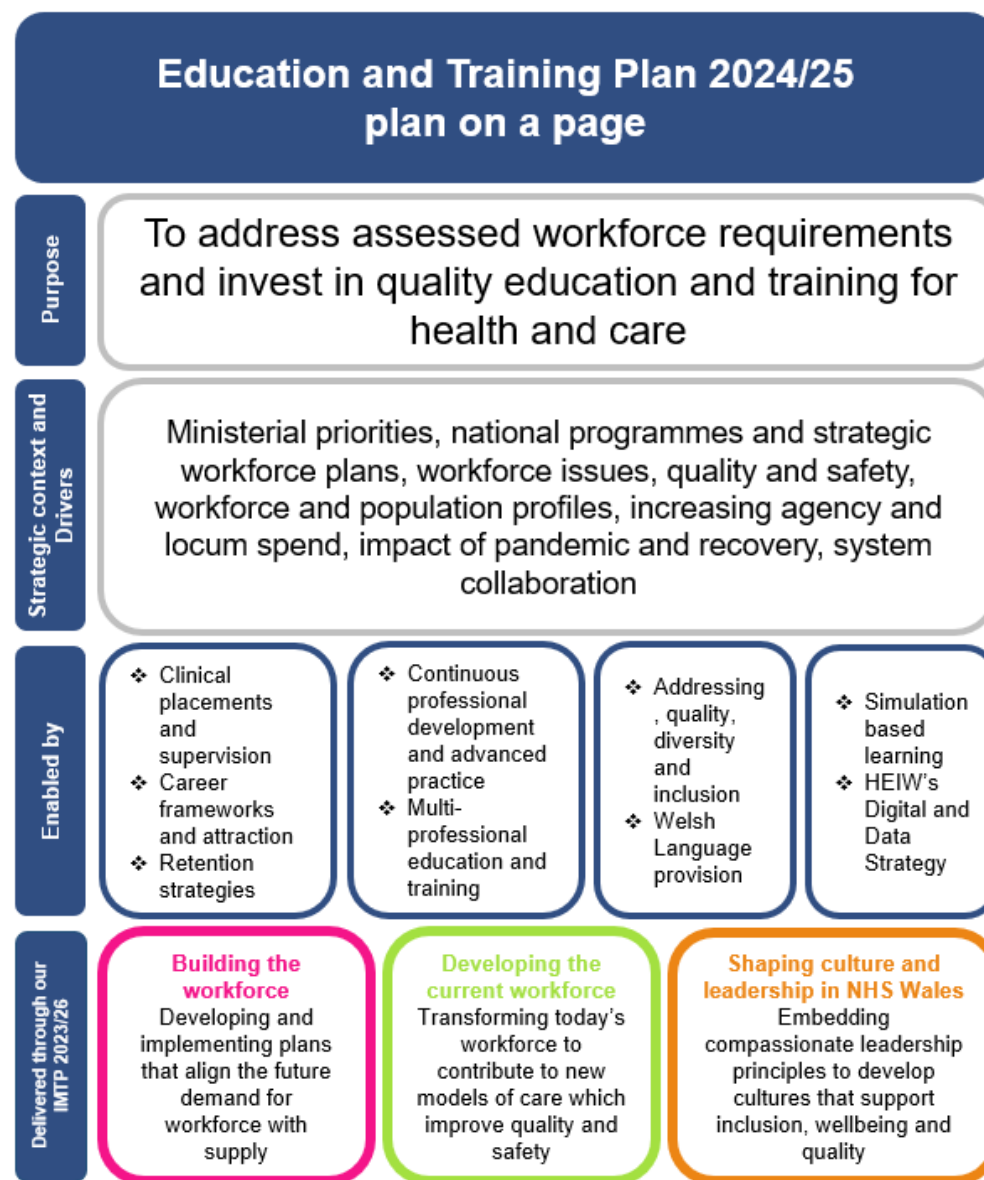
This is the fifth HEIW Annual Education and Training Plan (ETP) for Wales developed to support the health and social care system in implementing 'A Healthier Wales'. It dovetails with our Integrated Medium-Term Plan (IMTP) for 2023-26 and details the commissioned education and training for the health professional workforce together with workforce planning information. Investing in education and training is key to a sustainable workforce in NHS Wales and providing the capacity and capability to deliver high quality and safe patient, person centred care to people in Wales.

HEIW produced the Plan following engagement with stakeholders and submitted this to Welsh Government for Ministerial approval in July. This year in view of the financial challenges, additional options were requested by Welsh Government up until January 2024 and the final decision was announced on 14th February 2024.

Welsh Government confirmed it will maintain the investment in education at the 2023-24 level of c£283m. Health Education and Improvement Wales (HEIW) has undertaken extensive work to prioritise the original recommendations within the Education and Training Plan for 2024-25 to mitigate the impact of this and to continue to enhance education opportunities in many key professional areas. This has meant a number of changes to the original recommendations produced in July 2023.

A number of important factors were considered when prioritising the recommendations for the 2024-25 Education and Training Plan including, health service need and employment opportunities, system training capacity, ensuring existing students and trainees can continue through their education and training pathways. The impact of delays in the final decision on the plan has been managed through a risk-based approach to mitigate impact on recruitment.

The table overleaf gives a summary view of the recommendations outlined in detail within the main body of the plan:



* Includes Full and Part time
- Figure not included in plan that year

Recommendations Summary Table

Area	2022/23	2023/24	Original 2024-25	Updated 2024-25
Nursing and Midwifery				
Nursing (ALL)	2396	2701	2747	2400
• Adult Nursing	1651	1892	1892	1646
• Child Nursing	175	192	211	189
• Mental Health Nursing	483	530	557	478
• Learning Disability Nursing	87	87	87	87
Midwifery	185	190	224	224
Allied Health Professionals				
Dietetics	66	82	82	75
Occupational Therapy	179	197	197	197
Doctorate in clinical Psychology	36	40	44	44
Clinical Associate in Applied Psychology	-	-	20	20
Paramedicine	116	120	131	127
Physiotherapy	174	180	189	180
Podiatry	27	27	27	27
Speech & Language Therapy	49	49	53	55
Operating Department Practitioners (ODPs)	49	62	69	69
Healthcare Sciences				
Clinical Scientist Training Programme	39	53	55	55
Higher Specialist Scientific Training	8	10	20	20
Practitioner Training Programme (PTP)				
PTP Cardiac Physiology	24	23	23	23
PTP Audiology*	22	21	31	31
PTP Respiratory & Sleep Science	8	14	13	13
PTP Neurophysiology	3	4	4	4
PTP Nuclear Medicine	3	6	3	3
PTP Pathology/Biomedical Sciences (Full time and part time)	24	26	44	42
PTP Clinical Engineering including full time and part time	8	6	14	14
PTP Radiotherapy & Oncology	26	20	20	20

Area	2022/23	2023/24	Original 2024-25	Updated 2024-25
Radiography Associate Practitioner (RAP) & PTP Diagnostic Radiography	166	150	139	125
Radiotherapy Physics	3	2	3	3
Clinical Photography	-	-	11	11
Dental				
Dental Foundation Training	74	74	74	74
Dental Core Training	-	-	83	67
Dental Speciality Training	-	38	38	38
Dental Therapy Foundation Training	-	20	20	16
Dip HE Dental Therapy	19	31	30	30
BSc Dental Hygiene and Therapy	11	18	24	24
Medical Workforce				
Foundation Training	increase by 60	increase by 69	418 (increase of 39)	418 (increase of 39)
Secondary Care/Speciality Training	increase by 89	increase by 92	519 (increase of 60)	480 (increase of 21)
General Practice	160-200	160-200	160-200	160
Optometry				
Optometry PG Course Places	-	-	119	101
Pharmacy				
Trainee Pharmacist	122	122	122	113
Post-reg Foundation programme for Pharmacists	80	80	50	70
Independent Prescribing	-	-	350	200
Novice Independent Prescribing	-	-	0	20
Medical Associate Professions (MAPS)				
Physician Associates (PAs)	52	54	57	52
Multi-Professional Education & Training in Primary and Community Care				
General Practice Nursing (GPN)	-	-	50	21

Area	2022/23	2023/24	Original 2024-25	Updated 2024-25
Annual Funding				
Healthcare Support Workers	<i>2.5m</i>	<i>2.5m</i>	3.0m	2.627m
Post registration Health Professional Education	<i>2m</i>	<i>2m</i>	2.5m	2.1m
Prescribing and Independent Authorisation of Blood Transfusion (IABT)	-	-	0.750m	0.600m
Genomics (more modules available 2024)	-	-	0.225m	0.090m
Critical Care	-	-	0.298m	0.250m

Area	2022/23	2023/24	Original 2024-25	Updated 2024-25
Courses/Placement Days				
Pharmacy Support Staff WBL programme	<i>60 Level 2 units</i>	<i>100 Level 2 units</i>	100 Level 2 units	100 Level 2 units
Pre-registration Pharmacy Technicians – includes forecast for 2 nd intake.	<i>83 courses</i>	<i>100 courses</i>	100 courses	80 courses
Post-reg Pharmacy Technicians (Agored Level 4)	<i>30 units</i>	<i>50 units</i>	50 units	50 units
Pharmacy Undergraduate Placements (PUPs)	<i>3120 days</i>	<i>7560 days</i>	11,155 days	11,155 days

Chapter 1. Purpose and Overview

This chapter sets out the purpose of the Education and Training Plan and its statutory function. It outlines the overview of the education and commissioning process and the current shape and context for the workforce in NHS Wales.

1.1. Purpose

Health Education and Improvement Wales (HEIW) is the strategic workforce and education body for NHS Wales. The creation of the annual Education and Training Plan (ETP) is a statutory requirement for HEIW. The purpose of the plan is to address workforce requirements on behalf of NHS Wales.

Engagement with NHS health boards, trusts and wider stakeholder groups including Social Care Wales is an integral part of creating and informing the plan. It is, however, ultimately HEIW's responsibility to produce a plan that is deliverable within the context of the education and training capacity available.

The 2024-25 plan recommends that there is investment in education commissions that maintains or builds on the growth in student¹ and trainee² numbers as set out in previous years. This is essential to support the implementation of the Workforce Strategy for Health and Social Care and to address service needs.

HEIW's unique contribution or "added value" is to:

- ✓ Address strategic workforce issues that require all Wales solutions, both demand and supply.
- ✓ Make Wales a great place for our health and care staff to be educated, trained and employed.
- ✓ Maximise the contribution of all professions and occupations.

This plan:

- Builds on HEIW's Integrated Medium Term Plan (IMTP) 2023-26, [The Workforce Strategy for Health and Social Care](#) and [National Workforce Implementation Plan](#).
- Sustains the growth in the training pipeline, with further increases in some areas.
- Considers workforce need, challenges in the context of wider workforce intelligence, including information from NHS Wales IMTP submissions, analysis of the current workforce, horizon scanning, census 2021 and the training pipeline.
- Recognises strategic programmes and national priorities.
- Takes account of the difficult financial operating context and maintained budget position.
- Considers the ongoing impact of Covid-19 and training capacity both within the Higher Education Institutions (HEIs) and the NHS.
- Appreciates the need to create quality learning and service environments to accommodate new and agile ways of working, workforce upskilling, and service transformation.
- Recognises the geographical, cultural, digital, leadership and language needs of the workforce, and health and care providers.

HEIW continues to improve workforce intelligence and understanding of workforce dynamics available to NHS Wales colleagues via the new data and analytics portal providing access to a wide range of intelligence and forms the evidence base that underpins the ETP.

¹ The term student refers to people in undergraduate or post-graduate education who will graduate and obtain professional registration.

² The term trainee refers to people who are in training programmes which, for most, follows professional registration.

1.2. Education and Training Commissioning Overview

Commissioning of education and training places with HEIs³ takes place on an annual basis. The education places that are in this plan will (with a longer lead in time for medical, pharmacy and dental trainees) be the registrant workforce of 2027.

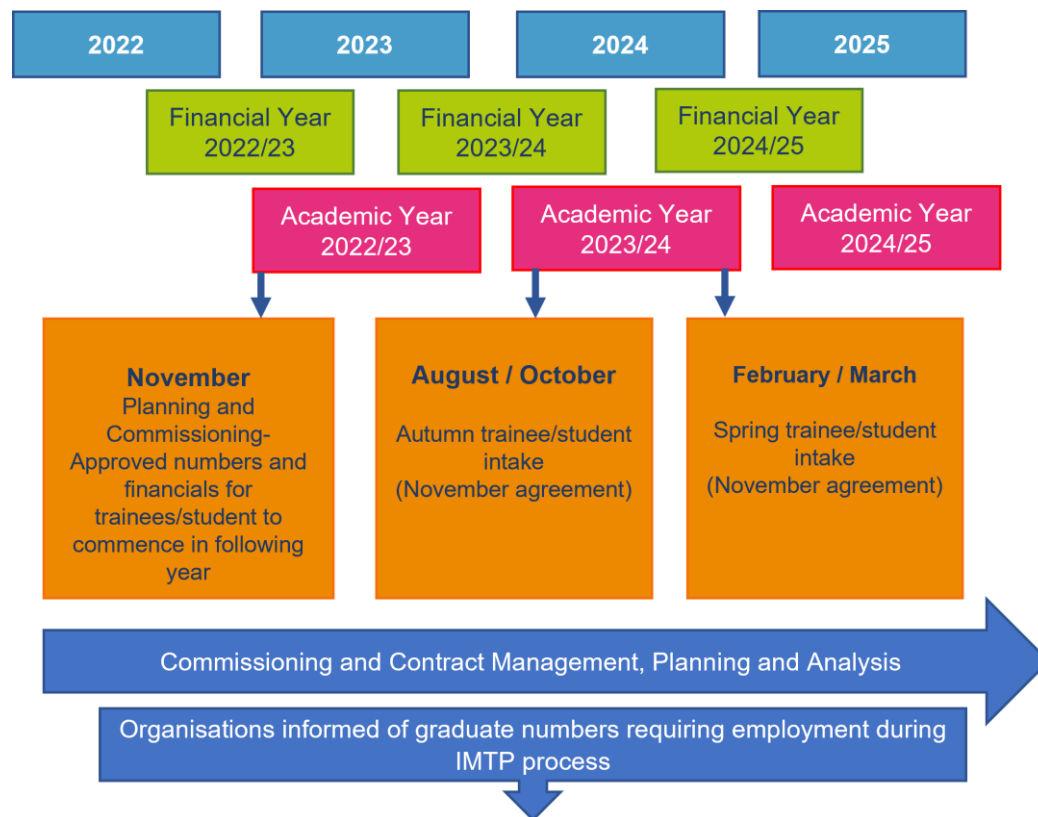
The timeline for approval is essential to meet the timetables for national medical recruitment processes and UCAS rounds.

To inform the recommendations, each NHS Wales Health Board and Trust provided their requirements in relation to the commissioning for Undergraduate Education, Post Graduate Education and Healthcare Support Workers. For medical, pharmacy and dental specialty training, a wide range of intelligence was gathered to determine the recommendations including consideration of workforce needs and challenges identified through organisations' plans. The intelligence used to inform the education and training recommendations and requirements includes but is not limited to:

- consideration of the current workforce challenges and trends
- wider workforce intelligence and context from a range of sources
- capacity within the system to support training/student/trainees
- the needs of several workforce priority areas and national work programmes
- reflections on graduate recruitment
- consideration of the need from new, extended, and additional skills and knowledge
- review of education standards by professional regulatory bodies
- actual fill rates for 2023-24 for the revised commissioning levels.

The recommendations within the ETP are sent for Ministerial approval. Once approved, HEIs are informed to ensure that the appropriate number of places on

their educational courses are made available. The image below outlines how the flow of training works:



³ Higher Education Institutions (HEIs) and universities are used interchangeably as appropriate

Chapter 2. Strategic Context, Engagement and Planning Approach

This chapter sets out the relationship between the ETP and our IMTP. We have summarised the findings of our engagement and planning approach with our wide range of stakeholders and outlined the risks to delivery.

2.1. Strategic Framework

The HEIW IMTP 2023-26 provides the strategic operating context and framework of how we support the strategic direction of NHS Wales.

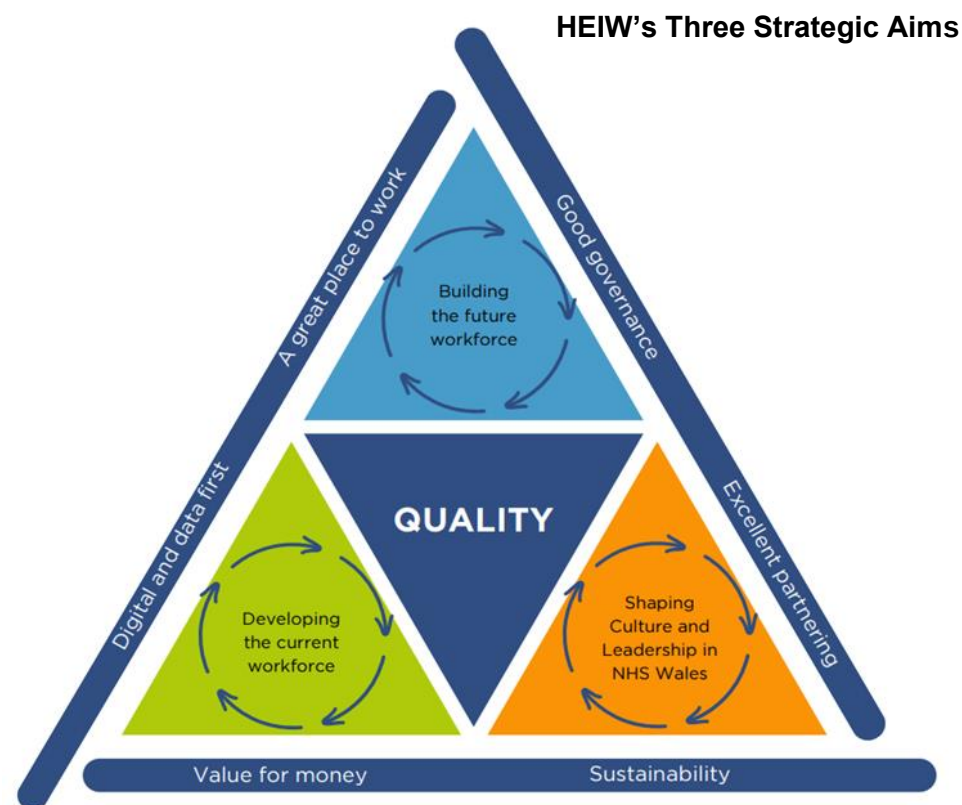
The ETP is a companion piece to our IMTP and key to delivering the commitments set out in [The Workforce Strategy for Health and Social Care \(WFS\)](#) through education, learning, leadership and workforce supply. The WFS enables the delivery of *A Healthier Wales* and is part of the NHS Wales planning system alongside the *National Clinical Framework* and the *Quality Framework*.

Our three identified strategic aims form the strategic and operating framework of the organisation.

The ETP is critical to ensure the transformation of healthcare education and training to improve opportunity, access, and population health, and is a fundamental element of shaping the future workforce supply for NHS Wales to ensure Wales can reach the ambitions set in *A Healthier Wales* and deliver high quality patient care.

2.2. Stakeholder Engagement

Through the establishment of our Stakeholder Reference Group, over 40 different organisations were engaged with during the planning process, their written and verbal feedback has informed both the original recommendations and the revised plan. The draft recommendations were presented to each of the NHS Wales Executive Peer Groups and a dedicated session was held with Welsh Government Policy leads. A list of the stakeholders involved can be found in Appendix D.



2.3. Planning Approach

The ETP is produced on an annual basis and is linked to academic cycles. It provides the critical foundation for the IMTP and considers our future financial profiles, given the duration of the programmes we commission.

In 2024-25 a blended bottom-up/top-down planning approach was taken to develop the initial recommendations with consideration of the findings for the re-prioritisation requested by Welsh Government to achieve a maintained funding position.

2.4. Risks

The 2024-25 plan builds and supports the ambitious commissioning of last years' plan. Record numbers of students are in training in the NHS and wider health care sector in Wales. Even where numbers are recommended to be maintained at 2023 levels, the newly commissioned numbers are higher than the graduating cohorts.

Four key risks to delivery of the ETP 2024-25 have been identified

- **Organisational Capacity and Infrastructure.** The capacity of organisations to host training remains a key risk. Ensuring that there are no barriers to trainees and students receiving a safe and high-quality learning experience is vital. Our mitigation is to work with key partners within Universities and NHS Organisations, as well as regulators, to build on the clinical supervisory infrastructure in place across Wales. This involves developing further multi-disciplinary placement opportunities, particularly within Primary Care and Mental Health settings, development of the Practice Education Facilitator roles, simulation, and regional support roles. This investment work is key to building sustainable capacity by building increased capacity for Wales in future years. Further information on progression of our work is included in Chapters 3 and 5.
- **Achieving Commissioned Numbers.** There are national challenges in filling commissioned places on some programmes. This is a key external risk identified within our IMTP due to its potential impact on the growth of the workforce required and the ability to achieve the required number of students resulting in an

underspend position. This is being mitigated through a programme of work to maximise the numbers on commissioned programmes, the actual fill rate for September 2023 was the highest number of nurses recruited ever and a positive forecast for the spring cohort.

- **Graduate Employment.** To ensure that Wales is championed as the place to train, work and live there must be employment opportunities for our students on graduation. Mitigation focuses on collaboration with stakeholders to support graduate employment across Wales, particularly in the more rural and remote areas. Experience as a student or trainee is key in registrants making their employment decision.
- **Policy changes** There are two policy changes that may pose a risk to the Education and Training Plan. The student bursary is now available in addition to a student loan which could positively impact recruitment rates for harder to fill courses but present a financial risk that could impact the investment capacity for new student and trainee places. There is an additional finance risk associated with the increase in tuition fees. HEIW is working with Welsh Government colleagues to define the impact of these risks which will be key to ensuring investment levels can be maintained.

Chapter 3. Education and Training Recommendations

This chapter sets out the commissioning and training recommendations for 2024-25. Information relating to recruitment rates can also be found in our [Integrated Performance Report](#) within our public Board papers.

3.1. Nursing

Course/ Programme Title	2022-2023 Recommendation	2023-2024 Recommendation	Original Recommendation 2024-25	Updated 2024-2025 Recommendation
BN Adult Nursing	1651	1892	1892 (64% IMTP requests)	1646
BN Child Field Nursing	175	192	211 (59% IMTP requests)	189
BN Mental Health Nursing	483	530	557 (79% IMTP requests)	478
BN Learning Disability Nursing	87	87	87 (50% IMTP requests)	87

3.2. Midwifery

Course/ Programme Title	2022-2023 Recommendation	2023-2024 Recommendation	Original Recommendation 2024-25	Updated 2024-2025 Recommendation
BMid Midwifery	185	190	224 (5% over IMTP requests)	224

3.3. Healthcare Professionals

Course/ Programme Title	2022-2023 Recommendation	2023-2024 Recommendation	Original Recommendation 2024-25	Updated 2024-2025 Recommendation
Dietetics (BSc & PG)	66	82	82 (9% over IMTP requests)	75
BSc Occupational Therapy	179	197	197 (10% over IMTP requests)	197
Doctorate in Clinical Psychology	36	40	44 (57% IMTP requests)	44
Clinical Associates in Applied Psychology (CAAPs)	N/A	N/A	20	20
Paramedicine	116	120	131 (100% IMTP requests)	127
BSc Physiotherapy	174	180	189 (95% IMTP requests)	180
Podiatry	27	27	27 (23% over IMTP requests)	27
BSc Speech and Language Therapy	49	49	53 (11% over IMTP requests)	55

3.4. Healthcare Sciences

Postgraduate and Consultant Training

Course/ Programme Title	2022-2023 Recommendation	2023-2024 Recommendation	Original Recommendation 2024-25	Updated 2024-2025 Recommendation
Clinical Scientist Training Programme	39	53	55 (100% IMTP requests)	55
Higher Specialist Training	8	10	20 (100% IMTP requests)	20
Equivalence Routes to Registration/ Regulation funding	£75k	£140k	£500k	£400k

Undergraduate

Course/ Programme Title	2022-2023 Recommendation	2023-2024 Recommendation	Original Recommendation 2024-25	Updated 2024-2025 Recommendation
BSc Cardiac Physiology	24	23	23 (10% over IMTP requests)	23
BSc Audiology	12	11	13 (8% over IMTP requests)	13
HE Cert Audiological practice	10	10	8 (100% IMTP requests)	8
BSc Audiology (Part time) NEW FOR 2024	N/A	N/A	10	10
BSc Respiratory and sleep science	8	14	13 (100% IMTP requests)	13
BSc Neurophysiology	3	4	4 (2 over IMTP requests)	4

BSc Nuclear Medicine	3	6	3	3
BSc Biomedical Sciences	24	26	25 (100% IMTP requests)	42
BSc (Biomedical Sciences (Part time) NEW FOR 2024	N/A	N/A	19 Part Time PTP and 22 standalone modules	19 Part Time PTP and 22 standalone modules
BSc Clinical Engineering	8	6	4 (100% IMTP requests)	4
BSc Clinical Engineering (Part time) NEW FOR 2024	N/A	N/A	10	10
BSc Radiotherapy Physics	3	2	3	3
BSc Diagnostic Radiography	166 (Includes RAP)	140	124 (8% above IMTP requests)	115
HE Cert Radiography Assistant Practitioner (RAP)		10	15 (100% IMTP requests)	10
BSc Radiotherapy and Oncology	26	20	20 (11% over IMTP requests)	20
BSc Operating Department Practice (ODP)	49	62	69 (100% IMTP requests)	69

3.5. Dental

There are significant workforce shortages in all areas of Dentistry and in our IMTP we have committed to developing a Strategic Dental Workforce Plan for Wales to ensure the workforce is recruited, trained, supported and available to deliver dental services for the future. This work is supported by a Train Work Live campaign launched in March 2023, local recruitment incentives through the Wales Enhanced Recruitment Offer (WERO) scheme to recruit to rural areas for a specified number of Dental Foundation Training places and establishing a Dental Nurse Training Programme.

Course/ Programme Title	2022-2023 Recommendation	2023-2024 Recommendation	Original Recommendation 2024-25	Updated 2024-2025 Recommendation
Dental Foundation Training	74	74	74	74
Dental Core Training Year 1 Year 2 Year 3	Not included with plan	Not included with plan	28 37 18	29 31 7
Dental Specialty Training	Not included with plan	38	38	38
Welsh Dental Therapist Foundation Training	Not included with plan	20	20	16
Dip HE Dental Hygiene	19	31	30	30
BSc Dental Hygiene and Therapy	11	18	24	24

3.6. Medical Workforce

Less Than Full Time (LTFT) training rates continue to grow in Wales and across the UK. The flexibility agenda, to help prevent burnout and retain doctors across the NHS by providing trainees with a better work life balance and opportunities to train on a part time basis, is now a fundamental part of training. HEIW continues to work with partners and stakeholders to deliver the flexible training initiatives such as changes to our LTFT policy and the introduction of Portfolio Fellowships aimed at retaining the current workforce and reducing the impact of trainee burn-out and exhaustion. At the end of July 2022, 359 Specialty Trainees in secondary care placements were training LTFT, representing 22% of the trainee population.

Course/ Programme Title	2022-2023 Recommendation	2023-2024 Recommendation	Original Recommendation 2024-25	Updated 2024-2025 Recommendation
Foundation Training	Increase by 69	Increase by 60	418 (Increase of 39)	418 (Increase of 39)
Secondary Care/Specialty Training	Increase by 89	Increase by 90	519 (Increase of 60)	480 (Increase of 21)
General Practice	160-200	160-200	160-200	160

3.7. Optometry

HEIW holds the budget to support the professional development for optometrists, dispensing opticians and contact lens opticians. Our recommendations support the Wales Eye Care plan and the new contract provided by Welsh Government for Optometry NHS services.

Course/ Programme Title	Original Recommendation 2024-25	Updated 2024-2025 Recommendation
Postgraduate course - Independent Prescribing	28	28
Postgraduate course - Medical Retina	23	14
Higher Certificate - Medical Retina		7
Postgraduate course - Glaucoma		14
Higher Certificate - Glaucoma	34	11
Diploma - Glaucoma		7
Postgraduate course - Low Vision	20	20

3.8. Pharmacy

Our recommendations support the implementation of the [Strategic Pharmacy Workforce Plan](#).

Pharmacy is midway through a series of transformation projects to deliver the new Initial Education and Training Standards (IETS). These recommendations are a key enabler to support transformation of the roles and contributions of pharmacists, pharmacy technicians and the wider pharmacy team.

Course/ Programme Title	2022-2023 Recommendation	2023-2024 Recommendation	Original Recommendation 2024-25	Updated 2024-2025 Recommendation
Pharmacy Support Staff 'Access to Pharmacy'	60 Level 2 units	100 Level 2 units	100 Level 2 Units	100 Level 2 Units
Pre-registration Pharmacy Technicians	83	100 courses	100 courses (50 NHS Employed/ 50 NHS Contractor bursaries)	80 Courses
Post Reg Pharmacy Technicians (Agored Level 4)	30	50 units	50 units	50 Units

Pharmacy UG Placements (PUPs)	3120	7560	11,155 days	11,155 days
Trainee Pharmacists	122	122	122	113
HEIW Post-registration Foundation Programme	80	80	80 programmes	70 programmes
Independent Prescribing (Non-medical prescribing)		300 150 NHS Employed 150 Contractor Employed	350 150 NHS Employed 200 Contractor Employed	200
Developing Novice Independent Prescribing Practice NEW FOR 2024	N/A	N/A	100 programmes	20 programmes
Post Reg Advanced and Extended Practice		NHS Employed £244,420, NHS Contractor/Community Employed £252,500	NHS Employed £244,420, NHS Contractor/Community Employed £252,500	NHS Employed £244,420, NHS Contractor/Community Employed £252,500

3.9. Medical Associate Professions (MAPs)

MAPs roles include Physician Associates (PAs), Anaesthesia Associates (AAs) and Surgical Care Practitioners (SCPs). Each role is at a very different point in terms of its implementation across NHS Wales. PAs work across a wide range of medical specialties in secondary care and in a number of practices in primary care, providing services to patients and supporting clinical staff. As of April 2023, the PA workforce in Wales was 171.

Course/ Programme Title	2022-2023 Recommendation	2023-2024 Recommendation	Original Recommendation 2024-25	Updated 2024-2025 Recommendation
Physician Associates	52	54	57 (4% over IMTP requests)	52

AAs were introduced in 2004 as highly trained and skilled practitioners working within an anaesthetic team under the direction and supervision of a Consultant Anaesthetist. We commissioned the training programme for AAs and successful pilots in Hywel Dda and Swansea Bay are helping to embed this role in NHS Wales. With regards to SCPs further work is required to understand the demand across NHS Wales and how we can support the further development of the roles.

In our IMTP we have committed to establishing the education and careers infrastructure to embed MAP roles and to prepare for the regulation of PAs and AAs by the GMC in 2024.

3.10. Multi-Professional Education & Training in Primary and Community Care

During 2022-23 & 2023-24 HEIWs Executive Board has invested in a sustainable infrastructure both internally (through the formation of a small, internal Multi Professional Primary and Community Care Education & Training - MP PaCCET Unit); and at a Health Board level (through the Health Board based Primary and Community Care (PaCC) Academies); working alongside existing Deaneries to support Primary and Community Care and the development of the Primary Care Model for Wales (PCMW).

Course/ Programme Title	2022-2023 Recommendation	2023-2024 Recommendation	Original Recommendation 2024-25	Updated 2024-2025 Recommendation
General Practice Nursing (GPN) Foundation Programme	N/A	N/A	50	21

In addition to an early priority to develop a national Foundation Programme for General Practice Nurses (GPN) detailed below; we are working with our P&CC Academy partners to develop a range of workstreams to support the delivery of care closer to home. These include, but are not limited to:

- Integrated Care GP Fellowship Scheme
- Undergraduate Nursing placements in general practice scheme
- Practice Manager Development programmes/activities
- Multi Professional Independent Prescriber Support
- Advanced Clinical Practitioner (ACP) Primary Care Digitisation Project
- Development of an Allied Health Professional Musculoskeletal Advance Practice Framework
- Urgent Primary Care Practitioner education and training.

The **General Practice Nursing** workforce are key to delivering the primary care model for Wales, bringing care closer to home and an essential part of the multi-professional primary and community care team. MP PaCCET Unit have worked with all 7 HBs to develop an all-Wales programme suitable for nurses new to general practice which is delivered remotely through online university module, bilingual competency framework documents, supervisor training and progress meetings, with face-to-face development of skills, and opportunities for peer support and wellbeing. The programme has been developed from the NHS Wales Competence Framework for Nurses Working in General Practice and in accordance with the NMC Standards for postgraduate education and training. In 2024-25, we propose to build on the initial work of the PaCCET Unit and PaCC Academies with a focus on the priority areas highlighted above.

3.11. Annual Funding

3.11.1. Community Nursing

Community Nurse funding is allocated to Health Boards based on identified need.

Community Nurses are registered nurses who provide highly skilled, invaluable care to people in their own homes, care homes, or close to where they live, in clinics and/or GP practices. They also provide outreach services to those who may not have a secure home. Community nursing covers all four fields of nursing practice.

Community nurses **Specialist Practice Qualification (SPQ)** Programmes lead to an annotation on the NMC register providing a recordable qualification i.e. District Nurse, Practice Nurse, Community Mental Health Nurse, Community Learning Disability Nurse, Community Children Nurse. **Specialist Community Public Health Nurses** are registered nurses or midwives who have undertaken an NMC approved Specialist Community Public Health (SCPHN) course. SCPHN nurses provide highly skilled, expert care for individuals within the communities.

Health Visitors provide a professional public health service based on best evidence of what works for individuals, families, groups and communities; enhancing health and reducing health inequalities through a proactive, universal service for all children 0-5 years and for vulnerable populations targeted according to need. **School nurses** are specialist community public health nurses (SCPHN) who work with school-aged children and young people and their families to improve health and wellbeing outcomes and reduce inequalities and vulnerabilities.

There are two health visiting services within health boards, generic services funded by the health board and Flying Start services funded by Welsh Government, through the local authority with an element of funding from health boards. The Welsh Government has announced the phased expansion of the Early Years Provision. The first phase of the expansion (commenced in September 2022) includes all local authorities across Wales undertaking a targeted expansion of Flying Start in more deprived areas that are not currently part of the Flying Start Programme. The expansion includes all four elements of Flying start, including an enhanced health visiting support service.

The NMC have published new standards for SCPHN and SPQ programmes. All education providers delivering SCPHN or SPQ programmes must meet the new NMC standards for any programmes delivered from 31 August 2024.

HEIW are currently undertaking an ambitious procurement exercise to ensure that SPQ and SCPHN education within Wales meets the needs of the local populations and A Healthier Wales. To meet this need, the new education commissioned will be of a higher standard, reflecting the specialist knowledge, skills and attributes required by nurses working in community settings in roles which involve more autonomous decision making with nurses managing greater clinical complexity and risk. The new educational programmes will also aim to facilitate inter-professional working, promotes Welsh language, aids career progression, enhances retention and be cost effective in delivery.

Comprehensive engagement with a wide range of stakeholders including Health Boards, education providers and professional bodies demonstrated a strong desire for a 'Once for Wales' approach to the assessment of students undertaking the new SPQ/SCPHN education. In response to this and to ensure a cohesive and collaborative approach across Wales to the development of the education we have appointed two part time secondees to lead on the development of All Wales Practice Assessment Documents (PADs) for both the SPQ and SCPHN education.

New Pilot SPQ Backfill. HEIW currently provides salary backfill for students who undertake a SCPHN programme but not for students who undertake a SPQ programme. To encourage applications into community nursing and to ensure parity with SCPHN students a pilot programme has been established to provide salary backfill covering all fields of the SPQ for a cohort of students that commenced in autumn 2023.

3.11.2. Healthcare Support Workers

HEIW has an annual budget from Welsh Government as part of the education and training budget to support the development of HCSWs. Organisations submit their costed HCSW education and training requirements annually. These submissions are analysed by an internal team within HEIW, utilising a range of profession specific and finance colleagues.

Course/ Programme Title	2022-2023 Recommendation	2023-2024 Recommendation	Original Recommendation 2024-25	Updated 2024-2025 Recommendation
Healthcare Support Workers	£2.5 million	£2.5 million	£3 million	£2.627 million

The funding allocations are aligned to national priorities, with development areas identified by Health Boards, Primary & Community Care and joint working with Social Care colleagues building stronger tripartite learning. Both the IMTPs and the information from the health boards and trusts articulated a requirement for funding to develop HCSWs and support associated resources to enable delivery in multiple areas:

- Health and Social Care including Clinical Induction and the H&SC Joint Induction
- Primary & Community Care
- Allied Health Professions
- Nursing including Older Adult, A&E, Endoscopy and Wellbeing Practitioners
- Midwifery/ Neonatal and Health Visiting
- Facilities
- Healthcare Science including Operating Department Practitioners/Radiotherapy/Diagnostic Radiography
- Digital
- Essential Skills qualification.

The HCSW budget also covers the costs of training assessors and verifiers for any Work Based Learning (WBL) qualifications, creating a sustainable network of quality assurers across NHS Wales. HEIW does not cover the costs of any qualifications available through an apprenticeship route, where the learners meet the eligibility criteria, or where funding is available through alternative education provider funding sources.

HEIW has agreed to fund HCSW development in all areas where Apprenticeship Frameworks do not exist, or learner eligibility is not met (and other alternate funding is not available). In addition, HEIW has agreed to fund posts to integrate the delivery of a joint induction programme for HCSW across health and care, following a successful pilot. Many of the health boards will now utilise the delivery template and associated resources to deliver the joint programme, meeting local need and extending health and care learning more accessible to a wider audience of learners. This year's budget supports the second-year completion of the Nursing HCSWs to complete the Level 4 Certificate in Higher Education Nursing Support Worker programme.

HCSW development support will focus on the common core learning for HCSW qualifications. The workforce pipeline which starts with HCSWs needs to be underpinned by robust education and training programmes to ensure that individuals are competent to undertake their current role whilst also allowing for career progression.

3.11.3. Post-registration Health Professional Education

Post-registration education is key to the development of specialist practice and in supporting the vision set out in A Healthier Wales in terms of transforming services for the Welsh population, and to ensure there continues to be sufficient resource to support the development of the workforce, and consultant practice and to support the delivery of the Enhanced, Advanced and Consultant Practice Framework.

Course/ Programme Title	2022-2023 Recommendation	2023-2024 Recommendation	Original Recommendation 2024-25	Updated 2024-2025 Recommendation
Enhanced/Advanced/ Consultant Practice Education	£2 million	£2 million	£2.5 million	£2.1 million
Prescribing and Independent Authorisation of Blood Transfusion (IABT)	500k	500k	£750K	£600k
Genomic Medicine Modules (New contract)	-	-	£225k	£90k
PG Cert Critical Care (New contract)	-	-	£298k	£250k
Medical Ultrasound	15 Places	15 Places	20 Places	20 Places
Reporting Radiography	10 places	20 places	20 Places	20
Level 7 Clinical Photography Diploma (New contract)	-	-	11	11

3.11.4. Work-based Learning and Apprenticeships

In 2021 Welsh Government agreed that HEIW would be their Development Partner for the Healthcare Apprenticeships (previously been held by Skills for Health) with a steering group established, chaired by HEIW and involving a wide range of stakeholders to set and monitor the annual priorities. Due to the differing policy context between Wales and England, a scoping exercise is in progress to understand the policy framework for apprenticeships in Wales.

HEIW has now supported the successful completion of the reviews of the Healthcare Apprenticeship Frameworks currently offered. The suite of Healthcare Apprenticeships is fit for purpose for NHS Wales and associated healthcare partners to meet local need. As a result of these reviews the number of work-based

learning (WBL) qualifications contained within Apprenticeship Frameworks has increased, including improving opportunities in areas such as technology & digitalisation in the delivery of education & care enabling a greater range of organisations to invest in apprentices and maximise their levy contribution.

Over the next three years we are committed to ensuring WBL qualifications will be reviewed with the sector experts and Awarding Organisations, and new learning developed where gaps are identified across the CQFW Levels 2 through to Level 7. This will continue to support the development of the registered and non-registered workforce, supporting a sustainable and flexible health and care workforce for the future. Work also continues to identify education and training gaps in the progression routes and develop appropriate solutions, e.g., development of Level 4 WBL qualifications, procurement of part-time routes to health professional registration.

Over the next year we will:

- Develop and implement technological based approaches to support learning in practice for all learners.
- Embed the education-based quality assurance process for WBL across NHS Wales to include all aspects of the WBL Governance Framework.
- Undertake the review of all Wales WBL resources to support the learning process.
- Continue to develop the Y Ty Dysgu learning platform to host WBL resources and other relevant information.
- Undertake reviews of current work-based learning qualifications in line with their agreed review dates.
- Deliver assessor and Internal Quality Assurance (IQA) training, creating an all-Wales network.
- Register learners undertaking post registration WBL qualifications to support Phase 2 of the Strategic Review.
- Work with the Education Workforce Council to ensure any NHS Wales staff who need to register are supported to do so.

3.11.5. Wales Asylum Seeking and Refugee Doctors and Dentists (WARD) Group

The WARD initiative has been running in Wales since 2002 and provides proactive support to asylum seeker and refugee doctors and dentists. This includes help with English language tuition and financial support for language tests, securing registration with a licence to practice with the GMC/GDC, and, if required, a short-term job placement in the NHS to help individuals to be job ready. Since its inception, the WARD programme has supported 300 asylum seeker and refugee doctors and dentists to settle and find long term employment, the majority of which have settled in Wales.

As a Nation of Sanctuary⁴, Wales has a long history of welcoming asylum seekers and refugees. Expanding the principles of the WARD support offering to a wider group of healthcare professionals increases the protection and support offered to asylum seekers and refugees, helps with the supply of professionals potentially in areas of significant workforce shortages and brings increased inclusivity and diversity in-line with the ambitions of the Anti-Racist Wales action plan.

Over the next year we plan to build on the success of the WARD programme to expand the support offering to nurses and midwives and to scope out opportunities for Pharmacy professionals in the future.

⁴ <https://wales.cityofsanctuary.org>

3.12. Placements

Our programme of placement work supports an increasing volume of students and trainees to meet the proficiency requirements of their professional programme, register on time, and contribute to a sustainable workforce in Wales. The 2023-24 HEIW Annual Placement Plan has been published across education and placement provider networks. The plan provides Universities with student allocation numbers to operationalise within particular Health Boards and wider placement providers.

An extensive guide to assist GP Practices facilitate nursing student placements across Wales has been finalised and agreed for publication. The document has been co-produced with HEIW and wider primary care organisation stakeholders including a Primary Care Nurse Advisory Group and includes detail on all necessary governance arrangements required for nursing student placements with GP Practice Nurses. The impact of increased placement capacity in GP Practices is significant to potential choices students make during the streamlining process and their career aspirations in terms of General Practice Nursing from the point of registration.

3.13. Practice Education facilitators (PEFs)

We fund PEF and equivalent roles across nursing, midwifery, allied health and healthcare science professions. PEF roles are multi-layered and span the whole student journey providing support from selection, point of registration and support of new employees during their initial period of preceptorship. This included a pilot scheme last year to establish placements in the care home sector through **Regional Care Home Education Facilitators (CHEFs)** with more than 450 students to date taking the opportunity, although ongoing funding hasn't been identified for the CHEF role there is established infrastructure which will ensure future cohorts of students are provided the opportunity.

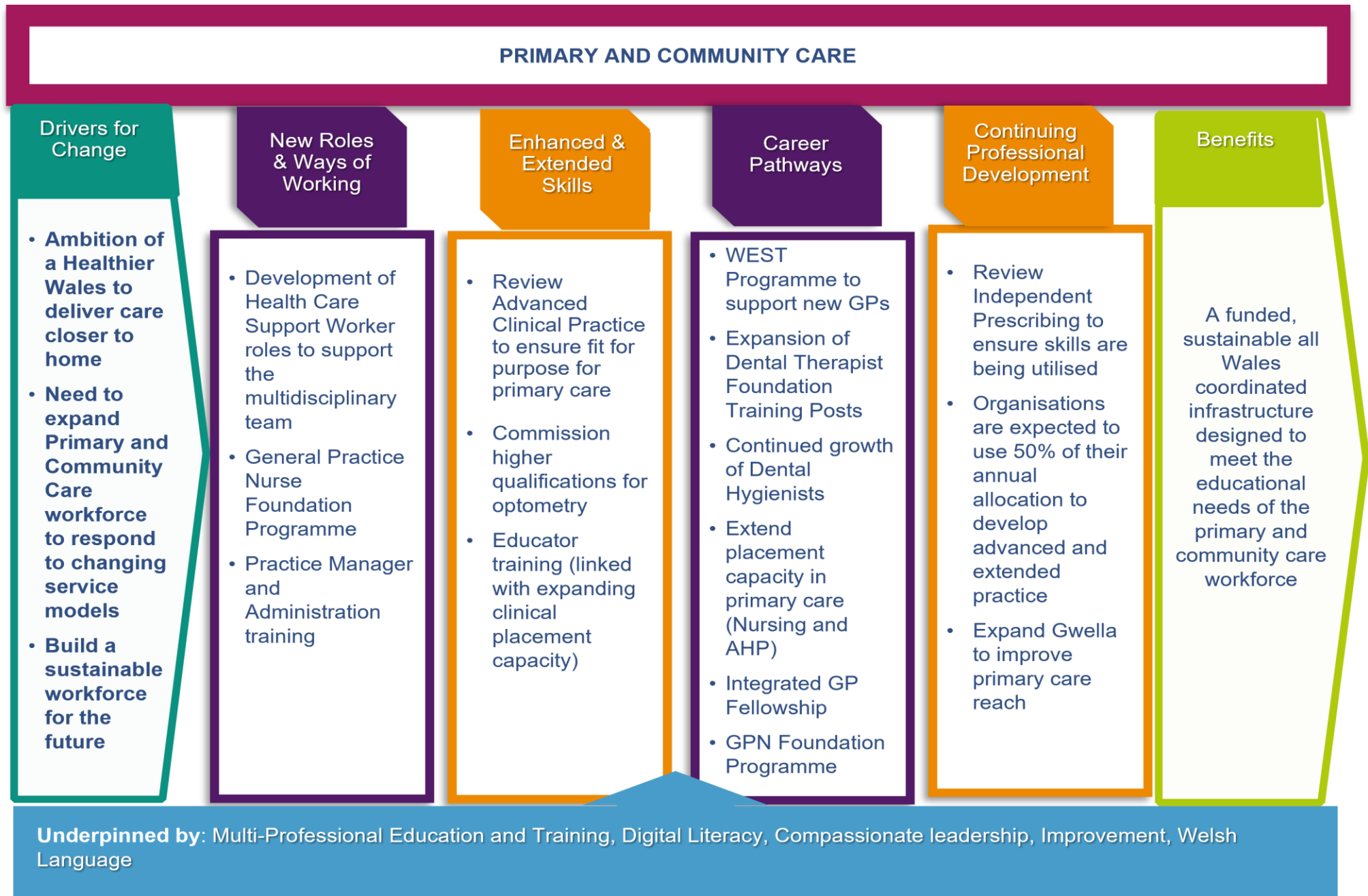
Chapter 4. Supporting Multi-professional National Programmes

Our IMTP 2023-26 sets out the contribution we will make to supporting multi-professional programmes. This chapter describes the contribution of education and training to supporting the delivery of national programmes with the associated benefits for the workforce.

Supporting National Programmes					
	Primary & Community Care	Mental Health	Urgent & Emergency Care	Cancer	Planned Care and Recovery including Diagnostics
Deliverables 2023-24	Continue to support the multi-professional workforce priorities of the Strategic Programme for Primary and Community Care.	Complete Year 1 implementation of the strategic workforce plan for Mental Health in partnership with Social Care Wales and the Mental Health Implementation Board	Implement an agreed set of workforce actions to support delivery of the six goals for Urgent and Emergency Care with a focus on Same Day Emergency Care (SDEC).	Implement a coordinated set of workforce actions to support recovery for the national cancer programme.	Implement a coordinated set of workforce actions to support recovery for planned care and recovery including diagnostics
Milestones 2023-24	- Launched the first Accelerated Cluster Development Leadership Programme for Pan Cluster Planning Group (PCPG) representatives. - Improved the Gwella Collaborative pages and developed further resource materials available via Gwella. - Launched an all-Wales GP Integrated Care Fellowship programme	- Year 1 Implementation commenced and progressing to plan. - Time limited task and finish groups are in place to drive specific actions. - Publish a half yearly review of year one implementation progress. - Host a series of regional and national events to support implementation at local level.	- Launch All Wales Urgent Care Practitioner Competency Framework. - Develop a Same Day Emergency Care (SDEC) workforce plan - Review workforce requirements and scope a SDEC education and training plan. - Develop a SMART Operational Managers training programme.	- Roll out Gateway C educational tool to primary care staff and evaluate. - Pilot, evaluate and roll out a workforce planning tool for Urology, GI and Gynaecology. - Develop a UK wide cancer career and development programme for nurses and AHPs working in cancer care.	- Develop and take forward an action plan to address priorities across the diagnostics workforce. - Develop a business case and take forward actions to create an Academy of Clinical Endoscopy. - Develop project plan to take forward actions from the Imaging Plan. - Develop action plans to address the training

Supporting National Programmes					
	Primary & Community Care	Mental Health	Urgent & Emergency Care	Cancer	Planned Care and Recovery including Diagnostics
	(as part of the GMS sustainability actions and delivered by the multi-professional education unit). Launched the Primary Care Compendium.		- Seek agreement of APP workforce aligned to education and commissioning timetable - Progress development of a consistent All Wales Remote Clinical Decision-Making Education Pathway. - Continue to support emerging priorities of the National Six Goals Programme.	Review post registration funding allocated to cancer specialists and options for development of the workforce, making recommendations for the Education & Training Plan.	capacity shortage in cellular pathology. Review gaps across theatre workforce including Operating Department Practitioners (ODPs) and develop an action plan.
Outcomes 2026	A funded, sustainable all Wales coordinated infrastructure designed to meet the educational needs of the primary and community care workforce.	A sustainable mental health workforce that has the expertise to support the population with their mental health and wellbeing needs following the pandemic.	Modern, multi-professional urgent and emergency care workforce models, that use their skills in line with the prudent in practice principles.	Improving cancer survival outcomes by addressing workforce barriers to implementing the National Optimal Pathways for cancer.	A modernised NHS Wales Planned Care and Diagnostics workforce to support the recovery priorities.

4.1. Primary and Community Care



4.2. Mental Health

MENTAL HEALTH

Drivers for Change

- Demand for Mental Health care is forecast to increase up to 3x in the next 5 years
- 1 in 5 GP appointments now involve a mental health issue
- Life expectancy of someone with severe mental illness is 15-20 years shorter than average

New Roles & Ways of Working

- Create new opportunities for multi-disciplinary skills & team approaches
- Develop a dedicated cohort of Physicians Associates
- Introduce Clinical Associates in Applied Psychology roles
- Introduce peer support model
- Digital Pathfinders
- Increased Specialist Workforce

Enhanced & Extended Skills

- Access interprofessional education and training opportunities
- Redesign education and training programmes for psychiatry
- Focus on the development of leadership skills within mental health
- Accredited team manager development programme

Career Pathways

- Increases in mental health nursing, psychiatry, psychology to grow the workforce
- Increase capacity within primary and community services
- Develop the Careersville platform to promote mental health careers
- Develop a mental health support worker education framework

Continuing Professional Development

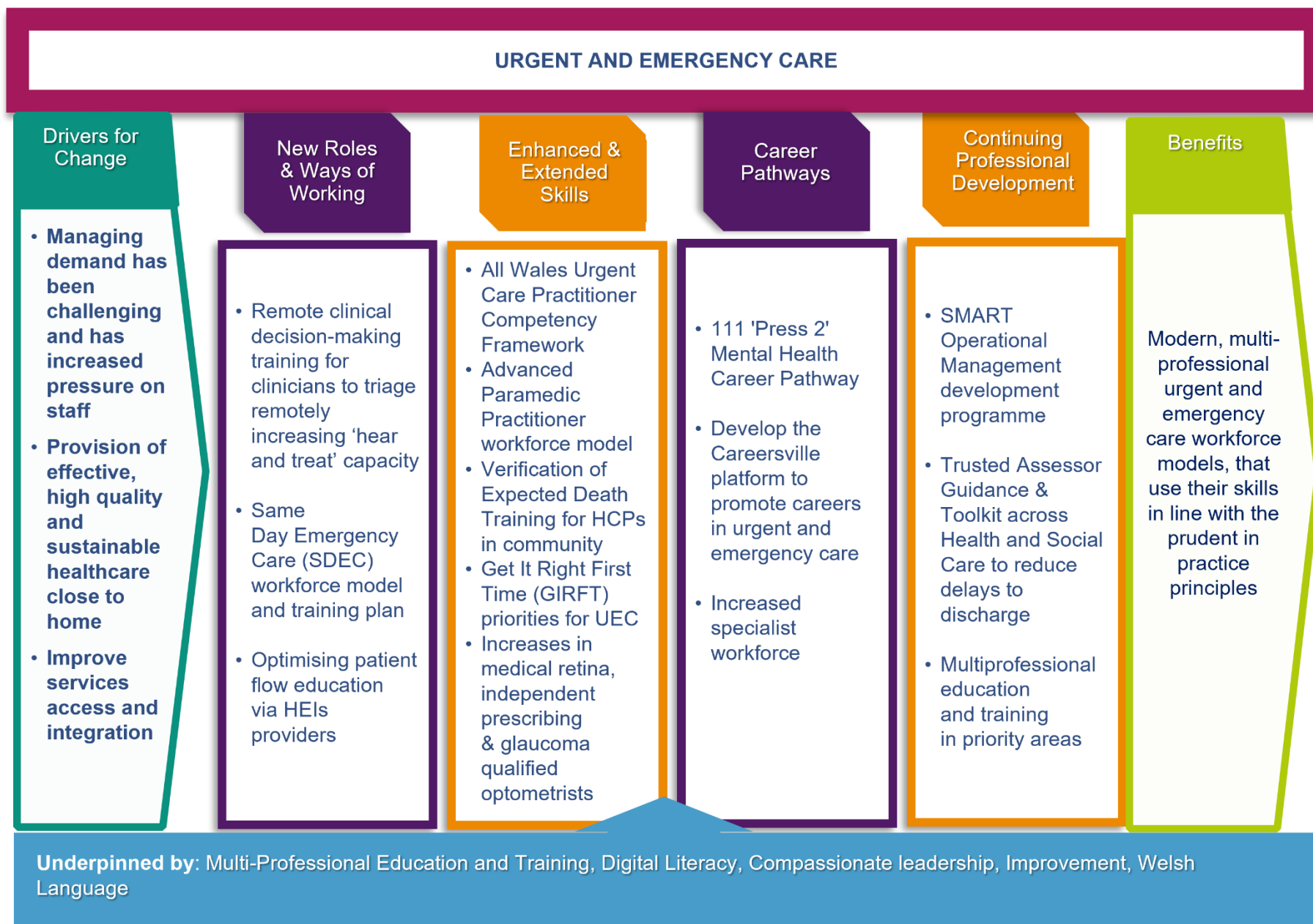
- National Investment fund for post-qualifying education
- National CPD programmes in priority areas (mental health nursing, Learning Disability)
- Evidence-based multi-professional education and training frameworks in priority areas
- Core resources in CAMHS, perinatal and parent and infant

Benefits

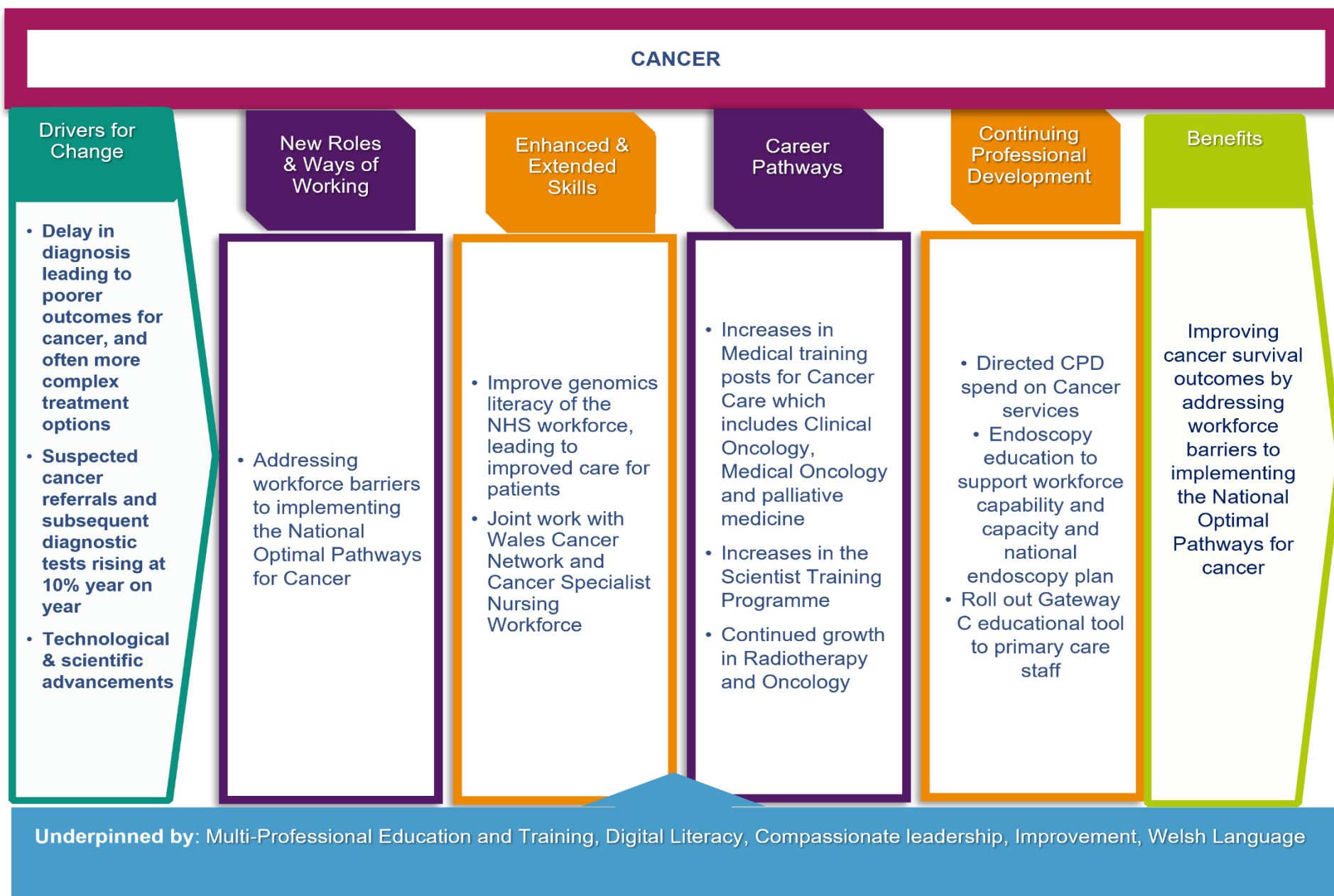
A sustainable mental health workforce that has the expertise to support the population with their mental health and wellbeing needs following the impact of the COVID-19 pandemic.

Underpinned by: Multi-Professional Education and Training, Digital Literacy, Compassionate leadership, Improvement, Welsh Language

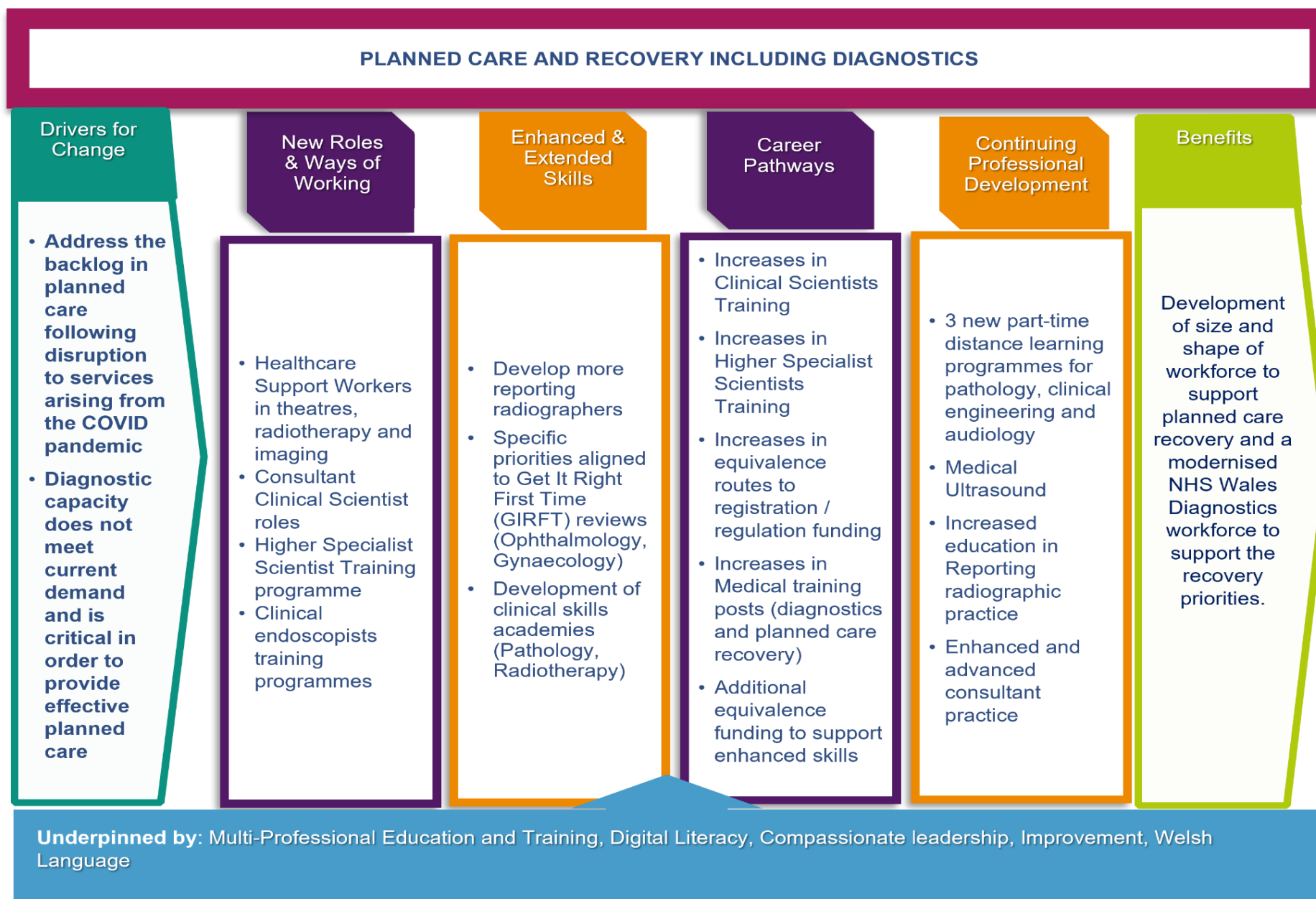
4.3. Urgent and Emergency Care



4.4. Cancer



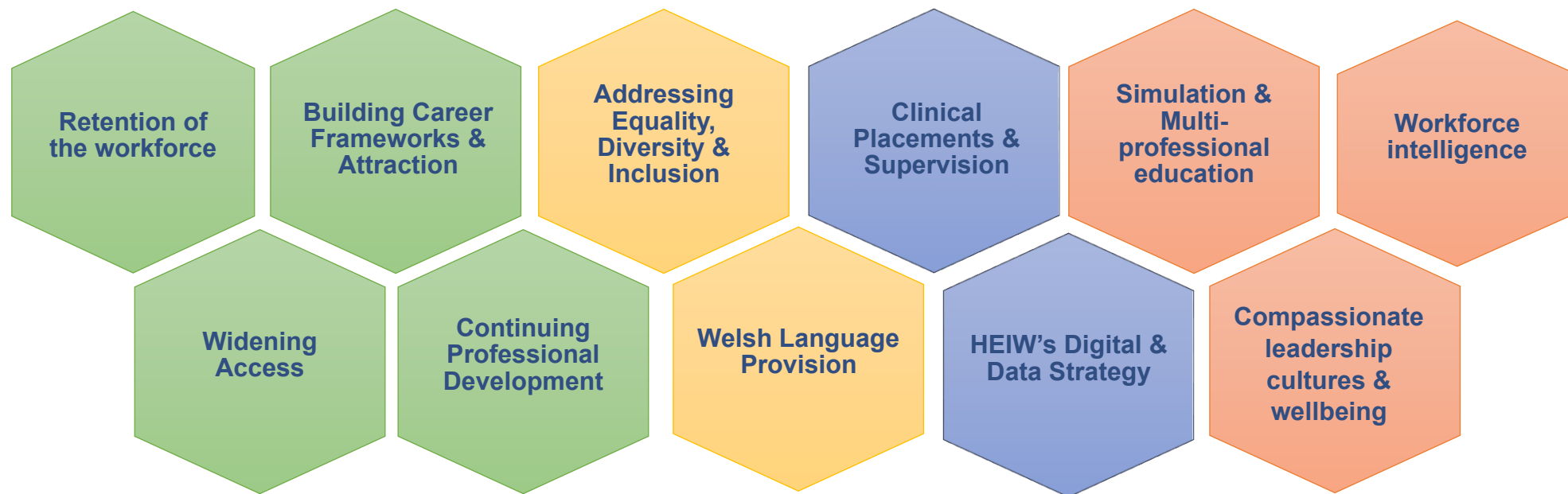
4.5. Planned Care and Recovery including Diagnostics



Chapter 5. Implementation through our IMTP 2023-26

This chapter outlines the commitments we have made and the actions we are taking within our IMTP 2023-26 to support education and training of the workforce now and for the future. It summarises the education enablers necessary to achieve optimal education and training, and thus recruitment into the workforce.

Growth in education and training is supported and enabled through



5.1. Activities Relating to Strategic Aim One - Building Our Future Workforce

Building our Future Workforce

Developing and implementing plans that align the future demand for workforce and supply

We will invest in domestic education and training supply to respond to health and care needs

To achieve this we will

- Implement an improvement programme for clinical placements and training & education environments.
- Continue to implement required transformation of education and training for the multi-disciplinary pharmacy team.
- Implement the redesign and re-procurement of health professional post registration education programmes.
- Ensure effective implementation of the pre-registration contracts to deliver the agreed benefits with a focus on continuous improvement through quality and performance management.

Impact

- Improve the quality of and increased the number of healthcare placements across Wales.
- Produce pharmacists with enhanced clinical skills and independent prescribing skills.
- Develop new contracts driving improvement and change in terms of Welsh language, interprofessional education, recruitment, and student wellbeing.
- Increase numbers of students applying for health professional post registration education programmes.
- Improve student experience through quality performance management of the contracts.

We will improve attraction and recruitment to education, training, and employment

To achieve this we will

- Implement an agreed programme of careers and outreach activity, including further development of Careersville to broaden its reach to all-ages.
- Implement the refreshed TrainWorkLive attraction and marketing campaign, for national and local priorities, and encompassing employment and education.
- Implement the reservist workforce model for NHS Wales in partnership with NHS organisations.
- Deliver a grant scheme and compendium of best practice aimed at promoting innovative approaches to widening access.

Impact

- Provide high quality careers information in health at all career stages to increase and retain both current and future workforce.
- Increase the workforce in training and working in Wales, with an emphasis on increasing socio-economic inclusion and diversity
- Highlight benefits of training, working, and living in NHS Wales to support workforce retention.
- Develop well-trained, competent, and flexible reservists to support the workforce.
- Provide a consistent, efficient, and transparent approach for programme support to widen access to careers in NHS Wales.

We will transform multi-disciplinary education and training to meet future needs

To achieve this we will

- Develop a multidisciplinary education strategy setting the future vision and principles to guide our work to transform education.
- Complete roll out of multi professional HEIW Quality Framework for education and training to ensure continuous improvement.
- Establish the education and careers infrastructure to ensure Medical Associate Practitioners (MAPs) are embedded in Multi-Disciplinary Team workforce models.
- Implement a multi professional clinical skills training academy model for NHS Wales, starting with endoscopy.
- Increase multi-professional education and training programmes in Primary and Community supported by the continued development of the Academy Model.
- Implement the multi-professional strategy for Simulation-Based Education and Training.
- Fully implement and evaluate the 'Y Ty Dysgu' learning management system.

Impact

- Contribute to the creation of a sustainable health and care workforce that can respond to the demand on services.
- Support the delivery of high-quality education and training and access to high quality facilities and educational support so that future healthcare workforce achieve their potential in service provision to the NHS in Wales.
- Develop new infrastructure that will contribute to the sustainability of primary care and the delivery of the Primary Care Model for Wales.
- Improve the quality and standardisation of and equitable access to interprofessional Simulation Based Education and Training across healthcare in Wales.

We will develop, publish, and implement strategic workforce plans in priority areas

To achieve this we will

- Develop a strategic workforce plans for Primary Care, Perinatal and Genomics.
- Publish and commence implementation of the strategic workforce plans in Nursing, Dental and Pharmacy.
- Complete year 1 implementation of the strategic workforce plan for Mental Health.
- Establish a workforce observatory function to support horizon scanning, scenario planning, modelling, and strategic workforce planning in NHS Wales.
- Develop and improve the data intelligence function to inform strategic workforce planning, modelling, and working with partners, improve the governance, quality, and standards of workforce data across NHS Wales.

Impact

- Develop high quality training and development producing a highly skilled workforce.
- Increase the number of applications across all elements of perinatal workforce.
- Develop appropriate educational resources to align with individual requirements spanning the whole workforce including specialist areas.
- Identify workforce solutions to support a sustainable nursing workforce.
- Develop a Dental Workforce Plan that provides the context for and the development of a multi-skilled workforce in line with A Healthier Wales.
- Implement a clear plan for local, regional, and national action to support the delivery of the integrated Pharmacy workforce.
- Improve access to robust underpinning workforce intelligence, including horizon scanning and research to improve strategic workforce planning across the system.
- Produce useful data on the number of students graduating in future years and the number joining NHS Wales to undertake informed workforce planning and education commissioning.

5.2. Activities Relating to Strategic Aim Two – Developing Our Current Workforce

Developing our Current Workforce

Transforming today's workforce to contribute to new models of care which improve quality and safety

Develop workforce solutions for National NHS Programmes and Priorities

To achieve this we will

- Continue to support the multi-professional workforce priorities of the Strategic Programme for Primary and Community Care.
- Implement a coordinated set of workforce actions to support recovery for planned care, and recovery including diagnostics.
- Implement a coordinated set of workforce actions to support recovery for national cancer programme.
- Implement an agreed set of workforce actions to support delivery of the six goals for Urgent and Emergency care with a focus on Same Day Emergency Care.

Impact

- Support for new and existing clinical lead roles to ensure cluster representatives at Pan Cluster Planning Group are appropriately supported in their new role.
- Contribute to the sustainability of General Medical Services through investment in the Integrated GP Fellowship Programme.
- Increase the multi professional workforce and skills deployed within diagnostics services to ensure sustainable service delivery, supporting top of license working and freeing capacity to enable better throughout.
- Strengthen education provision for primary care to improve the quality and timeliness of cancer referrals resulting in earlier diagnosis.
- Identify workforce solutions (in line with the Workforce Strategy) providing a clear approach to recruitment and retention of the right workforce to manage the right patient demand.
- Develop appropriate training and educational resources to enable the multi-professional workforce across the urgent and emergency care pathway to develop, while maintaining their wellbeing.

Design and develop resources to support workforce and service transformation

To achieve this we will

- Lead the implementation of the assurance framework for multi-professional Advanced Practice (AP) and Consultant Practice and Implement the priority actions from the Critical Care Workforce Review for HEIW.
- Lead the implementation of the AHP Framework to transform AHP Practice and workforce across Health and Social Care in Wales.
- Effectively manage the Healthcare Science Programme to implement the future vision for the Healthcare Science workforce described in the national framework.

Impact

- Develop other options in relation to roles within critical care, supporting staff via improved/standardised education and the professional nurse advocate.
- Improve governance arrangements around Advanced Practice and Consultant Practice.
- Support career path development to aid retention of skills.

Target development of skills and capabilities to support transformation and future proof current staff

To achieve this we will

- Continue to 'level up' access to education and training for SAS (Staff Grade, Associate Specialist and Specialty Doctors) and locally employed (LE) doctors who represent 30% of the medical workforce in Wales.
- Support the Wales Eye Care plan by delivering a framework to train and support Optometrists and Dispensing Opticians to provide optimum community care to all persons in Wales.
- Implement a multi-professional CPD strategy and drive improvements in current CPD activity.
- Establish infrastructure to support ongoing delivery of climate smart education for the health workforce.
- Implement the national digital capability framework for the healthcare workforce (for those who are not digital professionals) enabling them to develop the skills, behaviours, and attributes required to thrive in a digital world.
- Support the implementation of the standards for competency assurance of Non-Medical Prescribers in Wales.

Impact

- Reduce differential attainment among International Medical Graduate doctors regardless of grade.
- Provide optometrists and optometry practice staff in Wales with access to QI training and support to improve skills.
- Provide access to online education resource for all practicing optometrists and dispensing opticians to improve skills.
- Provide new optometry practice placements for higher qualifications to ensure that placements are closer to home and in a familiar environment.
- Drive improvements in CPD provision to increase activity, develop and expand the multi-professional workforce and contribute to building a sustainable workforce.
- Improve Healthcare professionals understanding of digital capability and provide resources to support appropriate education and training.

Shaping Culture and Leadership in NHS Wales

Transforming today's workforce to contribute to new models of care which improve quality and safety

Scale and spread compassionate and collective leadership opportunities for leaders at all levels across NHS Wales

To achieve this we will

- Implement a cohesive communication, engagement, and promotional plan to increase awareness of the Gwella@HEIW resources and national leadership programmes available.
- Market, recruit and deliver the HEIW multi-disciplinary Advanced Clinical Leadership Programme and Clinical Leadership Fellowship Programme.
- Co-produce and deliver a quality assured national Compassionate Leadership development programme for leaders at all levels across health and care in Wales.

Impact

- Reinforce HEIW's leading role in influencing and supporting a positive change in NHS Wales workplace culture and creating an inclusive and compassionate climate.
- Increased usage of HEIW culture, leadership and succession resources including the Gwella@HEIW leadership portal.
- Create measurable improvements in workplace culture.
- Create compassionate leadership behaviours demonstrated by senior clinicians across NHS Wales.
- Establish collective and inclusive clinical teams with a focus on patient safety and quality.
- Develop a robust pipeline of clinical leaders.
- Provide a quality assured compassionate leadership programme and suite of digital resources to support individuals and organisations across health and care in Wales.
- Embed compassionate leadership principles into existing leadership and management programmes.
- Award educational credits to compassionate leadership models to embed within professional and non-professional training.

Create diverse and multi-professional pipelines of aspiring leaders for NHS Wales

To achieve this we will

- Market and recruit Executive Director and Chief Executive Talent Pools, and NHS Wales General Management Graduates, delivering a leadership development framework in support of senior leader succession planning.
- Enhance Gwella@HEIW with talent management software that effectively enables the management, visibility, and development of talent for all professions.
- Deliver the national programme to develop the Workforce & OD Profession, in partnership with NHS organisations and HPMA Cymru.

Impact

- Develop a sustainable and diverse pipeline of aspiring senior and executive leaders across NHS Wales.
- Enhance and target leadership development offerings for senior and executive leaders to improve workplace cultures.
- Report on talent and skills of the professions within the NHS workforce in Wales to inform and positively target talent processes.
- Increase employee engagement levels, retention levels, ability to recruit with impact, number of internal promotions, strength of our succession plan, breadth of our talent pool, employer of choice brand in Wales.

Influence cultures that promote retention, staff wellbeing, improved engagement and effective teamworking within NHS Wales

To achieve this we will

- Develop national resources to support the induction and onboarding of new Directors and Chief Executives into NHS Wales.
- Review and update with partners the NHS Core Principles setting out expectations for both employers and employees to drive positive employee experience and improved quality.
- Work with partners to transform traditional HR approaches to reflect compassionate people practices and processes and ensure that the core needs of staff are met and are an integral part of organisational planning.

Impact

- Develop the NHS Wales health and political context for new CEOs and Executive Directors to enable them to be effective in their role soon after their commencement.
- Define the core principles that outline the behaviours and actions that staff can expect from NHS leaders and colleagues to improve the experience for everyone working in the NHS.
- Improve understanding of issues to and ways to improve retention.

Ensure equality, diversity, inclusion is embedded in all that we deliver

To achieve this we will

- Actively maintain and implement HEIW's Strategic Equality Plan (SEP) incorporating Welsh Government Equality, Diversity and Inclusion Action Plans ensuring an intersectional approach.
- Advance equality in training and education for students, trainees and learners who undertake training commissioned and provided by HEIW.
- Deliver the required actions in More Than Just Words to increase the Welsh language skills of the workforce, including exploration of the role of HEIW in respect of the Welsh translation profession.

Impact

- Design SMART objectives to meet our organisational needs to increase diversity across our programmes so they are reflective of our communities within Wales.
- Develop processes to address the variation in attainment for different professional groups.
- Advance equality in training and education.
- Support the current and future workforce to actively promote bilingualism.

Chapter 6. Financial Plan

This chapter sets out the financial investment associated with the Education and Training Plan.

6.1. The Approach

In determining the financial implications of this Education and Training Plan calculated costs are aligned to the identification and review of workforce requirements and recommendations for investment.

The identified funding requirements across multi-professional areas has been calculated utilising consistent costing criteria based on known salary scales and anticipated annual uplifts.

6.2. Developments and Investments

Aligned to the contents of this plan, HEIW is actively progressing a range of workforce programmes which will complement the requirements identified in the plan and where additional resource is to be invested. These include:

- Mental Health Workforce Plan
- Primary and Community Care Academies
- Pharmacy Strategic Workforce Plan.

Furthermore, organisationally HEIW is reviewing and advising on a number of existing funding streams currently in place to facilitate education and training across NHS Wales such as study leave, training grade salaries and advising on the future approach to Service Increment for Teaching.

6.3. Financial Risks and Opportunities

The original financial plan was developed with the best available information and within the existing policy environment and investment approaches. The actual costs of investment will vary across the years of the plan as a result of the levels of recruitment and commencement of individuals into the wide variety of training programmes.

Part of the process of producing the Education & Training Plan was a consideration of the maintenance of the existing budget. The following

sections outline the costs of the initial recommendations and the maintenance of current allocations.

6.4. Finance Plan – Initial Recommendation

The total funding requirement for the initial recommendation contained within the Education, Commissioning and Training for 2024-25 was calculated as **£302.271m** increasing to **£323.657m** by 2026-27.

The costs of the initial recommendation for 2024-25 were broken down into **£155.303m** for the wider health Professional Education, **£18.506m** for Pharmacy Training, which includes **£2.12m** in relation to the costs for the Undergraduate Clinical Placement Programme business case, **£74.633m** for Medical Training places, **£37.786m** for GP training, and **£10.387m** for Dental training.

The original costs of the Mental Health Workforce Plan was **£2.745m** and the Primary Care Plan is **£2.911m**, which is made up of three specific areas of expenditure as shown in the following table:

6.5. Updated Financial Plan – Maintenance of Investment

Following the Welsh Government request to prioritise commissioning to achieve a maintained investment position, the table below shows the breakdown of commissioning cost for each of the professions:

	Allocation 2023/24	Maintained Investment 2024/25
	£m	£m
Health Professional Commissioning	145.740	144.491*
Pharmacy	15.695	15.695
Medical Training	67.913	69.529
GP Training	37.603	37.603
Dental Training	10.335	10.335
Mental Health Workforce Plan	3.370	2.745
Primary Care Plan	2.470	2.103
Total	283.126	282.501

*It should be noted that as a result of under-recruitment, attrition and changes to average bursary rates, the cost of commissioning the numbers outlined in the above plan for Health Professional Commissioning is slightly less.

Within the overall funding quantum, agreed by Welsh Government, HEIW will make provision to commission up to 160 GP training places.

Value for Money

The maintenance of the investment level in training health professionals can be considered in the context of the cost of agency and locum staff to cover vacant posts if numbers in the training pipeline aren't increased. Some examples include the cost of an agency Nurse at c.£80k per annum compared to a salary cost of £44k for a nurse with the cost of training repaid through agency cost savings in just over a year. For Specialty Doctors, the cost of salaried staff vs agency can result in savings of £42k per annum for F1 trainees up to £70k for higher specialist trainees. The associated qualitative benefits of substantive staff over temporary staff and impact on patient care and outcomes has also been considered as part of this investment plan.

APPENDICES

Appendix A Workforce Analysis

Appendix B Using intelligence to inform the Education and Training Plan

Appendix C Education and Training Trends

Appendix D Summary of Engagement Undertaken