

Primary and Community Care Training Hubs

Making primary care a great place to work: Guidance to support CCGs/ICSs in commissioning services from primary care training hubs 2020-2022

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Version 1.0

NHS England and NHS Improvement



Context

This guidance has been developed jointly by NHS England and NHS Improvement (NHSE/I) and Health Education England (HEE) to support integrated care systems/sustainability and transformation partnerships (ICS/STPs) and primary care networks (PCNs) in understanding the role of primary and community care training hubs and how they are developing in maturity across the country to support the primary care workforce. It follows an allocation of £10 million to ICS/STPs in July 2019 for commissioning work packages from primary care training hubs.

Who should use this guidance?

- **Regional colleagues:** This document should be read by those supporting their local system partners to commission development activities from training hubs, to understand how the training hub infrastructure is being developed to support the primary care workforce and to support the review and assurance of joint plans.
- **System leaders:** ICSs should use this guidance to understand how they should work with training hubs at ICS level to develop joint plans which support development of the local primary care workforce. This includes the commissioning of workforce development activity from training hubs to support the delivery of national and local workforce priorities, using allocated funding and in line with principles agreed.
- **Training hubs:** Training hubs should use this guidance to understand how they should work in partnership with the system, Primary Care Networks (PCNs) and practices to deliver primary care workforce training, education and development, and to support the embedding of new roles into primary care. It also provides an overview of the different funding sources available to support this activity, subject to joint planning and agreement.
- **Practices and primary care networks:** GPs, practice managers, and other network staff can use this guidance to understand the planned maturity journey for primary care training hubs. It also sets out how they should expect to engage with training hubs and engage across the system to inform local planning activity and request support for their PCN workforce development needs.

Further detailed information is available through your local training hub. Please see [“Where to find out more”](#) later in this pack.

What are training hubs?

Training hubs are designed to meet the educational needs of the multidisciplinary primary care team, and bring together primary care, NHS organisations, community providers and local authorities. Training hubs are not a legal entity but they are a key part of the infrastructure to support the development of primary care teams. They are usually a group or network of primary care staff and education and training professionals (NHS and non-NHS) based in the community and working together to enhance training and education in primary care, working closely with the PCNs in their area. They usually have a Clinical Lead and manager to support their effective running. [See animation for more details of what training hubs can offer.](#)

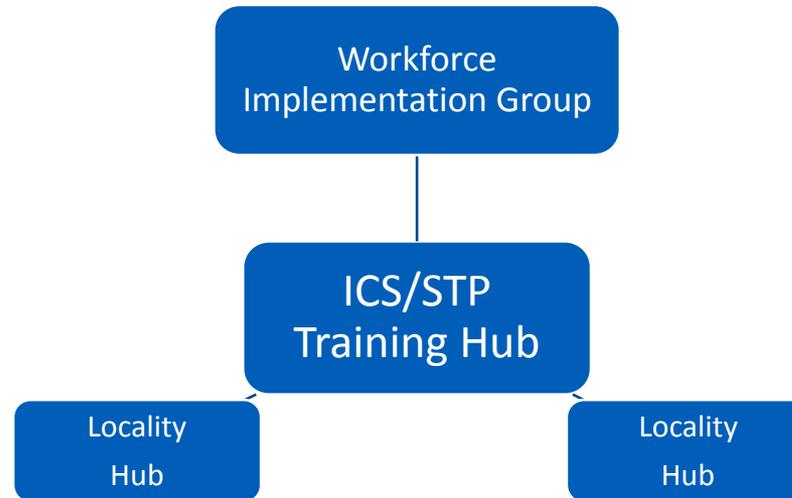
What do training hubs do?

The core scope of training hubs is the education, training and development of the multidisciplinary team in primary care. As such, they will support the roles being introduced through the new GP Contract including: physicians associates, paramedics, physiotherapists, social prescribing link workers and clinical pharmacists, as well as GPs and GPNs. Currently, their responsibilities include:

- Supporting PCNs with workforce planning and advice on the new roles available to them via the Additional Roles Reimbursement Scheme, ensuring that the right workforce is in place to meet population health needs and tackle health inequalities
- Advise on, develop, deliver or procure education and training for GPs and the primary care team in order to attract them to general practice and support their retention
- Supporting and enhancing educational placements in PCNs and practices, including the training of and development of clinical supervisors and educators
- Offering support to staff throughout their career from being new to practice, to mid career and nearing retirement to support recruitment and retention

Governance and accountability

- Training hubs have accountability to HEE and responsibility to ICS/CCGs for the programmes that they commission.
- HEE provides funding for the Training hub infrastructure and Training Hubs are accountable to HEE, through the Schools of Primary Care, with respect to the organisation, educational governance and quality management of clinical placements.
- CCGs/ICSs provide funding for the programmes that Training Hubs run. Within each ICS there will be a Workforce Implementation Group (or equivalent) that ensures that programmes are commissioned to support the workforce and educational priorities of PCNs, GPs and the multi-disciplinary team
- Training Hubs have developed organically and in smaller ICSs there may be a single training hub supporting all the PCNs, whilst in larger ICSs there may be a single strategic ICS hub with smaller hubs across the patch to support local delivery. Going forwards it will be important to develop a model whereby the ICS hub has oversight of all the training hubs within the ICS and ensures effective support to PCNs and optimal use of resources. It is imperative that Training Hubs are well embedded in their local system and that their work is driven by the ICS Workforce Implementation Group (or its equivalent)
- Governance arrangements between the ICS and the ICS level training hub should be formalised as soon as possible. The primary care 'workforce implementation group' (or similar) brings together key stakeholders across the system. Consideration will need to be given locally to ensure that this aligns and feeds into wider system workforce planning activity.



Suggested functions of the primary care ‘Workforce Implementation Group’

- Overseeing agreement of, and assuring progress against, a primary care ‘workforce development plan’ (or similar)
- Measuring progress against, a baseline position for the primary care workforce
- Identifying and prioritising workstreams to address ICS primary care workforce education and development needs
- Developing programmes to address locally identified needs, including the setting of workstream objectives and outputs
- Holding locality training hubs to account for the implementation of programmes, including monitoring performance and spend against agreed programme objectives and outputs
- Overseeing effective investment of funding in programmes and monitoring expenditure and forecast outturn throughout the year.

Training Hub Development

The NHS Long Term Plan recognised training hubs as a key enabler for supporting the development of the primary care workforce. The intention is that every ICS/STP and PCN will benefit from access to core training hub functions that support the embedding of new staff into general practice, the retention of existing staff through career support and development and the introduction of the new roles into primary care.

HEE has similarly set an ambition for training hubs to be the co-ordinator for education and training programmes throughout the careers of all disciplines by March 2020. HEE is committed to further developing the training hub infrastructure to bring them all to a consistent level of maturity and enable them all to:

- Support workforce planning at ICS and PCN level through their understanding of roles and capabilities of the workforce. Through conversations, they can aid decision making as to how and where to invest in planning for future primary care workforce needs and how to maximise, retain and develop the current workforce.
- Advise on, develop and deliver educational programmes to develop the workforce and where appropriate support service delivery plans through education and training.
- Assist in ensuring adequate capacity in the training of the primary care workforce through the provision of clinical learning placements at postgraduate and undergraduate level for non-medical staff in general practice, including the training and development of clinical supervisors and educators.
- Advise on, develop and facilitate primary care recruitment and retention strategies through delivery of career advice and programmes targeted at all stages of a GP's and other primary care professional's career.

Working directly with both ICSs and PCNs, training hubs should play a key role in supporting the development and delivery of the workforce strategy across the ICS

Training hubs benefits



For the individual...	For practices and networks...	For the wider system...
<p>Training hubs can:</p> <ul style="list-style-type: none"> • coordinate specialised support for new entrants into the primary care workforce (general practice nursing training) • reduce workload pressure in primary care through development of the multidisciplinary team • contribute to improved workforce morale, long-term retention and maintenance of skills by providing and coordinating the provision of career support and CPD • act as a single point of contact for workforce initiatives in the area, making it easier for individuals to access career support 	<p>Training hubs can:</p> <ul style="list-style-type: none"> • support service redesign by providing a forum to develop skills for new models of care • align staff learning and development with workplace priorities • identify practice vacancies and help to ensure newly qualified entrants are supported into permanent roles • improve staff support through the creation of professional networks and forums • help to put effective staff retention measures in place, working closely with the wider system to maximise all opportunities • support more effective workforce planning at practice and PCN level 	<p>Training hubs can:</p> <ul style="list-style-type: none"> • enable “place-based” delivery of education, training and workforce development of the wider NHS primary care workforce and at all stages of a NHS professional’s career in primary care • contribute to workforce planning to ensure the right workforce is in place to meet population health needs and tackle health inequalities • will support matching of workforce supply and demand through provision relevant information to ICS and PCNs facilitating transition from training through to employment • support effective decision making on workforce investment • improve retention and workforce resilience across an ICS

Maturity journey

The training hub infrastructure has developed organically to date and individual training hubs are therefore at varying stages of development and maturity. Recognising the variation that exists across the country, all training hubs have undertaken a self-assessment against a maturity matrix and are now working to reach the expected maturity level for each of their functions. ICSs and PCNs will want to be aware of the outcome of the self assessment process for their Training Hubs and be sighted on the resulting development plan to inform ongoing planning. We will also be seeking 360 feedback from PCNs and ICSs so that support for Training Hubs can be targeted where it is needed.

The training hubs operating guidance outlines the expectation of training hubs to be at a “mature” stage in **leadership and organisational development** and **stakeholder engagement** by March 2020, and in **workforce planning** and **education and training** by March 2021. As such, training hubs can be commissioned by ICSs/CCGs and PCNs to deliver:

- **Workforce planning:** Training hubs can support PCNs and CCGs with the planning and development of the primary care workforce in response to local and national priorities, and thereby support the redesign of services and delivery of the PCN DES requirements.
- **Career support and retention:** Training hubs can contribute to the development and retention of the workforce through delivery of ICS and PCN commissioned initiatives, including leadership programmes and peer support programmes.
- **Embedding new roles:** Training hubs can be commissioned to support ICSs and PCNs to embed the new roles in general practice by coordinating, delivering, and managing training and development opportunities for these new roles.

Examples of the services ICS/STPs could commission from a fully mature training hub



Workforce Planning	Career support and retention	Embedding the new roles	Other
<ul style="list-style-type: none"> • Training in workforce planning tools and methods • Support to identify skill requirements in the light of PCN population health needs analysis. • Workforce planning advice to practices and/or PCNs, e.g. starting a workforce planning conversation • Support to ICSs to develop rotational working across primary care and other settings 	<ul style="list-style-type: none"> • New to practice programme • Retention measures • Condition management training e.g. respiratory diseases and obesity • Education and training to support delivery of PCN services e.g. Anticipatory Care Planning • Mentoring/coaching training, e.g. practice nurse facilitators • Leadership training • Portfolio careers, e.g. salaried portfolio innovation (SPIN) 	<ul style="list-style-type: none"> • New to practice/fellowship programme for newly qualified GPs and nurses • Early years support/preceptorship type programmes to support individuals new to primary care, e.g. GPN recruitment and training in Yorkshire and the Humber • Practice coaching • Local peer network groups • Joint training sessions for MDTs • Clinical supervision training to support the new roles 	<ul style="list-style-type: none"> • CPD for all roles • Clinical practice specialism training and refresher training • Management skills • Admin skills • IT skills • Data skills

Equality and health inequalities

All initiatives – and particularly where they provide support to individual members of staff – should be reviewed to ensure that due regard has been given to eliminating discrimination, harassment and victimisation, to advance equality of opportunity, and to foster good relations between people who share a relevant protected characteristic (as cited under the Equality Act 2010) and those who do not share it. Consideration should also be given to the need to reduce inequalities between patients in access to, and outcomes from primary care services. Further guidance is available at www.england.nhs.uk/about/equality

ICSs received a weighted capitation allocation of £12m this year to commission services from training hubs in support of their local workforce priorities.

This £12m funding is specifically for this purpose and any potential underspends should be notified to your regional NHSE/I primary care workforce lead. The amounts involved and justification for any proposals for repurposing the funding outside the parameters set out in this guidance should be agreed by regional leads before being committed.

The following agreed principles broadly set the scope of the types of initiatives which can be supported by ICS funding:

- The funding should be used by ICSs to commission education, training and associated work packages from primary care training hubs. Decisions on allocation of these funds should be contingent on proper analysis of the requirements and take account of PCN workforce plans, outlined in a jointly agreed primary care 'workforce development plan' (or similar) which aligns to wider ICS workforce planning activity. Examples of what ICSs can commission are outlined on the next page.
- Allocative decisions should be taken through the appropriate local governance arrangements such as the Workforce Implementation Group or Primary Care Board.
- The plan should be shared with NHSE/I regions and ICSs should be able to evidence how it supports delivery of priority areas for primary care with robust assurance and governance processes in place to monitor implementation of the plan.
- Project and change management resource at ICS and/or PCN level to coordinate preparation of the development plan may also be considered.

Other funding sources available to support primary care workforce development in 2020/21



ICSs also received other specific funding to support development of the primary care workforce and PCNs in 2020/21. ICSs can also use this funding to commission services from training hubs, where appropriate, in addition to the ringfenced £12m training hub allocation. These are set out in table below:

Funding source	Allocated to	National funding available	Objective
GP retention funding	ICSs	£12m	To invest in locally defined measures to improve the GP retention (see GP Retention Toolkit for examples)
Fellowships funding		£37	To commission the 'new to practice' model for newly qualified GPs and nurses (examples to be shared on FutureNHS)
New to partnership		Up to £27k per partner	To provide support to prospective GP partners and ensure that they have the skills to take on partnership
PCN development funding		£44m	To (a) support PCN development (b) commission a specific clinical director development programme in each ICS/STP (see PCN Development Support Prospectus on FutureNHS for examples)
Locum support scheme		£8m	To support GPs who wish to work on a locum basis with CPD and peer support
Supporting mentors scheme		£12m	To create a portfolio working opportunity for GPs who wish to mentor other GPs
	Total	£113m (plus new to partnership)	

HEE funding sources available to support Training Hubs primary care workforce development in 2020/21

Training hubs received £22m core funding from HEE to support the staffing infrastructure required for the:

- Organisation and coordination of learning placements in primary care
- Educational expertise and guidance appropriate to the professions working across primary care
- Training and development of multi-professional supervisors to provide the required support for learners
- Infrastructure needed to quality manage clinical learning placements

In addition:

Funding Source	Allocated to	National funding	Objective
Nurses and AHP CPD	Training Hubs via HEE Regions	£8.2m	To ensure the MDT in primary care have access to CPD
GPN 10 PP	HEE Regions	£620,000	Support expansion of GPN supervisors through Education and training

HEE also makes payments to practices hosting educational placements, covering clinical supervision time required to deliver effective placements

Wider joint working

Where arrangements do not already exist, we strongly recommend that PCNs link with their training hub to gain greater understanding of their offer and current maturity levels and capability, and ensure that their development aligns to local need. PCNs will want to ensure that they are represented on the Workforce implementation Group (or equivalent) . In quarter 4 of 2020/21 we will be undertaking a survey of PCNs and ICSs/CCGs to assess which Training Hubs require further support and development.

Working through their joint governance arrangements, ICSs and the ICS level training hub should feed PCN requirements into a jointly agreed plan which supports the delivery of key priorities for primary care. Whatever the workforce needs within each ICS or PCN, the training hub should become the first point of consultation to identify and discuss options.

Key things to consider for joint working include:

- Are appropriate governance arrangements in place?
- Is the current maturity of the ICS and locality training hubs well understood?
- Has full consideration been given to how the training hub can support delivery of the ICS workforce plan and retention work and deliver your workforce education and training needs?
- Has a joint primary care workforce development plan been developed that aligns with system need?
- How is ICS funding best targeted to ensure the training hub is able to support system priorities for the current year and beyond?
- How will the ICS governance arrangements ensure that the training hub is actively engaged in relevant discussions on primary care workforce development going forwards ?

Where a training hub is not at the required level of maturity to deliver all requirements of the ICS in the current year, alternative interim arrangements for delivery of those requirements may need to be made. However, the expectation is that once mature, all primary care workforce development activity should be generally routed through the training hub. Similarly, where training hubs are exceeding expectations, consideration should be given as to how to target resources to ensure they are supported to share their approach for delivery beyond the area they cover.

Where to find out more



This guidance forms part of a suite of resources relating to the primary care workforce.

You will find these resources on the [primary care workforce page on FutureNHS](#). If you do not already have access to the page, please contact england.primarycareworkforce@nhs.net with details of your name, role and organisation.

Specific resources and case studies are available through this platform across all three priority areas, as well as HEE resources to support development of training hubs. These include:

Workforce planning

- Tools to support workforce planning activity including the PCN workforce planning template and aggregation tool
- Videos on completing the National Workforce Reporting System and the PCN workforce plans
- Latest primary care workforce data and reporting can be found on [NHS Digital's website](#)

Career support and retention

- GP retention toolkit and resources
- Guidance on GP contract initiatives including the General Practice Fellowship programme for newly qualified GPs and nurses, the Supporting Mentors Scheme, the New to Partnership Payment Scheme, and the Primary Care Flexible Staff Pools

Embedding new roles

- Tools and resources to support the introduction of new roles through the Additional Roles Reimbursement Scheme
- General information on training hubs can be found on [HEE's website](#).

Further information

If you require further support to implement these processes or utilise your training hubs funding please contact your local CCG or training hubs lead via

traininghubs@hee.nhs.uk