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Cymru (AaGIC)
Health Education and
Improvement Wales (HEIW)

Allied Health Professions Draft Workforce Development Plan February 2024



The purpose of this document is to provide a high-level Allied Health Professions Workforce Development Plan. This has been considered through extensive engagement activities with a variety of key stakeholders during 2023.

Please send your feedback to:

Draft AHP Workforce Development Plan Feedback Form

A large QR code is centered on the page, enclosed in a white rounded square. The background of the slide features a stylized illustration of diverse people, including a woman with glasses and a stroller on the left, and a man with glasses and a child on the right, all in a muted color palette.

AHP Workforce Development Plan

The National Workforce Implementation Plan: Addressing NHS Wales Workforce Challenges 2023 sets out specific requirements relating to Allied Health Professions. This AHP Workforce Development plan aims to address the current and future workforce challenges to outline clear timelines and deliverables over the next 2 years. The plan has been informed through a range of stakeholder events including a dedicated Deliberative Workforce event and 4 regional AHP Roadshows during 2023. Actions developed are aligned to the seven themes of the Workforce Strategy for Health and Social Care Wales. This plan highlights opportunities to work across existing work streams. Following agreement by the National Workforce Implementation Plan Board in January, the NWIP actions have been refreshed to clarify how HEIW can effectively deliver on the AHP workforce actions. The revised agreed actions are below:

Action 33

HEIW will review allied health professions to understand the current position and future needs to deliver our services, resulting in a clear programme of work to develop the AHP workforce.

Action 74

HEIW will use the Primary and Community Care Allied Health Professions (AHP) Workforce Guidance: Organising principles to optimise utilisation. to shape and influence workforce developments e.g. the Strategic Primary Care Workforce Plan, Musculo skeletal framework etc, to ensure the impact, wellbeing, professional governance and skill mix of AHPs is maximised.

Deliberative Event

A dedicated virtual half day event to understand the workforce requirements for AHPs in Wales took place in November 2023 'Moving Forward Together: Implementing Change in Difficult Times'. Colleagues from Scottish Government presented on the Allied Health Professions Education and Workforce Policy Review Recommendations [Allied Health Professions Education and Workforce Policy Review Recommendations \(www.gov.scot\)](http://www.gov.scot) in order to share good practice and lessons learnt.

123 delegates attended and included senior AHP leaders, workforce planners and policy leads across Wales (see appendices). The event generated themes around AHP workforce issues, gaps and challenges. It also identified opportunities for workforce transformation, solutions, and actions. In advance of the event, an online MS Forms questionnaire was shared and colleagues provided workforce information that shaped the event (98 responses were received). This was to understand local and collective challenges for the deliberations and facilitated key discussions. AHP attraction, recruitment and retention informed the facilitated breakout sessions. Priority themes have been built into the AHP Workforce Development Plan below.

AHP Regional Roadshows

HEIW also facilitated 4 full day face to face AHP Roadshows across 2023. The impact of these was to raise the AHP identity, highlight innovation and stimulate engagement opportunities to create a strong AHP community. Data collected during action learning sessions focused on 4 key workforce themes:

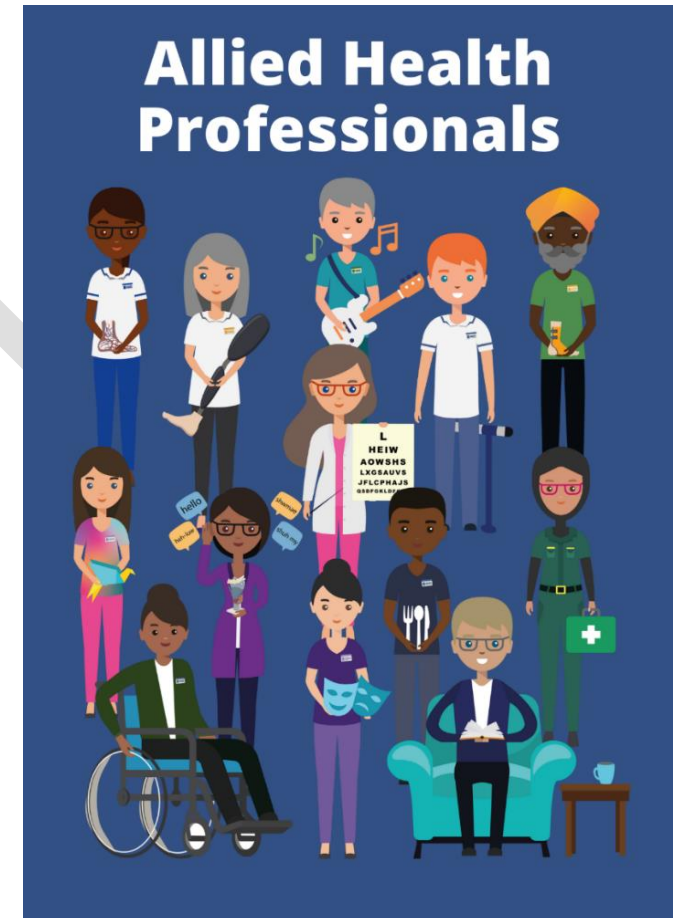
- AHP as a career of choice
- Number and diversity of practice placements
- Preceptorship
- Retention

Next Steps

This AHP Workforce Development Plan is being shared with key stakeholders for comment during March 2024.

HEIW will collate responses during April 2024 and develop the final plan to deliver on AHP workforce actions.

Matrix working across existing national and multiprofessional work programmes will ensure AHPs are represented.



Draft AHP workforce development plan
March 2024

Stakeholder responses collated
April 2024

Final AHP Workforce Development Plan
May 2024

Deliberative Event	Availability of Resources	Gaps Identified	Priority for Development	Completion
An engaged and motivated workforce				
<p>AHPs require a strong understanding and identity in Wales.</p> <p>AHPs want a distinct identity to inform patients and wider members of the public. UK differences cause confusion. Wider workforce needs greater understanding of what AHPs deliver</p>	<p>AHP webpages available on HEIW website</p> <p>Careersville hosts AHP building and has resources for AHPs to download.</p> <p>Gwella leadership portal open to AHPs</p> <p>Demonstrating the value and Impact of AHPs working group set up and chaired by Kerrie Phipps (Strategic Lead for Primary and Community Care) and Nicky Thomas (Associate Director for AHP Workforce Transformation)</p> <p>Matrix working with Communications, Careersville and digital teams within HEIW.</p>	<p>AHP webpages currently aligned to England and require updating.</p> <p>Lack of promotional materials for AHPs to utilise in recruitment campaigns.</p> <p>Promotion of Gwella</p> <p>Opportunities to work with Bevan commission to identify AHP projects that demonstrate value and impact</p>	<p>*Produce AHP promotional materials.</p> <p>*AHP Website refresh which meets accessibility requirements.</p> <p>*Develop and deliver an AHP Cymru campaign strategy for 2024-25</p> <p>Deliver AHP National conference October 2024</p> <p>*Complete AHP evaluation of value and impact with the Bevan Commission and promote scale and spread funding opportunities</p> <p>Explore a standardised approach to enable the AHP workforce to demonstrate their value and impact.</p> <p>Produce an AHP value network to co-produce a standardised resource to demonstrate value and measurable impact.</p> <p>Launch a pilot of the clinical outcomes resource at the AHP conference.</p>	<p>August 2024</p> <p>October 2025</p> <p>October 2024</p> <p>October 2024</p> <p>December 2024</p> <p>July 2024</p> <p>October 2024</p> <p>October 2024</p>

Deliberative Event	Availability of Resources	Gaps Identified	Priority for Development	Completion
Commission Research into AHP retention.	<p>A national retention lead post has been recruited to within HEIW.</p> <p>AHPs are already represented across multi-professional national workforce programmes across HEIW.</p> <p>A nursing retention plan has already been developed within HEIW.</p>	Need to ensure that the needs of AHPs are considered in the development of a multi-professional retention plan.	<p>work collaboratively with the national retention lead, and share feedback from the AHP roadshows to identify key factors impacting retention for AHPs across Wales</p> <p>Develop a multi-professional retention plan that includes considerations for AHPs.</p> <p>AHP WCLTF future projects will be linked to workforce deliverables.</p>	<p>September 2024</p> <p>December 2024</p> <p>September 2025</p>
Attraction and recruitment				
*Career pathways and career development for all AHPs	<p>First cohort of Therapy Assistant Practitioners qualified in 2023.</p> <p>Multi professional preceptorship framework under development aligning with HCPC preceptorship framework.</p>	<p>Targeted promotional resources for support workers</p> <p>Lack of information for potential work-based learning opportunities on AHP web pages</p>	<p>Videos to be sourced, edited, and launched to promote:</p> <ul style="list-style-type: none"> • Support workers. • Students • Newly qualified AHPs • Career changers • AHPs in general • Multiprofessional careers 	Phased approach commencing from September 2024

Deliberative Event	Availability of Resources	Gaps Identified	Priority for Development	Completion
Enhanced development of AHP support worker workforce	Supervision guidance/framework under development	Promotion of different training routes available and transfer of qualifications across HEIs	Provide links to Information about different AHP career pathways from AHP web pages.	August 2024
	Multi-professional CPD strategy under development		Provide links to leadership training opportunities from AHP webpages and Gwella.	August 2024
	AHP representation at multi professional Workforce planning forums	Implementation of workforce planning tools	Develop and deliver bespoke workforce planning via an e learning module, for AHP leads across Wales.	March 2025
Greater accessibility for all AHPs to leadership opportunities	AHP Apprenticeship consultation completed.	Job planning and marketing leadership opportunities	Collate and implement feedback from AHP apprenticeship consultation.	July 2024
	Advanced enhanced and consultant practice framework developed,		Develop a communication strategy for the AHP workforce across Wales to share key information about development opportunities available.	October 2024
Practice placements need to provide greater community, primary care and multiprofessional opportunities	Scoping paper completed to provide recommendations to enhance placement opportunities in Occupational Therapy and Physiotherapy	Awaiting recruitment and onboarding for regional Mental health AHP Practice Education Facilitator roles	Implement recommendations from Occupational Therapy and Physiotherapy scoping exercise.	Dec 2024

Deliberative Event	Availability of Resources	Gaps Identified	Priority for Development	Completion
	Enhance opportunities for interprofessional placements and capacity across services.		*Complete recruitment and onboarding to regional mental health PEF roles Interprofessional placement conference	July 2024 July 2024
Seamless workforce models including public health roles				
*The importance of MDT working and multiprofessional frameworks *AHPs form part of multiprofessional services including public health roles. Expansion of roles needs to align to population health needs trajectory.	Multiprofessional frameworks/guidance documents in production: Preceptorship <ul style="list-style-type: none"> • CPD strategy • Supervision • Research strategy. • Enhanced, Advanced and Consultant Framework 	Understanding and access to information about population health needs on a regional basis to inform multiprofessional workforce planning. Job planning where AHPs require a clear identity within relevant multiprofessional workstreams	*HEIW to map across to Strategic programme for Primary and community care in terms of AHP numbers. *Ensure AHPs are represented across all multiprofessional development areas within HEIW *Promote relevant information about population health needs and alignment to AHP skillsets Promotion of e-learning modules for health inequalities at pre and post registration Deliver learning events on health inequalities.	March 2025 October 2024 March 2025 December 2024 December 2024
Enhanced opportunities for support workers				

Deliberative Event	Availability of Resources	Gaps Identified	Priority for Development	Completion
<p>*Expand the support worker workforce and develop a national approach for multi professional competencies for support workers</p>	<p>New routes to registration for professional programmes. WBL and accelerated programmes have commenced through the therapy support worker qualification.</p>	<p>Certain AHP professions do not have training available in Wales.</p> <p>For example: Technical skilled roles such as Orthotists and prosthetists could have increased support worker expansion.</p> <p>Orthotists also have no access to training in Wales.</p>	<p>*HEIW will scope the career pathway opportunities around core competencies for AHP support workers and produce work- based learning resources.</p> <p>*HEIW to scope potential for work-based learning for those AHP professions who do not have training available in Wales</p>	<p>September 2025</p> <p>March 2025</p>
Building a digitally ready workforce				
<p>*The need for the AHP workforce to be digitally confident and competent.</p> <p>Take up of the digital capability framework has been slow amongst all groups. Greater awareness amongst AHP Leaders to map out skillsets and training needs for digital capabilities is required.</p>	<p>The digital capability Framework on Y Ty Dysgu was launched in 2023 and enables all staff to carry out a self-assessment of their digital skills and identify training</p>	<p>Lack of take up by AHPs despite sharing widely across AHP networks.</p> <p>Accessible digital training modules that are applicable to practice areas</p>	<p>*HEIW to target dedicated AHP events to increase uptake and engagement. Also to support leaders to use this resource as part of the PADR process within teams.</p> <p>*Provide links to training resources to facilitate digital skill development across AHP web pages and on Gwella</p>	<p>October 2024</p> <p>August 2024</p>

Deliberative Event	Availability of Resources	Gaps Identified	Priority for Development	Completion
Excellent education and learning				
Call for a national approach to preceptorship, training and development in terms of CPD	<p>A multiprofessional preceptorship framework is currently in development and aligns with HCPC and NHS England already have exemplar resources.</p> <p>A multi professional CPD strategy is also currently being developed within HEIW.</p>	Opportunities to promote multiprofessional preceptorship framework across multiprofessional networks	<p>*HEIW to produce and roll out the multiprofessional preceptorship framework</p> <p>*HEIW to produce and roll out the multiprofessional CPD strategy.</p> <p>*HEIW to ensure accessibility to relevant multiprofessional frameworks by the AHP workforce</p>	<p>June 2024</p> <p>June 2025</p> <p>June 2024</p>
Leadership and succession				
<p>*Equal opportunities for AHPs to apply for senior roles with inclusive Job descriptions and funding sources</p> <p>Removing the ceiling to career progression and greater flexible working opportunities</p> <p>*The need for national job planning for AHPs and</p>	<p>HEIW provides a range of compassionate leadership training resources.</p> <p>Implementation of the enhanced, advanced and consultant practice framework</p>	<p>Skills mapping and gapping across AHPs in terms of leadership and career development pathways</p> <p>Promotion of current leadership development opportunities available</p> <p>Gaps in AHP strategic skillset which impact on</p>	<p>*Enhanced and advanced education project group in HEIW to influence leadership module development for AHP strategic skillset</p> <p>Multi-professional mapping of enhanced practice and associated roles to identify gaps in leadership roles occupied by AHPs.</p>	<p>March 2025</p> <p>March 2025</p>

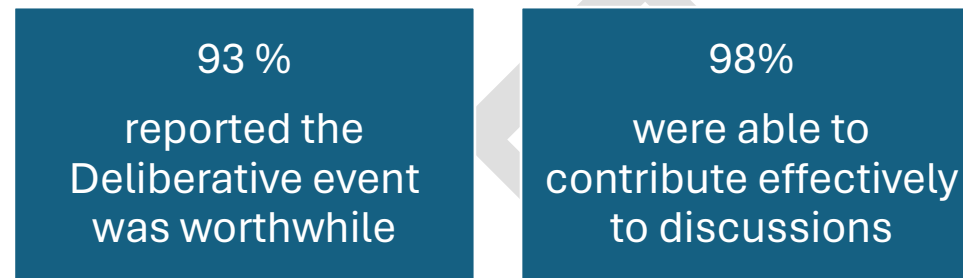
Deliberative Event	Availability of Resources	Gaps Identified	Priority for Development	Completion
<p>greater opportunities for senior leadership roles</p> <p>*Greater opportunities for Advanced Practice development amongst AHPs</p>	<p>Opportunities for AHPs through the Welsh clinical leader's fellowship</p>	<p>ability to apply for senior and national roles</p>	<p>*Development of a suite of resources to bridge the gap between training and implementation of workforce planning and transformation priorities.</p>	<p>March 2026</p>
Workforce supply and shape				
<p>Clear job planning as an All-Wales approach.</p> <p>The lack of accurate workforce and service data was the strongest theme amongst stakeholders.</p>	<p>None identified in terms of job planning.</p> <p>HEIW has established an AHP Data Steering group. The first meeting commenced on the 29th of January and includes HB representation, shared services, and digital colleagues.</p> <p>A dedicated project manager resource has been sought for 6 weeks until March 2024</p>	<p>Implementation of Job planning for AHPs in Wales.</p> <p>Job planning Training not available</p> <p>The ability to map the national and local AHP workforce across NHS and Social care services.</p>	<p>Collaborative working with the national forum which is leading on this work.</p> <p>*HEIW to develop job planning training for AHPs</p> <p>HEIW will consult with relevant stakeholders to identify coding around roles and areas of practice for AHPs.</p> <p>HEIW will develop a data quality AHP ESR dashboard so that the AHP workforce can be accurately mapped across Wales</p>	<p>March 2025</p> <p>March 2025</p> <p>March 2024</p> <p>September 2024</p>

**Items already identified in the AHP Framework action plan are indicated via an Asterisk within the table for reference.*

Appendix 1

Evaluation results from Deliberative Event

41 attendees completed.



What is the one key action that you would like to be taken forward from today?

Workforce planning based on local population and localised workforce solutions
The review to commence.
Regroup with Directorate managers
need for nationally focused changes/reduce local variation
Sharing details and timescales for next steps
Evaluate planning for commissioning numbers
Supporting current workforce by investing in their development. Bridging the gap and offering alternative routes to developing in their career!!
Improved planning aligning multi-professional pieces of work
Raising the benefits of what AHP brings to primary care (right clinical first time)
Promote the effectiveness and preventative approach AHP's bring
improved ESD type data on workforce of all 13 professions and waiting list info on all of the 13 professions;
funded practice education roles which include careers education for registered and unregistered roles in schools
I would be happy to contribute to further discussions regarding future workforce discussions locally
Investing in our existing workforce and pathways for non-registered employees to registered. Valuing the hard work of non-registered staff.

Seeing implementation and change to a few of the top priorities as we have discussed in the workshops, so we are not just talking about the challenges but influencing change and if the actions could be communicated following this event that would be welcomed
Link this work with nursing, so work is not duplicated
Detailed scoping of what we have where, what we need given the changing landscape and understanding duplication and gaps
For us to have equitable access and support as our other AHP colleagues.
Yes - a full review of the training available to the unregistered workforce to ensure that what they complete is fit for purpose and will support career development
Joint working to provide an evidence-based solution
Recognition that whilst there are needs for roles there aren't staff to fill them or supported to undergo education
The recognition that Wales is leading in some areas and is not as we often surmise always following the other nations of the UK
National work and focus on capturing meaningful data
Recognising that the event only really provided opinion. I'm not sure what was new, other than recognising that Scotland don't deal further forward so we can be reassured?
Career planning to aid keeping staff
Looking at the duplication of workforce plans, AHP plan will overlap with others.
try and work increasingly across professions
Collaboration
Developing career pathways from support worker to registrant.
The importance of thinking of the patient/person outcomes/outputs and ensuring there is an MDT approach.
Closer integration from an advanced practice perspective with advanced practice within nursing,
Consider more carefully which HEIW events on workforce matters I attend. I don't think I added any value to this one.
Consideration of the impact of data to support the AHP workforce and the evolvement of our professions
Collaborative AHP workforce planning
a review of the AHP workforce -as identified in the NWIP!!!
Support for Consultant posts

Appendix 2

Additional Comments from evaluation

Thank you
Very welcoming and safe environment. Excellent facilitation and excellent including comfort breaks
It takes time to grow clinicians, need to be thinking about job planning and infrastructure (managerially and clinical leadership) to grow sustainability.
It would be great to see a map of all the projects working on this
please include all 13 professions in any workforce guidance going forwards
Didn't feel that we got the detail of what Scottish colleagues are doing differently/the recommendations from their work. Was more about the process that they followed. Enjoyed the session and presentations, and had some good conversations about the position in Wales
Fantastic session
Thank you to all who organised the event. Despite my comments, the efforts of those involved in setting up this event are greatly appreciated.
This was a very useful session but many of these issues have been discussed repeatedly at a number of workforce events. It would now be good to see the positive action to take this forward.
Excellent presentations and facilitation
Really good afternoon, well presented and with ample time for discussion.
Discussion was Very focused on illness prevention and actually a huge role is for those illnesses that are not necessarily preventable or who have passed that and its the prevention of hospital admissions and quality of life that are key to AHP roles. This will in turn aid in the selling of applications for these courses and there must be an increase in part time education provision
Excellent session well done Louise and team
Well-presented and well run as always!
Thank you for organising this event
Really great wide-ranging discussions and so many issues raised. it was great to see some suggestions for solutions thank you for organising

Appendix 3 Attendee Job Titles

Head of Workforce Planning
Strategic workforce Planning Manager
Advanced and Consultant Development Programme Manager
Training & OD Officer
Lecturer
Chief exec
Digital Skills Programme Manager
Head of strategy development
Clinical Director of AHPs
Director of Therapy Services
Head of people Analytics
Strategic Programme Manager
Professional Lead Nursing Midwifery and Standards Manager
Advanced Nurse Practitioner
Exec DoTHS
Head of People
Strategic Programme Manager
Welsh Clinical Leadership Trainee Fellow
Head of Tritech and Innovation
Workforce Project Manager
Deputy Head of HR
Project Manager
Head of Workforce Planning
Disapora engagement advisor/ ANP
Director of AHPs

Training & OD Officer
Design and Development Manager Strategic Nursing Workforce Plan
Deputy Director Therapies and Health Science
Advanced and consultant development programme manager
Assistant Director AHPs and Healthcare Science
Head of People Operations - West
Digital Transformation Research and Engagement Lead
Project manager
Head of People & Culture
Clinical Specialist Physiotherapist
Public Health Practitioner
Dental Hygiene/Therapy Lead
Quality Priority Lead
Programme Manager
Primary & Community Care Academy Manager
Interim Assistant Director of Strategic Workforce Planning
Executive Director of Therapies and Health Sciences
Professional Development Lead- Advanced Practice
Workforce planning & OD manager
Midwife in advanced clinical practice
Head of Future Workforce
Deputy Head of Occupational Therapy
Integrated Operational Manager
Director of Nurse and Health Professional Education
Consultant Practitioner Psychologist (Clinical)/Head of Specialty

Resourcing Advisor
Programme Manager
CEO
Head of SLT
Professional Adviser
People Business Partner
Acting Principal Lecturer Post Registration Nursing and Allied Health
Head of Clinical Education
Music Therapist
Head of Service - Speech & Language Therapy
Policy Lead
Head of People and OD Operations
Senior nurse education
Nurse consultant
ENP/ANP
Therapies Clinical Quality Manager
ANP ED
Consultant Nurse
Deputy Director Education Commissioning & Quality
Head of Wales Office
Head of Speech and Language Therapy
Ca AHP lead / national AHO pal end of life lead
Physiotherapist
Head of Speech & Language Therapy
Head of Occupational Therapy

National Clinical Informatics Lead for Therapies
Community paediatric physiotherapy manager
Executive Director of Therapies and Health Science
National AHP Lead Primary & Community Care
Macmillan AHP cancer lead
Physiotherapy Operational manager for children and ALD
Senior Programme Officer
HR manager
Head of Physiotherapy
Consultant therapist - long term conditions
Head of Physiotherapy Services
Clinical specialist Physiotherapist
ADoTHS
Head of Podiatry, Orthotics , PPS and ALSA prosthetists
Physiotherapy Strategic Lead - Acute & Specialist
Lecturer
Macmillan AHP Lead for Cancer services
Head of Therapies
Neonatal & Paediatric Physiotherapist
Senior lecturer
Advanced Nurse Practitioner
Critical Care Outreach Nurse
Senior Lecturer in Advanced Practice

Appendix 4

Organisations

Aneurin Bevan University Health Board

Betsi Cadwaladr University health Board

Cardiff University

Cardiff and Vale University Health Board

Chartered Society of Physiotherapy

Cwm Taf Morgannwg University Health Board

Digital Health Care Wales

Health Education Improvement Wales

Hwyl Dda University Health Board

Neath Port Talbot Council

Powys Teaching Health Board

Public Health Wales

Royal College of Occupational Therapists

Royal College of Speech and Language Therapists

Scottish Government

Strategic Programme for Primary Care

Swansea Bay University Health Board

Swansea University

Velindre University NHS Trust

Wales Ambulance Services NHS Trust

Wales Arts Therapies Advisory Forum

Welsh Government

Welsh NHS Confederation

Wrexham University