

Strategic Workforce Plan for Primary Care Consultation Response

Working in partnership, Health Education and Improvement Wales (HEIW) and the Strategic Programme for Primary Care (SPPC) are consulting on key actions which will form the foundations of the Strategic Workforce Plan for Primary Care and we value your input.

This plan is designed to develop a sustainable workforce to deliver the primary care model for Wales. The plan supports the ambitions of *A Healthier Wales* and underpins the delivery of several national priorities, including the Strategic Programme for Primary Care, Primary Care Model for Wales, Accelerated Cluster Development, and recovery from COVID-19.

The actions contained within this form apply to all contractor professions, however for dentistry there is an opportunity to comment on dental specific actions that will feed into the wider strategic workforce plan. This separate form can be accessed here: <https://forms.office.com/e/sbsi8S0L96>

Continue to section 2 to complete the survey or click here for more information on the plan: Strategic Workforce Plan for Primary Care - Strategic Workforce Plan for Primary Care - HEIW (<https://heiw.nhs.wales/workforce/strategic-workforce-plan-for-primary-care/>)

The survey will take approximately 15 minutes to complete. Please note, if you leave this form, your response will not be saved and you will need to resubmit your response.

Our commitment

As an organisation, Health Education and Improvement Wales are bound by ethical and legislative responsibilities around the handling of information. Our process of all personal data complies with the General Data Protection Regulation and the security of the data is assured through the implementation of HEIW's policies on information governance management.

The personal data we hold may be held as an electronic record on data systems managed by HEIW or as a paper record. These records are only accessed, seen and used as required and/or permitted by law by staff who need access to personal data so they can do their jobs and other partner organisations under data sharing agreements.

It is our duty to remind you of your rights under the Data Protection Act 2018 (DPA 2018). You are not required to complete this survey if you do not wish to.

Some questions have the option to provide free text, please ensure that you do not include any

identifiable information relating to patients or colleagues. For more information on how HEIW uses information, please see Privacy Policy at: <https://heiw.nhs.wales/use-of-site/privacy-policy/>

Firstly, we would like to ask you for some background information. This will help us to understand the views of specific groups, individuals and organisations and will allow us to better respond to those views

1. Please tell us how you are responding? *

- As an individual
- As an organisation

2. Please tell us the name of your organisation *

Royal Pharmaceutical Society

3. Please tell us where you work? *

- Primary Care Independent Contractor (including employees)
- Health Board/NHS Trust
- Professional Body (please state)
- Representative Organisation (please state)
- Welsh Government
- Local Authority (please state)
- Other

4. Please state which professional body *

5. In which area of Wales do you work? *

- All Wales
- Aneurin Bevan University Health Board
- Betsi Cadwaladr University Health Board
- Cardiff and Vale University Health Board
- Cwm Taf Morgannwg University Health Board
- Hywel Dda University Health Board
- Powys Teaching Health Board
- Swansea Bay University Health Board
- Don't Know

Key Actions

Our proposed actions are grouped under seven key themes and we will ask you to comment on each theme in turn.

Theme 1: An engaged, motivated and healthy primary care workforce

6. Do you support the below suggested actions under Theme 1: *

	Yes	No	Partly	No comment
1. Develop a bespoke scheme to measure staff experience,	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Yes	No	Partly	No comment
engagement & wellbeing in primary care (all contractors, all settings)				
2. Support newly qualified staff when they take up roles:				
(a) Preceptorship that is appropriate to the role including preceptorship for newly qualified General Practice Nurses in line with WG approach	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(b) Develop a formal mentorship scheme for newly qualified GPs to help transition into partnership roles.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(c) Mentorship for newly qualified staff in urgent primary care settings to ensure successful integration	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Yes	No	Partly	No comment
(d) Improve the transition from training into the workplace for all dental roles.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(e) Supporting roles within the non clinical workforce to improve recruitment and retention.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Develop a supervision framework for staff that facilitates access to high quality supervision appropriate to people's roles covering both professional and restorative supervision including staff working in urgent primary care settings	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Support primary care to access to wider staff benefits that are available to other NHS staff (e.g., blue light scheme)	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. You can use this box to make additional comments

As Pharmacy professionals and support staff play a significant and vital role in primary care, working within GP practices and community pharmacy; we look forward to seeing how the strategic primary care workforce plan and pharmacy workforce plan integrate to ensure delivery of a pharmacy workforce fit to meet the needs of the NHS in Wales.

We are very supportive of theme 1 and are pleased to see alignment of all the themes with the Strategic Pharmacy workforce plan.

Whilst we recognise the importance of the actions for the aforementioned healthcare professionals, we note the absence of a specific reference to pharmacists, pharmacy technicians and wider members of the pharmacy team.

For example, pharmacists and pharmacy technicians play an integral role in GP practices, and we are seeing increasing examples of pharmacists becoming partners in these practices. Hence, support for pharmacists to transition into partnership roles in General Practice should also be included. In addition, newly qualified pharmacy professionals will also need support when taking new roles in line with post-registration career frameworks for post-reg foundation.

With an ever-increasing number of pharmacists embarking on a prescribing course and a shift in policy to deliver care closer to home, pharmacists are ideally placed to manage acute conditions in the community. However, the access to a Designated Prescribing Practitioner to enable supervision and mentoring can be challenging for pharmacists, hence a 'supervision framework' could consider this, encompassing community pharmacists and those that work in GP practice. By helping to upskill pharmacists, pharmacy technicians and wider members of the pharmacy team, they will be able to provide even greater care for patient's management of acute and stable long-term conditions within primary care, helping to prevent those seeking services in secondary care.

Within the actions there could be a greater focus on the wellbeing of the workforce. Our 2022 health and wellbeing survey only further underlined the pressures on the workforce, suggesting 88% of all respondents were at high risk of burnout and 73% considered leaving their role or the profession.

Ensuring all professionals have protected time for service delivery, personal development, development of others, leadership, research and innovation.

Equity of access across all healthcare professions to mental health and wellbeing tools and support is essential.

Theme 2: Attraction & Recruitment

8. Do you support the below suggested actions under Theme 2: *

	Yes	No	Partly	No comment
5. Develop primary care specific guidance on flexible working to increase opportunities for different models such as rotational roles (for example, in the deployment of Advanced Paramedic Practitioners) and career portfolio models (for example, the Integrated GP Fellowship) across the multi-professional workforce to improve choice and flexibility and support career development.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Develop career pathways for roles in primary care: learning from NHS England, develop a national, multi-professional, integrated community and primary care core	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Yes	No	Partly	No comment
capability and career framework to support workforce development in all settings				
7. Increase number of placements in primary care settings for students and trainees and consider support requirements eg. Practice Educator Facilitation roles (links with theme 5: Excellent Education and Learning)	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Review and remodel current incentive schemes (e.g., #TWL) to attract and recruit people where recruitment is challenging and consider applicability across all professional groups	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Actively promote careers in	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Yes	No	Partly	No comment
primary care to attract our future workforce through the continued development of Careersville and ensure primary care is considered within the development of an all-age Careers Strategy by HEIW				

9. You can use this box to make additional comments

We support a cohesive and collaborative All Wales approach to promoting careers in primary care alongside careers in the whole of the NHS, inclusive of pharmacy. This must also ensure we capture our community pharmacy colleagues and work in collaboration with independent contractors.

Promotion of careers and recruitment should be in collaboration with the wider NHS and recruitment into roles in primary care should not be at the detriment of other settings. Incentive schemes and access to staff benefits should encompass those employed by the NHS and those employed by private contractors providing services on behalf of the NHS, for example, community pharmacy teams.

Theme 3: Seamless Workforce Models

10. Do you support the below suggested actions under Theme 3: *

	Yes	No	Partly	No comment
10. Working with Llais, develop and launch a	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Yes	No	Partly	No comment
national communicatio n campaign for citizens on the Primary Care Model for Wales to aid understanding of the multi- professional workforce working within and across primary and community settings				
11. Develop a toolkit that supports primary care employers in understanding individual professionals scopes of practice, regulatory and supervisory requirements to support multi- professional team development	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Develop a programme to support professionals who are or will be supervising other professionals to develop their skills in multi- professional	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Yes	No	Partly	No comment
team leadership				
13. Support the development of integrated teams who have shared ownership for improving the health and wellbeing of the local population and ensure that new roles in primary care/UPC are effectively embedded:	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(a) Support a better understanding of the skillset of AHPs within primary care/UPC settings and how best the skillset can be utilised and deployed effectively within these area to bring value and impact	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(b) Establish the 'use case' for the successful deployment of Physician Associate (PA) role in primary and urgent	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Yes	No	Partly	No comment
primary care settings and associated professional governance infrastructure required				
(c) Develop competency profiles, standardised job descriptions and education and training pathways that support the development of health coaches, care navigators and social prescribers	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Ensure that supervisory requirements for multi-professional teams working are reflected into 'demand for labour' calculations for all professionals	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. You can use this box to make additional comments

We are supportive of improving public awareness of the multi-professional workforce and ensuring patients can best access the services they require, in the right setting. Improving public awareness and those of other health professionals of the evolving role of all members of the pharmacy team and the training undertaken will be important. Of particular

note is the evolving role of pharmacists, with many undertaking prescribing courses to support patients in primary care in both GP practice settings and community pharmacy, those in the latter, delivering on the clinical services within the community pharmacy contract, 'presgripsiwn newydd'

Theme 4: Building a Digitally Ready Workforce

12. Do you support the below suggested actions under Theme 4: *

	Yes	No	Partly	No comment
15. Develop dedicated analyst roles that can support the creation of an advanced analytics function for primary care to support cluster and Pan Cluster Planning Groups in utilising 'big data' to drive population health management	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Roll out the new HEIW digital competency tool in primary care through the use of champions and roadshows	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Improve access to immersive technologies	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Yes	No	Partly	No comment
for the workforce during their healthcare education and development in Wales				

13. You can use this box to make additional comments

Digital innovation and implementation are key to releasing the clinical potential of our workforce, particularly our pharmacists.

Future advances will need both new workforce skills and hardware. We would encourage workforce planning to account for new skills needed in the future, but the 'use-case' is critical before adding to professional training burdens. HEIW should work closely with DHCW and other organisations leading on programmes to implement digital solutions as those currently in the planning stage will take up to 2030 to be fully implemented in Wales and would need to be considered when horizon scanning. DHCW employ pharmacists and pharmacy technicians who utilise their digital skills. There are some pharmacists across Wales undertaking the Digital Skills Academic Framework run by University of Wales Trinity St.David's a new course developed by the Welsh Institute for Digital Information, a partnership of DHCW, UWTSD and USW to develop to enhance digital workforce development in health and care.

The support of HEIW for such initiatives would be welcome in developing Digital Clinical Leaders. The workforce will need to be digitally supported in the training requirements to ensure we fully realise the potential of the system. The workforce must also be supported on an ongoing basis to ensure digital capability and use of the system is optimised.

Theme 5: Excellent Education & Learning

14. Do you support the below suggested actions under Theme 5: *

	Yes	No	Partly	No comment
18. Improve Access to Education and Training for the current workforce: (a) Through	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Yes	No	Partly	No comment
the multi-professional primary care Academies, facilitate a structured annual approach to ensuring the HEIW CPD strategy is utilised to support the education and learning across all contractors and settings and ensure high quality placements are available				
(b) Provide access to core skills training in Shared Decision Making (SDM), Quality Improvement (QI), Making Every Contact Count (MECC) and Mental Health training utilising the Academy infrastructure and Y Ty Dysgu Learning Management System	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(c) Provide staff working with health inclusion	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Yes	No	Partly	No comment
groups with appropriate training and education pathways that meet the complex needs of citizens (for example, prisoners, homeless people)				
(d) Implement training programmes to support a new Optometry contract including MECC, QI and Infection Prevention and Control (IPC)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
(e) Develop a training plan and career pathways for all staff working in current long term conditions models	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(f) Increase number of independent prescribers in primary care across all settings	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(g) Develop a competency	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Yes	No	Partly	No comment
framework and training/education pathway for practitioners in primary care who are working with people with mental health needs (aligned with Mental Health Strategic Plan)				
(h) Commission specific education and training that supports remote clinical decision making (RCDM)	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(i) Embed the Urgent Care Practitioner framework	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. Develop our future workforce by expanding education and training provision in primary care:	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(a) Increase the number of pre-registration training placements in primary care for				

	Yes	No	Partly	No comment
pharmacists, nurses, AHPs and other professionals a nd ensure high quality placements are available considering other requirements such as the need for Practice Education Facilitator roles				
(b) Increase the number of foundation doctors who have placements in primary care at F1 and F2.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
(C) Expand post- registration (including GP specialty) provision in line with education & training pipeline and demand modelling (links with action 26a)	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(d) Ensure that the multi- professional workforce has access to programmes	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Yes	No	Partly	No comment
that support their successful integration into primary care (including newly qualified staff and those transitioning from other part of the health and care system). Priorities include expanding GPN Foundation programme, new programme for AHPs and embedding changes in pharmacy initial education & training requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
(e) Develop Advanced Training Practice model in Optometry to support the delivery of at least 2 practices offering higher qualifications in every cluster area across Wales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
(f) Develop an educator development plan to drive	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Yes	No	Partly	No comment
quality and consistency in standards, recognise and value the educator workforce, and enable the development of a multi-professional, cross sector approach to ensuring the deliverability and quality of the future workforce supply.				

15. You can use this box to make additional comments

We are supportive of a multi sector approach and professionals working across settings for the benefits of patients. A standardised approach to educator development across professions must enable cross professional supervision where appropriate to improve multi-professional working and interprofessional understanding.

We welcome the focus on increasing the number of pharmacist foundation (pre-registration) training placements available in primary care, as the foundation programme is multi-sectoral we must not lose sight of the need to ensure sufficient capacity across all sectors to increase the number of trainees being able to access the programme. Working collaboratively with employment organisations, both within the NHS and private companies who provide services contracted by the NHS (e.g. community pharmacies) is essential realise the benefits of this approach and understand any perceived potential pitfalls.

We must ensure we utilise the skills of our pharmacy professionals where they are needed for the benefits of patients. To support the pharmacist prescribing ambitions of 'Pharmacy Delivering a Healthier Wales', a strategy to facilitate increasing the number of DPPs available is needed.

Theme 6: Leadership & Succession

16. Do you support the below suggested actions under Theme 6: *

	Yes	No	Partly	No comment
20. Develop a bespoke leadership programme for Practice Managers and Deputy Practice Managers across primary care settings (GMS and Dental)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
21. Provide equitable access to national leadership programmes for our senior primary care workforce (for example, Advanced Clinical Leadership Programme) to embed a compassionate and collective leadership model and continue to develop self-directed learning and professional development opportunities through the Gwellia leadership portal for all contractors	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. Continue to offer a	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

	Yes	No	Partly	No comment
bespoke leaderships programme for Cluster leads and Collaborative leads including those aspiring to these roles to support Accelerated Cluster Development and further develop the leadership officer and support for leads using the Gwella leadership portal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. Develop an education and training programme for HB employed primary care management staff to equip them with the right skills and competencies and to create a succession pipeline into senior primary care management roles	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. Create a Clinical Fellowship in health inequalities/po pulation health	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Yes	No	Partly	No comment
to identify actions that should be embedded in pre and post registration programmes				
25. Develop and deliver professional leadership solutions that align with the leadership strategy for health and care in Wales	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. You can use this box to make additional comments

We welcome the equitable access to national leadership programmes and look forward to this being extended to pharmacy colleagues, including those practising in community pharmacy.

These actions must align with the actions in the strategic pharmacy workforce plan for our pharmacy colleagues.

Gwella, along with Y Ty Dysgu, could further signpost to the Royal Pharmaceutical Society advanced and consultant e-portfolio system for pharmacists accessing the system, which is the system pharmacists in Wales must use to become consultant credentialled. This is important as the HEIW Strategic Pharmacy Workforce plan includes an action that from 2026 all new pharmacist registrants in Wales will be supported to follow the RPS Foundation, Advanced and Consultant level framework.

The clinical fellowship in health inequalities / population health should be open to pharmacy applicants as well as non-pharmacy specialities.

Theme 7 : Workforce Supply & Shape

18. Do you support the below suggested actions under Theme 7: *

	Yes	No	Partly	No comment
26. Develop a sustainable pipeline of workforce to reflect demand and local need to deliver equitable outcomes for citizens in Wales:				
(a) Undertake demand modelling to identify size of education & training pipeline increases needed using scenario based planning (aligned with wider demand & capacity work programme) across all settings	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(b) Increase the number of people working in enhanced, advanced and extended roles within primary care settings	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. Implement all Wales retention guidance in primary care settings and	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Yes	No	Partly	No comment
ensure that guidance appropriately reflects the needs of those working within primary care settings				
28. Create a national role for apprenticeship development in primary care to increase the number of apprenticeship s in primary health services and expand the number of people recruited through the apprenticeship route	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. Support the development of sustainable medical workforce models reviewing levers to encourage increase in salaried and partnership roles decreasing reliance on locum /temporary staffing solutions	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Yes	No	Partly	No comment
30. Develop a simplified workforce planning methodology for adoption through practice, cluster and PCPG level	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. You can use this box to make additional comments

Demand modelling must consider the direction of travel for moving care from secondary to the primary care setting, ensuring the skills of pharmacy professionals are utilised in providing care for community based patients.

At the RPS we would like to be represented on any ongoing discussions around apprenticeships for pharmacy professionals, noting the current pharmacy technician apprenticeship model in place.

Additional Actions

20. This workforce plan will include the fundamental principles of Wellbeing, Welsh language and Inclusion. Do you support the suggested actions below: *

	Yes	No	Partly	No comment
31. In line with the “More than just Words” action plan:	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(a) Promote the availability of Welsh language training to all	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Yes	No	Partly	No comment
staff within primary care				
(b) Develop sustainable training and recruitment plans to ensure that the delivery of services in Welsh are enhanced across primary care	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. Ensure that under-represented and socially disadvantaged groups have access to appropriate support and mentoring to support them in accessing and developing careers in primary care.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. You can use this box to make additional comments?

As highlighted earlier, there could be a much greater focus on the wellbeing of the workforce.

Ensuring all professionals have protected time for service delivery, personal development, development of others, leadership, research, and innovation.

Equity of access across all healthcare professions to mental health and wellbeing tools and support is essential.

Further Questions

22. Do you think there are any gaps within the suggested actions? *

Yes

No

23. Please highlight what else should be included, and why this matters to you?

Job planning guidance for employers to allow the right balance of service delivery, development of self and others, leadership, research and innovation should be included. This is in line with the HEIW Strategic Pharmacy workforce plan.

The Royal Pharmaceutical Society workforce wellbeing survey from 2022 showed 42% of the pharmacy workforce felt that they were not given any protected learning time. In addition, several studies have shown that pharmacists lack time and confidence to carry out research. Therefore, job plans should help with these vital aspects of professional practice and will positively impact on the workforce.

24. We would be grateful if you can share your email address so that we can monitor responses. However if you would prefer not to please leave this section blank.

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