

Meeting of Primary Care Commissioning Committee

Date: Tuesday 28th June 2022

Time: 09.30 – 11.45

Location: Virtual – Microsoft Teams

Agenda Number :	7	
Title:	Training Hub Strategy Development	
Confidential Papers	Commercially Sensitive	No
	Legally Sensitive	No
	Contains Patient Identifiable data	No
	Financially Sensitive	No
	Time Sensitive – not for public release at this time	No
	Other (Please state)	No
Purpose: For Information		
Key Points for Discussion:		
The purpose of this paper is to update the Committee on the status of BNSSG Primary Care Training Hub contract and to invite proposals on the priorities for the Training Hub		
Recommendations:	The Committee are asked to note the contents of this report.	
Previously Considered By and feedback :	Not Applicable	
Management of Declared Interest:	Not Applicable	
Risk and Assurance:	There are no specific risks highlighted in this paper.	
Financial / Resource Implications:	There are no specific financial resource implications highlighted within this paper. Any development proposals will be considered via separate papers and will include any relevant financial implications.	
Legal, Policy and Regulatory Requirements:	There are no specific legal implications highlighted within this paper. Any development proposals will be considered via separate papers and will include any relevant legal implications.	
How does this reduce Health Inequalities:	Training Hub activities will support general practice workforce development which will support system priorities to address health inequalities	
How does this impact on Equality & diversity	Training Hub activities will support general practice workforce development including specific activities to make a positive impact on equality and diversity in the general practice workforce	



Patient and Public Involvement:	Whilst there has not been consultation and communication with the public in the production of this paper, patient experience and public involvement is recognised as an important factor in reviewing and gaining assurance regarding primary care services.
Communications and Engagement:	There are no specific communication issues highlighted as a result of this paper. The Training Hub is creating a separated engagement plan for Training Hub activities. Any development proposals that require further engagement will be highlighted via separate papers.
Author(s):	Steve Locke. Training Hub Programme Manager
Sponsoring Director / Clinical Lead / Lay Member:	David Jarrett. Area Director



Agenda item: 7

Report title: Training Strategy Development – June 2022, Part A

1. Background

The paper provides a summary of the Health Education England (HEE) contract award for the provision of the Primary Care Training Hub contract and the development of the strategy and vision for the Primary Care Training Hub for 2022-2025.

2. Primary Care Training Hubs

Health Education England Primary Care Integrated Care System (ICS) level Training Hubs are integral to delivering the HEE mandate and business plan in supporting the delivery of excellent healthcare and health improvement to patients and the public. They help to support the primary care workforce of today and tomorrow by training with the necessary skills, values, and behaviours for the NHS.

In supporting, leading, and assisting the delivery of the NHS Long Term Plan and the We are the NHS: People Plan 2020/21, there needs to be a continued strengthening of the education and training infrastructure to support new role and multi-professional team development, systematically and at scale in primary care. The ICS Training Hubs network is vital to transform primary care, through developing the current and new workforce required to deliver world class patient care across an ICS.

Primary Care ICS level Training Hubs support NHS England and NHS Improvement (NHSE/I) to deliver the Government Manifesto commitment. This is to deliver 6,000 additional doctors and 26,000 additional multidisciplinary staff - to contribute to the third manifesto commitment of delivering 50 million more appointments in primary care. Health Education England (HEE) and NHS England and Improvement (NHSE/I) have worked, in collaboration, to develop a shared understanding of the aims of an ICS level Training Hub. They are the conduit, within primary care, to support and facilitate the education of the workforce and as such, are able to drive the new models of care.

The remit of a ICS level Training Hub is to bring together education and training resources. ICS level Training Hubs are your 'go to' place for any information about primary care workforce, education, and development. Every practice and Primary Care Network (PCN) has access to Training Hub resources. There are currently 35 ICS level Training Hubs, who help support links between practices and PCNs.

Training Hubs:

- Have a key role in understanding, influencing, supporting, and leading educational interventions around population health needs and health inequalities in their area to address these
- Provide advice on workforce planning and training needs analysis, to help find which roles best meet the needs of the population. For example, actively supporting workforce planning

by understanding population health needs and the training needs required to support new care pathways

- Help new staff, appointed through the Additional Roles Reimbursement Scheme (ARRS) scheme, embed into roles, for example supporting the roll out of the First Contact Practitioner (FCP) programme
- Facilitate and/or deliver opportunities for Continuing Professional Development (CPD) programmes, based on scoping CPD requirements across PCNs
- Provide career support at all stages for all primary care workforce
- Train and, where appropriate, recruit more educators
- Develop and help to keep staff through retention programmes, for example mentoring, and preceptorships
- Support practices and PCNs, who are looking to become learning environments, to increase the number of placements for a variety of trainees and students

The Training Hub is also considering its emerging role and how to support Locality Partnerships and the inclusion of Community Pharmacy, Optometry and Dentistry.

3. Procurement and Contract

Due to the growth and the value of funding passing through Training Hubs, In September 2021 HEE announced a procurement of Training Hubs in England. The procurement composed of 35 lots to provide Primary Care Training Hubs at an ICS level, coterminous with ICS footprints.

The BNSSG Training Hub had been hosted within the BNSSG Clinical Commissioning Group (CCG) since 2018. It was agreed therefore that the CCG hosted Training Hub team would make a submission based on continued hosting within the CCG, moving to Integrated Care Board (ICB) hosting from July 2022. In January 2021 the CCG was notified that the bid was successful.

The initial term of the contract will be 3 years with the option to extend for a further 2- year period in one-year increments, subject to a review of performance, need and available budget. This will be co-ordinated nationally so that all Training Hubs are consistently commissioned.

Key contractual requirements are for the Training Hub to have in place:

- A Training Hub Strategy covering the 3 years of the contract
- A Training Hub Delivery Plan for each of the three years
- A financial plan
- An ICS level Training Hub Oversight Board
- Delivery of several Key Performance Indicators (KPI's) with quarterly reporting

The Training Hub Operating Guidance, which includes the KPI's, is attached in Appendix 1

Funding for the Training Hub core team is provided through the HEE Education and Training contract. Additional non recurrent project funding is provided by HEE and NHSE/I. The use of funding can be specified, such as NHSE/I funding for Newly Qualified GP Fellowships <https://www.england.nhs.uk/publication/general-practice-fellowships-for-gps-and-nurses-new-to-practice-programme-operational-guidance/> and HEE funded CPD for Nurses and Allied Health Professionals https://www.bnssgtraininghub.com/cpd_funding/

Other non-recurrent funding, such as HEE funded Workforce Development Funding is for local systems to agree best use based upon local system priorities.

4. Governance

A clear governance structure is in place for Training Hubs. The following sections describe the governance at various levels.

National Governance: Training Hub Delivery Group

The national Training Hub Delivery Group is part of the HEE Governance structure, reporting to the national Primary Care Assurance and Delivery Board. Its terms of reference are designed to oversee decision-making processes and are applied in accordance with the requirements of HEE to manage public money and adhere to the Code of Good Practice as this relates to public bodies.

Regional Governance: HEE Regional offices for Primary Care

Training Hubs are accountable to HEE through their regional HEE Primary Care Schools, Postgraduate Dean through to the Regional Director, which provides a level of assurance and monitoring of an ICS level Training Hub.

Partnership Governance: Training Hub Oversight Boards

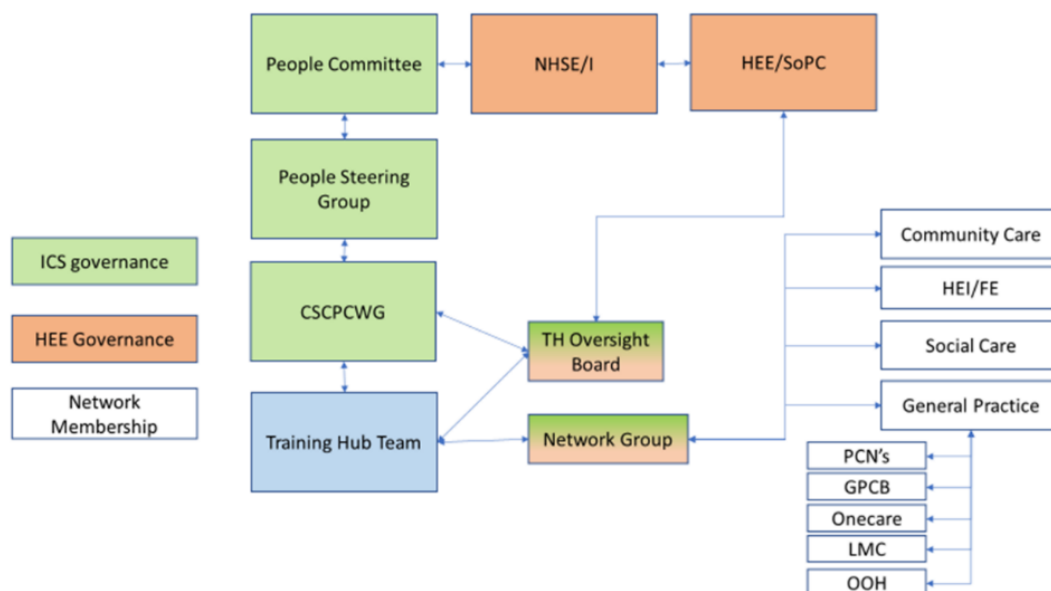
ICS Training Hubs will have an ICS Oversight Board. This is to ensure effective engagement of partners and the robust oversight of Training Hub strategy, operational plans and financial activity.

The Oversight Board will:

- oversee activity of ICS Training Hub, as set out in the specification and any regionally led work programmes
- ensure collaborative approaches to recruitment of key posts within the ICS Training Hub
- assure and agree with all stakeholders: the strategic direction of the Training Hub and its associated annual delivery plan
- review and monitor progress of delivery plans
- review and escalate, as appropriate, any organisational and/or delivery associated risk and issues for either the Training Hub and/or its host organisation. These will in turn be escalated by the appropriate Training Hub stakeholder and/or HEE as the overall accountable organisation

Membership of a Training Hub Oversight Board will include HEE, NHSEI, the ICS and members of the ICS primary care workforce group.

Within the ICS, the Training Hub Oversight Board is accountable to the Community, Social Care and Primary Care Workforce Group which is a sub group of the People Steering Group.



5. Engagement and Learning

In developing a strategy and business plan the Training Hub team have been consulting with the primary care workforce and the primary care management teams to understand their needs, alongside engaging with the Healthier Together people team to understand system priorities.

The Training Hub works closely with the BNSSG People Programme. Work recently commissioned from Price Waterhouse Cooper to support the system workforce plan identifies a need for:

- Supply & Demand
 - Enhancing the staff supply pipeline to increase staff supply
 - Improving retention to reduce the need for new supply
 - Aligning system wide recruitment strategy
- Learning and Development
 - New supply pipelines and roles
 - Reskilling and upskilling to augment supply
 - Creating greater agility to augment supply
- Workforce planning and redesign
- Optimising skill mix and workforce ratios to augment demand
- Enhancing productivity to reduce demand
- New models of care with sustainable workforce models
- New ways of working to reduce demand

The Training Hub operates a regular network group with membership from across community, social and primary care. The purpose of the group is:

- To provide a forum for the identification and sharing of existing successful working practices and previous lessons learnt in support of a BNSSG whole system approach within Primary, Community and Social Care.
- To provide a forum to align current and future workforce knowledge, skills and competencies with patient needs in primary, community and social care
- To develop a cross sector advisory partnership with the BNSSG Community & Primary Care Training Hub
- To advise on general strategy for the Training Hub in order for it to achieve its overall objectives; acting as a critical friend in relation to the overall shape and direction of the Training Hub, taking into account guidance and direction from Health Education England and BNSSG ICS

The Training Hub has a number of profession specific communities of practice working with:

- Advanced practitioners
- Care Coordinators
- First contact physiotherapists
- First contact paramedics
- General Practice Nurses
- Health & Wellbeing Coaches
- Pharmacy workforce
- Physician Associates
- Newly qualified GPs
- Social Prescribing Link Workers

Through working with these groups, the Training Hub has developed an understanding of their educational needs.

The Training Hub has held several events where they have taken further opportunities to engage with the primary care community to understand needs and priorities, these being:

- PCN Managers network – monthly
- Training Hub visioning event – May 2022
- Training Hub conference – May 2022
- GP Collaborative Board – May 2022
- Practice Nurse Steering Group – June 2022
- Training Hub Network Group – May 2022
- PCN Organisational Development meetings – one off meetings with each PCN team in May & June 2022
- Portfolio roles event – April 2022
- Workforce survey of people in managerial roles in general practice e.g. Clinical Directors, PCN Managers, Practice Managers – June 2022 <https://forms.office.com/r/2d0PAs6Qv2>

From engaging through these groups, the Training Hub has identified the following themes, many of which will build upon existing work, with some evolving programmes and projects:

- Equality Diversity & Inclusion
 - To provide best practice inclusive recruitment education for recruiting managers in primary care
 - Support for our staff working in primary care through appointing diversity fellowships to establish and lead staff network(s)
 - Supporting general practice with positive action recruitment so that our primary care staff are representative of our population
 - Work with the ICS Equality & Diversity group to deliver the BNSSG measures and outcomes in general practice

- Pipeline – Supply & Demand
 - Develop insights work to understand people's views on primary care careers
 - Support PCN's developing their recruitment work using the Employee Value Proposition model
 - Support for newly qualified & new to primary care staff through schemes such as newly qualified GP scheme, Practice Nurse and Physician Associate preceptorships, professional lead support and induction to primary care
 - Student placement expansion – additional resource to support student placements and 'grow your own' approaches such as apprenticeships and work experience
 - Quality assurance of student placements and learning environments

- Supporting the Additional Roles Reimbursement Scheme
 - Continuing to support practice with embedding ARRS roles
 - Increased support and understanding around personalised care roles
 - Supervision
 - Workforce models

- Supporting PCN teams
 - Workforce Data
 - Capacity & infrastructure to engage with training/workforce development/growing educators
 - Practice management development
 - Workforce planning/redesign support (e.g. Calderdale/HEE Star)

- The Training Hub
 - Marketing & Communications

- Education
 - Support for pharmacy team Continuing Professional Development e.g., physical assessment skills for pharmacists
 - First Contact Physiotherapists – Injection therapy, academic writing, research

- Understanding personalised care
- Skills support for GPN's e.g. Leadership, research, sexual health, prescribing, paediatrics, menopause, neurology, political science, care of adult in primary care (for the paediatric nurses), care of child in primary care, consultation skills, history taking, QI and improvement, NMP updates, clinical biochemistry/interpreting blood results.
- Practice management development
- Support for non clinical staff, with care navigation skills and conflict management being highlighted as an urgent need
- Paramedics, Intimate examinations, dermatology, end of life, ENT, paediatrics

6. Vision and Strategy Development

The Training Hub have developed a vision, mission and values, which are

Our Vision

- To be a leader in supporting and developing the primary care workforce, collaborating closely with partners across the Integrated Care System

Our Mission

- To facilitate access to high quality education and training for the BNSSG ICS primary care workforce of today and tomorrow

Our Values

- Integrity: Honesty, Respect, Generating trust, Pride in what we do, Responsibility, Keeping our promises
- Compassion: We are caring, tolerant, equitable & inclusive in all that we do
- Excellence: We strive for excellence in everything we do and support others on their own journey towards this

The Training Hub strategy is being bult around five pillars:

- Our people – the Training Hub team
- Customer and stakeholders – understanding the difference between our customers (commissioners) and stakeholders, PCN's, practices and the wider primary care workforce
- Engagement and partnership working – how we will engage and work with our stakeholders
- Operational delivery – outlining our operational plans to meet the contractual requirements and Key Performance Indicators
- Governance and service development – outlining the governance arrangements for the Training Hub and how we will work with the system for the commissioning of services from the Training Hub

The strategy will take into account two viewpoints:

- The view of employment and retention for the employer
- The view of employment and retention for the employee

The employer perspective

Talent management is about thinking about your employee throughout their career



- Talent & strategy planning – planning your workforce needs and how to engage and retain them
- Talent acquisition – sourcing your talent pipeline, marketing your practice as a good place to work, what is your employer proposition?
- Performance management – career mapping, employee development, leadership development, coaching and mentoring
- Training & development – nurturing, continuous personal development, educator development

The employee perspective

The employee perspective considers the aspects that an employee may look for to attract them to primary care and help retain them throughout their career:

- Exploration – Helping our potential workforce understand in more detail what roles in primary care involve, such as work experience and undergraduate student placements
- Attraction - Marketing current opportunities to targeted groups, diverse groups, International Staff, student groups about to qualify
- Awareness – Working with further education and higher education building interest across a pipeline of potential future recruits
- Welcome - Supporting new staff during the induction process
- Integration - MDT working and deeper on the job development, communities of practice, signposting wellbeing
- Review - Supervision support, career planning, Continuous Professional Development linked to PCN population health needs
- Progression - Support with transition to new roles and leadership development
- Exit – How to retain staff who are thinking about leaving, retirement or semi retire?

The draft strategy will be available for consultation during July 2022 and at an ICS level will be agreed through the BNSSG Community, Social Care and Primary Care Workforce Group, a sub group of the BNSSG People Steering Group, before being signed of by Training Hub Oversight Board, which includes HEE and NHSE/I.

7. Financial resource implications

There are specific financial resource implications associated with the Training Hub, being:

- Core Team Funding – funding from the HEE contract to support the Training Hub core team salary costs
- Project Funding – non recurrent funding from HEE and NHSE/I for agreed primary care workforce development projects, such as workforce development and continuing professional development

Any significant new financial commitments or requests, or contractual change requests, will be considered via separate papers through the Training Hub Oversight Board and the Community, Social Care and Primary Care Workforce Development Group as described in the governance section above.

8. Legal implications

There are no specific legal implications highlighted within this paper. Any development proposals requests will be considered via separate papers and will include any relevant legal implications.

9. Risk implications

The Training Hub core team is funded through the HEE contract. Other project funding is awarded on a non-recurrent basis from HEE and NHSE/I. Whilst funding levels for 2022/23 are known there is a residual risk that future funding for workforce development projects may reduce.

10. Implications for health inequalities

Working with the wider Primary Care development team monitoring of Primary Care performance alongside practice demographic information will help to highlight areas of variation of services, which will then be addressed accordingly.

11. Implications for equalities (Black and Other Minority Ethnic/Disability/Age Issues)

Monitoring equality information for Training Hub activities will take place; demographic information will help to highlight areas of variation in engagement, which will then be addressed accordingly.

12. Consultation and Communication including Public Involvement

Whilst there has not been consultation and communication with the public in the production of this paper, patient experience and public involvement is recognised as an important factor in reviewing and gaining assurance regarding primary care services.

13. Recommendations

The committee are asked to note the contents of this report for information and are invited to respond to the Training Hub with any thoughts or ideas on further support the Training Hub might give to general practice.

Report Author: Steve Locke. Programme Manager BNSSG Training Hub
steven.locke1@nhs.net

Report Sponsor: David Jarrett. Area Director

Appendices: 1. Training Hub Operating Guidance.

Glossary of terms and abbreviations

Please explain all initials, technical terms and abbreviations.

ARRS	Additional Roles Reimbursement Scheme
BNSSG	Bristol North Somerset & South Gloucestershire
CCG	Clinical Commissioning Group
CPD	Continuous Professional Development
HEE	Health Education England
KPI	Key Performance Indicator
NHSE/I	NHS England & Improvement

Primary Care ICS Training Hubs - Specification and Operational Guidance

Use from April 2022
Version 1

Contents

Primary Care ICS level Training Hubs Vision, Aims, and Objectives.....	3
Vision	3
Overview	3
ICS Level Training Hubs working across the System.....	3
What is an ICS Level Training Hub? What do they do?	4
Aims	5
Objectives	6
Governance	7
National Governance: Training Hub Delivery Group.....	7
Regional Governance: HEE Regional offices for Primary Care.....	8
Partnership Governance: Training Hub Oversight Boards.....	8
Contract Management	9
The Commission Requirements	9
Infrastructure	12
Financial Governance	12
Performance Assurance.....	13
Key Performance Indicators	13
Meeting the Aims and Objectives	13
General Data Protection Regulations (GDPR) and Privacy Impact Assessments (PIA) ..	16
Contract Period	16

Primary Care ICS level Training Hubs Vision, Aims, and Objectives

Vision

To provide high quality primary and community care education and training

This Vision should help ICS level Training Hubs in their mission to be an exemplar in delivering, co-ordinating and leading education and training across their ICS.

Overview

Health Education England (HEE) Primary Care ICS level Training Hubs are integral to delivering the HEE mandate and business plan in supporting the delivery of excellent healthcare and health improvement to patients and the public. They help to support the primary care workforce of today and tomorrow by training with the necessary skills, values, and behaviours for the NHS.

In supporting, leading, and assisting the delivery of the NHS Long Term Plan and the We are the NHS: People Plan 2020/21, there needs to be a continued strengthening of the education and training infrastructure to support new role and multi-professional team development, systematically and at scale in primary care.

Integrated care systems (ICSs) are partnerships of health and care organisations, that come together to plan and deliver joined-up services, and to improve the health of people who live and work in their area. They will assume a statutory footing as Integrated Care Boards from April 2022. Building strong integrated care systems everywhere: guidance on the ICS people function (August 2021) describes how NHS leaders and organisations will be expected to work together and, with their partners in the ICS, to deliver 10 outcome-based people functions from April 2022.

The ICS Training Hubs network is vital to transform primary care, through developing the current and new workforce required to deliver world class patient care across an ICS.

ICS Level Training Hubs working across the System

Primary Care ICS level Training Hubs support NHS England and NHS Improvement (NHSE/I) to deliver the Government Manifesto commitment. This is to deliver 6,000 additional doctors and 26,000 additional multidisciplinary staff - to contribute to the third manifesto commitment of delivering 50 million more appointments in primary care.

Health Education England (HEE) and NHS England and Improvement (NHSE/I) have worked, in collaboration, to develop a shared understanding of the aims of an ICS level Training Hub. They are the conduit, within primary care, to support and facilitate the education of the workforce and as such, are able to drive the new models of care.

Further to the scope and requirements as outlined within this Specification, successful providers may be invited to participate in commercial processes run by organisations other than that of the Contracting Authority.

For clarification, these additional processes are standalone and shall not form any part of this procurement exercise and subsequent Contracts, as such HEE are unable to give any indication of scope or value for these further potential opportunities which may arise.

What is an ICS Level Training Hub? What do they do?

The remit of a ICS level Training Hub is to bring together education and training resources from NHS organisations and community providers, as well as local authorities. ICS level Training Hubs are your 'go to' place for any information about primary care workforce, education, and development. Throughout this specification the term "Training Hub" will be used however for clarity these Training Hubs will work across an ICS footprint. They work to address local needs. Every practice and Primary Care Network (PCN) has access to Training Hub resources. There are currently 42 ICS level Training Hubs, with a number of Locality Hubs who help support links between practices and PCNs.

Training Hubs:

- Have a key role in understanding, influencing, supporting, and leading educational interventions around population health needs and health inequalities in their area to address these
- Provide advice on workforce planning and training needs analysis, to help find which roles best meet the needs of the population. For example, actively supporting workforce planning by understanding population health needs and the training needs required to support new care pathways
- Help new staff, appointed through the Additional Roles Reimbursement Scheme (ARRS) scheme, embed into roles, for example supporting the roll out of the First Contact Practitioner (FCP) programme
- Facilitate and/or deliver opportunities for Continuing Professional Development (CPD) programmes, based on scoping CPD requirements across PCNs
- Provide career support at all stages for all primary care workforce
- Train and, where appropriate, recruit more educators
- Develop and help to keep staff through retention programmes, for example mentoring, and preceptorships
- Support practices and PCNs, who are looking to become learning environments, to increase the number of placements for a variety of trainees and students

Aims

The following aims, in conjunction with the vision and objectives, should set the tone of an Training Hub and assist in guiding the strategic and operational delivery. These aims are mapped to specific outcomes, outlined in Building strong integrated care systems everywhere: guidance on the ICS people function (August [2021](#)).

Supporting workforce planning

Training Hubs support conversations for primary care workforce planning, assisting in the co-ordination and realisation of the health and social care workforce across an ICS. Using knowledge and evidence to inform decision-making on workforce transformation to drive service improvement, with support from Knowledge and Library Services.

Support the following ICS People Function Outcomes:

- Growing the workforce for the future and enabling adequate workforce supply
- Leading workforce transformation and new ways of working
- Leading co-ordinated workforce planning, using analysis and intelligence

Supporting the development of educational programmes

Following workforce planning, Training Hubs are to support the educational requirements identified in workforce plans. Key considerations are to understand what educational interventions, including career support, are required for current and future workforce to meet service re-design, based on population health needs.

Support the following ICS People Function Outcomes:

- Educating, training, and developing people, and managing talent
- Valuing and supporting leadership at all levels, and lifelong learning
- Transforming people services and supporting the people profession

Support Equality, Diversity, and Inclusion

Training Hubs have a role in improvements to Equality, Diversity and Inclusion in their workforce, and their local populations. They have a key role in understanding, influencing, supporting, and leading educational interventions around population health needs and health inequalities in their area to address these.

Support the following ICS People Function Outcomes:

- Supporting inclusion and belonging for all, and creating a great experience for staff
- Driving and supporting broader social and economic development

Expanding and managing innovative and high-quality learning environments

To meet the future workforce needs identified in workforce plans, Training Hubs have a leading role to manage and grow learning placements in partnership with educational providers to increase capacity for learners. Where possible, this should be done at scale

across a PCN, within a given ICS and for multi-professional learners. Training Hubs should have oversight of all placements in primary care, and where appropriate, manage the education and training tariff distribution. Working with Library and Knowledge Services they should offer NHS staff and learners proactive support to underpin the education, training, development, and practice of the multi-professional workforce.

Support the following ICS People Function Outcomes:

- Educating, training, and developing people, and managing talent
- Valuing and supporting leadership at all levels, and lifelong learning
- Transforming people services and supporting the people profession

Increasing capacity and capability of educators

Alongside increasing learning environment capacity, Training Hubs should lead on increasing the number of approved educators to improve the uptake of programmes that meet their workforce plans.

Support the following ICS People Function Outcomes:

- Educating, training, and developing people, and managing talent
- Valuing and supporting leadership at all levels, and lifelong learning
- Transforming people services and supporting the people profession

Embedding new roles as part of the Additional Roles Reimbursement Scheme supporting retention

Training Hubs have a role in supporting primary care to embed new roles highlighted in the Additional Roles Reimbursement Scheme (ARRS) and supporting new ways of working in Primary Care.

Support the following ICS People Function Outcomes:

- Growing the workforce for the future and enabling adequate workforce supply
- Leading workforce transformation and new ways of working
- Supporting system design and development

Objectives

In operationalising the aims, the following objectives are to be delivered by ICS Training Hubs. These form part of the Key Performance Indicators (KPIs) and the overall HEE performance assurance.

Primary Care Workforce Planning

- 1 Support PCNs and their provider partners to undertake effective workforce planning to inform ICS, regional and national workforce plans.
- 2 As part of working with ICS/ICBs to support delivery of their people functions.

Education and Training

- 3 Deliver a consistent training opportunity across primary care and professions to support the achievement of population health and learner needs
- 4 Provide and/or support education and training supporting retention programmes

Placements

- 5 Actively work with practices and PCNs to develop placement opportunities, and with educational providers to find placements which meet the needs of learners and programmes
- 6 Work with educational providers and HEE quality team(s) to ensure all placements meet the appropriate professional standards required and are aligned to the HEE quality framework, enabling learners to develop the capabilities required.

Sustainability

- 7 Ensure funding secured through HEE is appropriately used for primary care education and training infrastructure and is overseen by effective governance.
- 8 Establish appropriate and flexible primary care education infrastructure, which includes leadership, educator, and programme management roles.

Communication and Stakeholder Management

- 9 Have a clear and proactive communication strategy that articulates the HEE vision for Primary Care Training Hubs working across an ICS footprint outlined in this specification.

Development of Systems

- 10 Ensure that the appropriate resources are in place and supported, to provide a level of education and training, in a consistent manner, for primary care.

Governance

A clear governance structure is in place for Training Hubs. The following sections describe the governance at various levels.

National Governance: Training Hub Delivery Group

The national Training Hub Delivery Group is part of the HEE Governance structure, reporting to the national Primary Care Assurance and Delivery Board. Its terms of reference are designed to oversee decision-making processes and are applied in accordance with the requirements of HEE to manage public money and adhere to the Code of Good Practice as this relates to public bodies.

Given the importance and emphasis of collaboration, HEE's national Primary and Integrated Care team will work closely with NHSE/I. Examples include co-designing guidance and sharing KPI data to support the system.

The aims and purposes of the Training Hub Delivery group are to:

- provide assurance, to the national Primary and Integrated Care Delivery and Assurance Board, of Training Hub Programme delivery

- ensure that the Training Hub programme supports the delivery of the appropriate educational programmes required for the ICS people function
- provide strategic direction to guide the business of the Training Hub programme including, where appropriate, HEE or joint HEE and/or NHSE/I planning, goal setting (ideally articulating medium to longer term aspirations to promote both consistency and stability), objective setting and delivery of programmes.
- review regional reports and KPIs regarding the performance of ICS Training Hubs
- review potential risks to delivery, where variations in performance exist and investigate, identify, and ensure effective mechanisms to address such variations are actioned. Learning from such occurrences to be disseminated to mitigate against future instances within HEE.

Regional Governance: HEE Regional offices for Primary Care

Training Hubs are accountable to HEE through their regional HEE Primary Care Schools, Postgraduate Dean through to the Regional Director, which provides a level of assurance and monitoring of an ICS level Training Hub.

Partnership Governance: Training Hub Oversight Boards

It is expected, based on local arrangements, ICS Training Hubs will have an Oversight Board. This is to ensure effective engagement of partners and the robust oversight of Training Hub strategy, operational plans and financial activity. These will:

- oversee activity of ICS Training Hubs, as set out in the specification and any regionally led work programmes
- ensure collaborative approaches to recruitment of key posts within the ICS Training Hub
- assure and agree with all stakeholders: the strategic direction of the Training Hub and its associated annual delivery plan highlighted in section Performance Assurance section
- review and monitor progress of delivery plans
- review and escalate, as appropriate, any organisational and/or delivery associated risk and issues for either the Training Hub and/or its host organisation. These will in turn be escalated by the appropriate Training Hub stakeholder and/or HEE as the overall accountable organisation

Membership of a Training Hub Oversight Board will include HEE, NHSEI, the ICS and members of the ICS primary care workforce group.

The nature and shape of these boards will be subject to local agreement and discussions, which could be combined with established ICS primary care workforce groups. These arrangements will be agreed by the HEE Primary Care Dean and senior stakeholders.

Contract Management

Primary Care Training Hub contracts will be managed directly by HEE regional governance structures, including assurance of Key Performance Indicators following review of these via Oversight Boards. Contract management will be supported by the Oversight Boards where information will be triangulated with partners.

The Commission Requirements

There are 35 LOTs covering 6 regions which will outline both the geography and the ICS the ICS Training Hubs are to work within (as outlined in Annex 1).

Please note - Each lot is independent, there is no interdependence between any of the Lots for submission or delivery purposes. Each Lot could be awarded at a different time to the others, based on independent evaluation process timelines and standstill, once completed each Lot will be awarded.

The commission requirement covers a broad set of requirements and HEE regions are to set KPI's to reflect the specific education and training workforce priorities within their ICS.

The following are requirements of a Training Hub which relate to the objectives set:

ICS Training Hubs Objectives	Requirements include
<p>Primary Care Workforce Planning</p> <ol style="list-style-type: none"> 1. Support PCNs and their provider partners to undertake effective workforce planning to inform ICS, regional and national workforce plans. 2. As part of working with ICS/ICBs to support delivery of their people functions. 	<ul style="list-style-type: none"> • To provide advice with workforce planning and training needs analysis, actively engaging with PCNs within ICSs, using evidence-based approach, to help find which roles best meet the needs of patients and practice population • To support PCNs and their provider partners to undertake effective workforce planning to inform ICS, regional and national workforce plans • Help to embed new staff into roles through the Additional Roles Reimbursement Scheme (ARRS) • Develop and help to retain staff.
<p>Education and Training</p> <ol style="list-style-type: none"> 3. Deliver a consistent training opportunity across primary care and professions to support the achievement of population health and learner needs 4. Provide and/or support education and training 	<ul style="list-style-type: none"> • Ensure all nurses, nursing associates and AHPs are able to benefit from their CPD funding (£1k over three years) by conducting investment plans, and delivering the education, if appropriate, or sourcing the right CPD provision. Please note, this specific element of funding is subject to annual review and is therefore not guaranteed.

	<ul style="list-style-type: none"> • Promote, train, and recruit more educators, for example, the First Contact practitioner Road Map verification Supervisors • Actively work with educational providers to find placements in primary care • Grow and support the delivery of profession-based initiatives such as Advancing Practice, General Practice Nursing, and Physician Associates. The requirements of these initiatives vary from providing training, through to distributing supervision cost where appropriate. Please note, this specific element of funding is subject to annual review and is therefore not guaranteed. • Grow clinical and non-clinical Apprenticeships by facilitating levy transfer, supporting practices with advice, and supporting implementation of delivering the apprenticeship standards • Offer NHS staff and learners proactive knowledge and library services to underpin the education, training, development, and practice of the multi-professional workforce • Actively encouraging all trainees and staff to access health and well-being support • Support transition of learners from pre-registration through to primary care, working closely with PCNs to promote employment opportunities
<p>Placements</p> <p>5. Actively work with practices and PCNs to develop placement opportunities, and with educational providers to find placements which meet the needs of learners and programmes</p> <p>6. Work with educational providers and HEE quality team(s) to ensure all placements meet the appropriate professional standards required and are aligned to the HEE quality framework, enabling learners to develop the capabilities required.</p>	<ul style="list-style-type: none"> • Increase learning environment placements at scale, across a PCN within a given ICS footprint, to enable practices to take on a variety of trainees and students meeting professional standards • To actively work with educational providers to find placements in primary care • To ensure all placements meet the HEE quality framework standards required for all learners to develop the capabilities required • Train and, where appropriate, recruit more educators
<p>Sustainability</p> <p>7. Ensure funding secured through HEE is appropriately used for</p>	<p>ICS Training Hubs are required to deliver the vision, aims, and objectives. It is expected that</p>

<p>primary care education and training infrastructure, and is overseen by effective governance.</p> <p>8. Establish appropriate and flexible primary care education infrastructure, which includes leadership, educator, and programme management roles.</p>	<p>ICS Training Hubs will profile and divide funding between core staffing and projects and/or direct training delivery aligned to the objectives and local need</p> <p>ICS Training Hubs may offer the following roles in any manner which complies with locally determined processes which could include:</p> <ul style="list-style-type: none"> • Programme Manager/Executive Officer/Chief Training Hub Officer - to act as the senior responsible person overseeing the delivery of the ICS Training Hub. Ensuring compliance with all aspects of the specification and guidance, with specific duties for the Equality, Diversity, and Inclusivity aim. Co-ordinating with all primary care providers in the ICS, and the wider health and social care organisations to ensure Primary Care is represented in wider workforce planning. • Lead for Education and Training - to lead on learning environments, educators, current education, and training. Planning future education and training across all professions working in Primary Care in the ICS. • Lead Clinician (Doctor, Nurse, or AHP) - to be the clinical lead for all activity of the ICS Training Hub, overseeing patient safety clinical developments, new roles, and transformation of existing roles.
<p>Communication and Stakeholder Management</p> <p>9. Have a clear and proactive communication strategy that articulates the HEE vision for Primary Care ICS Training Hubs outlined in this specification.</p>	<ul style="list-style-type: none"> • Each Training Hub to have a Stakeholder Engagement Strategy and Plan covering three years, to be developed with and agreed by the Oversight Board
<p>Development of Systems</p> <p>10. Ensure that the appropriate resources are in place and supported, to provide a level of education and training, in a consistent manner, for primary care.</p>	<p>This specification covers activities required by HEE. As a key partner in the ongoing development of the primary care workforce, ICS Training Hubs may be invited to participate in commercial processes run by organisations other than that of the Contracting Authority.</p> <p>For clarification, these additional processes are standalone and shall not form any part of this procurement exercise and subsequent Contracts, as such HEE are unable to give any</p>

	indication of scope or value for these further potential opportunities which may arise.
--	---

Infrastructure

Training Hubs are required to deliver the vision, aims, and objectives. It is expected that Training Hubs will profile and divide funding between core staffing and projects and/or direct training delivery aligned to the objectives and local need.

Training Hubs can offer the following roles in any manner which complies with locally determined processes:

- **Programme Manager/Executive Officer/Chief Training Hub Officer** - to act as the senior responsible person overseeing the delivery of the Training Hub. Ensuring compliance with all aspects of the specification and guidance, with specific duties for the Equality, Diversity, and Inclusivity aim. Co-ordinating with all primary care providers in the ICS, and the wider health and social care organisations to ensure Primary Care is represented in wider workforce planning.
- **Lead for Education and Training** - to lead on learning environments, educators, current education, and training. Planning future education and training across all professions working in Primary Care in the ICS.
- **Lead Clinician (Doctor, Nurse, or AHP and other professions)** - to be the clinical lead for all activity of the Training Hub, overseeing patient safety, clinical developments, new roles, and transformation of existing roles.

Training Hubs may be hosted by existing Community Interest Companies (CICs), including those holding Primary Medical Services (PMS) or Alternative Provider Medical Services (APMS) contracts or established community providers. It is not the intention that Training Hubs develop themselves into a CIC, for the purpose of delivering the Training Hub requirements outlined in this specification. Whilst such hosting arrangements may vary, to reflect local partnerships, geographies, and contexts, these may include Clinical Commissioning Groups, community providers or primary care organisations.

Awarded providers are required to support management infrastructure by including HR, Finance, recruitment of staff, accommodation where appropriate and IT hardware and desktop support.

Financial Governance

Training Hubs are expected to provide effective management of HEE and (where relevant in the context of separately commissioned programmes) NHSE/I funds to deliver a variety of educational transformational activities, in accordance with the vision, aims, and objectives outlined in this specification.

In delegating those responsibilities, HEE need to ensure such financial operations are both lawful and adhere to the respective organisations' policies and procedures. Financial management will follow formal contractual processes and is expected to be achieved within the terms of the funding provided.

The awarded provider is to have a transparent and governed process for transferring funding to appropriate organisations (within an ICS geography) to deliver the requirements above. Evidence and accounting, for funding being utilised for the purposes intended, as set out above.

Performance Assurance

The Training Hub is accountable to HEE through the Primary Care School for all workstreams relating to HEE and those developed in conjunction between HEE and NHSE/I. In assessing whether a Training Hub is delivering against the vision, aims, and objectives Key Performance Indicators (KPI) have been developed.

This is done through reporting back the Training Hub activity against the aims, objectives and KPIs. In addition to national KPIs, regional KPIs will be determined based on current baseline figures and growth projections across an ICS footprint for primary care.

The following assurance process will be in place to assure delivery of service against KPIs:

- Training Hub to complete a set of KPIs (twice per year). In addition to national KPIs, regions based KPIs will be determined based on current baseline figures and growth projections across an ICS footprint for primary care
- As part of system working Training Hubs and NHSE/I system partners discuss the data – this could be done as part of your group highlighted in the Partnership Governance section of this specification which may include primary care regional workforce groups or People Boards.
- Ad hoc monitoring for programmes of work such as, Continuing Professional Development and Advancing Practice, will also be required.

Training Hubs should have the following in place, with regular reviews and approvals from appropriate governance:

- Training Hub Strategy (3 years)
- Training Hub Stakeholder Engagement Strategy and Plan (3 years)
- Training Hub Delivery Plan (1-3 years)
- Training Hub Financial Plan (yearly)

The Training Hub should report concerns / issues, that constitute a risk to the delivery of agreed workstreams, delivery against KPIs or business continuity, in a timely manner to HEE through the Primary Care School.

Key Performance Indicators

KPIs are indicative to support the delivery of this specification for the duration of the contract. It is recognised that some baselines may not currently exist, but providers are expected to work with HEE to further develop these KPIs, based on current baseline figures and growth projections across an ICS footprint, ensuring compliance with the KPIs.

Meeting the Aims and Objectives

Supporting workforce planning

- % of primary care organisations offered support on workforce planning advice and identification of needs of patients and populations
Target: 85% year 1, 95% year 2, 100% year 3
Baseline: total number of primary care organisations in geographic area

For clarity Primary Care organisation for this purpose is practices, and PCNs.

Supporting the development of educational programmes

- % Nurses and AHP staff offered CPD funding
Target: 100%
Baseline: total number of Nurses and AHP staff in post from 1 April 2022
- % of Nurses and AHP staff take-up of CPD funding
Target: 70% +
Baseline: to be regionally determined based on previous year's figures
- % of primary care workforce offered training provided by the ICS Training Hub
Target: 60% year 1, 80% year 2, 95% year 3
Baseline: total number of workforce in post using NWRS data place on 1 April 2022
- Breakdown of professions undertaking training provided
Target: all professions involved equally in training provided
Baseline: List of all professions in primary care as of 1 April 2022
- % of non-clinical apprenticeships offered across primary care
Target: year 1, 10% + to be determined by regions, based on current baseline figures and growth projections across an ICS footprint for primary care, year 2 and year 3, to be determined.
Baseline: number of learners on apprenticeship route on 1 April 2022
- % clinical apprenticeships offered across primary care
Target: 10% + to be determined by regions, based on current baseline figures and growth projections across an ICS footprint for primary care
Baseline: number of learners on apprenticeship route on 1 April 2022
- % breakdown of utilisation of evidence-based practice using Library and Knowledge Services
Target: 10% + to be determined by regions, based on current Library Knowledge Services activity and growth projections across an ICS footprint for primary care
Baseline: total number of primary care organisations utilising evidence-based practice

Support Equality, Diversity, and Inclusion

- Provide EDI analysis across 100% of current workforce in training, working with educational providers
Target: data on demographics data and primary care workforce
Baseline: demographics of geographic area

- Breakdown of Training Hub education and training activity, based on ICS plans on reducing health inequalities
Target: Year 1, three initiatives scoped and implementation started, year 2, to be determined by regions based on current initiatives scoped in year 1
Baseline: total number of workforce
- Engage with HEE regional Differential Attainment Lead to utilise support package and guidance available on reducing differential attainment
Target: year 1, establish link and utilise materials created, year 2, to be determined by regions
- Number of EDI events to engage the system on Training Hub contribution to the Equality Diversity and Inclusion
Target: 2 per year
Baseline: not required for this

Expanding and managing innovative and high-quality learning environment

- Number of quality concerns, complaints, issues raised from educators, students, and demonstrate their process for dealing with complaints
Target: 0 to ensure appropriate behaviours and training is in place to mitigate these. It is accepted that this is not always possible, so a threshold is allowable for compliance when accompanied with a root cause analysis and an action plan.
Number of issues raised
Number of issued resolved with Training Hub intervention
- % of placements increase
Target: 10% +, to be determined by regions based on current placement approval data and growth projections across an ICS footprint for primary care
Baseline: number of placements offered through 2021
NB – there will also be a consideration of practices that may be in special measures
- All professions being offered placements, by breakdown of profession
Target: all professions have placements provided
Baseline: 2020 figures reported to HEE and on educator KPI
- Compliance with regulatory standards and HEE Quality Framework
Target: 100%
Baseline: reported back from Education Providers, Regulatory Bodies, and/or NHS Education Contract Self-Assessment Return.

Increasing capacity and capability of educators

- % increase approval of Educators and Supervisors
Target: based on the increase of placements, to be determined by regions based on current placement approval data and growth projections across an ICS footprint for primary care
Baseline: total number of Educators in post from 1 April 2022
- Number of Educators re-educated or undertaken additional training

Target: 80% per year

Baseline: number of Educators in post at the start of the financial year (i.e. each April)

Embedding new roles as part of the Additional Roles Reimbursement Scheme (26K), supporting retention

- % of uptake in ARRS roles supported by ICS Training Hub
Target: to be regionally determined based on PCN recruitment intentions and actual recruitment figures
Baseline: From ARRS roles in place from 1 April 2022.
- % of active engagement with PCNs around understanding new roles and how they can support new ways of working in primary care to support population health needs
Target: year 1, 60% active engagement PCN, year 2, 80% year 3, 100%

Please note this KPI is based on system maturity and not all of the system will take up the services that the Training Hub has to offer.

- % of new graduates who were placed in a role in primary care
Target: for regions to work with Training Hubs on establishing “end of destination” data

General Data Protection Regulations (GDPR) and Privacy Impact Assessments (PIA)

The successful provider(s) will be required to complete all necessary Data Protection Impact Assessment (DPIA) documentation to ensure adherence with GDPR and HEE policies, in respect of data processing and security.

Contract Period

The initial term of the contract will be 3 years with the option to extend for a further 2-year period in one-year increments, subject to a review of performance, need and available budget. This will be co-ordinated nationally so that all Training Hubs are consistently commissioned.