



# WELSH HEALTH CIRCULAR

**Status:** Compliance/Action

**Category:** Workforce/Health Professional Letter

**Title:** Nursing Preceptorship & Restorative Clinical Supervision - A National Position Statement

**Date of Review:** 1 October 2025 subject to evaluation of policy implementation.

**Action by:** Phased implementation, with individual organisational implementation plans to be actioned by 1 July 2024.

**Required by:** Chief Executives, Executive Directors of Nursing, Directors of Workforce & OD

**Sender:** Sue Tranka, Chief Nursing Officer for Wales  
Helen Arthur, Director of Workforce and Corporate Business, Welsh Government

**Welsh Government Contacts:** Gillian Knight, Nursing Officer for workforce, regulation, nurse staffing and service development.

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**Enclosures:** WG letter to NHS Wales with attached position statement document.

**Sue Tranka**  
**Prif Swyddog Nyrsio / Chief Nursing Officer**  
**Cyfarwyddwr Nyrsio GIG Cymru / Nurse Director NHS Wales**



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**Llywodraeth Cymru**  
**Welsh Government**

To: Health board and NHS trust  
Chief Executives  
Directors of Nursing  
Directors of Workforce and OD

19 March 2024

Dear colleagues,

**Nursing Preceptorship & Restorative Clinical Supervision –  
A National Position Statement**

The recent years of unprecedented pressure and strain on the NHS workforce have outlined the need for nationally consistent direction around career spanning support for staff to be factored into our long-term workforce policy. From a preceptorship programme for newly registered nurses to a framework of restorative clinical supervision to continue supporting them throughout their careers.

To that end I commissioned a project to be undertaken in my office scoping current practice in Wales and reviewing best practice from around the world to inform a recommended policy direction.

Preceptorship and restorative clinical supervision are concepts that are proven, well evaluated and highly valued in other staffing groups such as midwifery and psychology. The evidence suggests that there is value in adopting this approach for other groups within the NHS workforce, however this project focussed solely on nursing due to the proportionally significant scale of the nursing workforce and the explicit commitment in my 2022-2024 priorities. Any considerations of future developments around application of this approach to other professions will be led by HEIW.

Acknowledging that different health boards/trusts will be at different stages of utilising and delivering career-spanning support, in January 2024, I agreed with Executive Directors of Nursing a phased approach to implementation of the policy position set out in the attached document.

I expect this phased approach to be detailed by individual organisations in their own career spanning implementation plans reflecting your proposed schedule of adoption of the preceptorship standards and clinical supervision principles.

I would be grateful to receive these by 1 July this year, and they can be sent to [qualityandnursing@gov.wales](mailto:qualityandnursing@gov.wales).

Long term, monitoring of the implementation of this career-spanning support will sit with the NHS Executive. However, until certain structures are fully realised following phase 2 of the NHS Executive's formation, my office will keep me informed.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'J Franka', written in a cursive style.

**CHIEF NURSING OFFICER  
NURSE DIRECTOR NHS WALES  
PRIF SWYDDOG NYRSIO  
CYFARWYDDWR NYRSIO GIG CYMRU**



Llywodraeth Cymru  
Welsh Government



GIG  
CYMRU  
NHS  
WALES

# An all-Wales career spanning approach to preceptorship and clinical supervision in Nursing

## **Executive Summary:**

A review of Preceptorship and Clinical Supervision was commissioned by the Chief Nursing Officer (CNO) for Wales in 2022, with the aim of developing a nationally consistent direction and policy position for professional career-spanning support for the Nursing workforce, in the form of:

- Preceptorship that supports individuals through the transition phase from student to confident and competent Registered Nurse;
- A model of Restorative Clinical Supervision, to support Registered Nurses throughout their careers.

This document sets out the position statement for Wales, to inform the local development of refreshed protocols and processes to enhance the provision of Preceptorship and introduce Restorative Clinical Supervision across the Welsh NHS, promoting a consistent, whilst incremental approach.

In terms of pre-registration Nursing students, programme providers have responsibility for ensuring students receive appropriate pastoral support and professional guidance. Practice supervision of pre-registration students and post registration NMC programmes is regulated under the Standards for Student Supervision and Assessment (Nursing and Midwifery Council 2019).

To promote their sense of belonging, developing skills in reflective practice and experiential learning, students will be supported to participate in Clinical Supervision whilst in the practice learning environment and Universities will ensure the principles of Preceptorship and Clinical Supervision are embedded in their respective Nursing programmes.

While this document has been developed to support Nurses employed by NHS Wales, the prescribed approach is applicable to, and would benefit, cross-professionally and those employed in the wider health and care sectors, as a benchmark for good practice.

## **Aims:**

The aim of this national position statement for Preceptorship and Restorative Clinical Supervision is to:

- Foster and support a compassionate approach within the Nursing profession, by enhancing wellbeing and promoting a healthy culture which is practitioner centred.
- Improve retention within the profession, whilst also promoting recruitment.
- Recognise the importance of continuing professional development and career-long learning.
- Enhance safe and effective Nursing care, with competent, confident, reflective practitioners.

In this context, *Preceptorship* is a period to guide and support all newly Registered Nurses to make the successful transition from student to accountable, independent, knowledgeable, and skilled practitioner. *Restorative Clinical Supervision* is a process of professional support, reflection and learning that contributes to individual development and improved person-centred care. In terms of the restorative element, this component provides the supervisee with a supportive, safe, and trusted environment, to reflect on personal reactions and feelings and facilitate the identification of creative solutions.

### **Preceptorship:**

A Preceptorship period provides the basis for the beginning of a career-long journey of reflection, promoting self-identity, and the continuation of professional development as the Registered Nurse prepares for revalidation (NMC 2020). The aim of Preceptorship is to ensure the newly Registered Nurse feels valued and inspired to be competent and confident in the provision of excellent, safe Nursing care. Such support for new registrants is research-based and fundamental to professional practice.

Making the transition from student to Registered Nurse can be challenging, and good quality Preceptorship can support new Nurses to feel more confident in their ability to provide good quality care.

The NMC has explored the experiences of newly Registered Nurses (NMC 2023). The NMC states the early experiences of Nursing and Midwifery professionals, where support is lacking can have subsequent negative consequences. Lack of support can affect their confidence, sense of being able to practice safely and influence whether they stay in their profession.

It is incumbent on employers to create healthy, psychologically safe working environments that are preceptee-ready, ensuring equitable, structured support which is flexible to meet individual needs and the demands of the clinical area. Successful Preceptorship programmes are known to instil a sense of value and belonging, reduce attrition and improve staff retention.

The NMC, with the UK CNOs, has developed Preceptorship principles. There is evident variation in adoption of Preceptorship both across and within Welsh organisations. It is expected that the NMC principles together with the standards, identified in the table below, are embraced across Wales to ensure a consistent “best start” for all newly Registered Nurses. The Wales standards are underpinned by, although additional to, the [NMC Principles of Preceptorship](#).

## All-Wales Preceptorship Standards

1. Preceptorship is mandated across NHS Wales and organisations must be preceptee-ready.
2. Preceptorship programmes will be delivered in a healthy, compassionate culture of learning and well-being.
3. Preceptees will be welcomed and integrated into the workplace and will receive effective, timely support enabling growth into accountable, independent, knowledgeable, skilled practitioners. They will be supernumerary for the first month of employment and their programme of Preceptorship will last up to 18 months.
4. Preceptors will have the necessary skills, knowledge, and allocated time to support preceptees for the duration of the Preceptorship period, to include paid time off for training.

### Restorative Clinical Supervision:

From the scoping work undertaken across Wales it was clear there is no consistent approach being deployed for Clinical Supervision. The RCN (2022) has identified that Clinical Supervision has gained prominence as a source of psychological and emotional support for Nurses, Midwives, and Nursing Support Workers. Based on the evidence reviewed, and the views of stakeholders, restorative supervision is the model of choice for Wales. Restorative Clinical Supervision, supporting reflection, is an essential component of safe and effective professional practice. Provision will be developed and governed at local level, using an incremental approach.

A high level of psychological safety empowers practitioners to engage in behaviours that engender learning, speaking-up, giving and seeking feedback, error-seeking, and rectification. Restorative Clinical Supervision offers regular designated time, support, and a safe space to engage in these behaviours to improve patient care and enhance professional practice. Leaders, who ensure Clinical Supervision is recognised as a quality and safety priority, demonstrate a commitment to developing psychological safety and a healthy, learning culture.

Access to Restorative Clinical Supervision will be a minimum of four times a year, with frequency and duration adequate to ensure safe and competent practice. The most appropriate supervision arrangements for an individual will be determined by their experience, the type of work they carry out and their personal needs. Organisations need to develop a flexible approach to the provision of Restorative Clinical Supervision, to suit organisational and individual needs, based on the standards outlined in the below table.

## All-Wales Clinical Supervision Principles

1. Clinical Supervision theory and practice will be included in the Nurse induction period, taking a person-centred approach, and promoting a healthy culture.
2. Organisations must provide protected time for staff to access and provide Restorative Clinical Supervision, in all settings, with its inclusion in structured Preceptorship programmes.
3. Organisations will organise, enable, and ensure Restorative Clinical Supervision processes are in place, facilitating its delivery, monitoring and evaluation.
4. Supervisors will have access to supervision, training, and a professional support network. Access to Restorative Clinical Supervision is mandated. The minimum standard = 1.5 hours per Nurse, four times a year.
5. A restorative model of Clinical Supervision will be delivered flexibly via group, one to one, face to face or online, based on the needs of the supervisee. NB: Supervision groups will be no more than 6 individuals.

## Responsibilities:

There is collective and individual responsibility in ensuring Preceptorship and Restorative Clinical Supervision is effectively embedded within the workplace, fostering a culture which values and promotes a positive work experience and supports continual learning and improvement. Governance rests exclusively with employers and monitoring and improvement processes will be in place locally. The approach will be incremental, introduced over time and based on individual organisational implementation plans.

## NHS Organisations:

Health Boards and Trusts will identify an organisational lead who will develop and monitor the local implementation plan for Nursing, aligned to the national position statement. Executive sponsors will support the designated lead to establish:

- An organisational infrastructure requiring Nursing leaders at all levels to drive forward the implementation plan.
- A healthy and compassionate culture which values and enables Restorative Clinical Supervision for Nurses.
- Appropriate environments for the provision of Restorative Clinical Supervision.
- An organisational approach to the monitoring and evaluation of Restorative Clinical Supervision, providing an annual report to the NHS Executive, using a national template.
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Organisations will provide training for both clinical supervisors and supervisees in line with the agreed national education programme, which includes units of study. Leaders will be kind, compassionate, and attentive, fostering diverse, inclusive, and positive workplace cultures - [Compassionate Leadership Principles - Gwella HEIW Leadership Portal for Wales](#).

All education will be recorded on the Electronic Staff Record (ESR) enabling data



capture necessary for the reporting of key metrics and organisational progress to the Deputy Directors of Nursing periodically, on behalf of EDoN Peer Group, and annually to the NHS Executive.

Organisations will embed a nomination process which ensures Nurses who wish to become supervisors meet the agreed eligibility criteria. Line managers will be required to sign an agreement to confirm their commitment to enabling protected time for education, support, and supervision.

#### **Clinical Supervisors must ensure they:**

- Have the appropriate knowledge and skills to undertake the role within the context they are practicing, undertaking the agreed national educational units.
- Receive regular feedback on their practice and engage in continuous professional development.
- Always uphold the relationship trust and professionalism of the role by maintaining confidentiality.
- Provide feedback on common themes to managers to enable service improvement whilst protecting the confidentiality of supervisees.
- Regularly participate as a supervisee in Clinical Supervision and engage in the national peer support network.

#### **Every supervisee has a responsibility to ensure they:**

- Understand the principles and standards of Restorative Clinical Supervision, undertaking the required national educational unit.
- Take ownership of their Clinical Supervision to ensure regular participation and professional development, maintaining a record to support revalidation.
- Provide feedback on their supervision activity and experience to enable continuous improvement.
- Own documentation relating to reflections, discussions and supervised learning activities, consenting to information being shared by the supervisor (excepting where there is a legal requirement or professional duty for disclosure).

#### **Education:**

A national approach to education for Restorative Clinical Supervision has been agreed, with a cross-professional introductory, e-learning unit for supervisors and supervisees and modules for supervisors, developed by the All-Wales Nurse Education Leads Group (with support from Professional Nurse Advocates across Wales), in collaboration with members of the Health Education Improvement Wales Digital Team together with Health Sciences & Allied Health Professional leads. The education units will be available via ESR, and Ty Dysgu (HEIW) from April 2024. A national peer support network will be established for supervisors, with support via the all-Wales Nurse Education Leads Group.

#### **Evaluation:**

NHS organisations will formally evaluate their approach to Preceptorship and Restorative Clinical Supervision at least annually, with a report to the NHS Executive, as well as engaging in research to evidence impact. This will include:

- Preceptorship and Clinical Supervision policies, procedures and processes.
- Training provision, uptake, attendance and effectiveness.
- Feedback from participants and facilitators.
- Evidence of improvements to practice.

### **Acknowledgements:**

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The All-Wales Nurse Education Leads Group & Professional Nurse Advocates.  
HEIW and notably the Digital Team.

Suzanne Lake – NHS Education Scotland.

All stakeholders who informed this work

Appreciation is offered in anticipation of the consistent adoption of this all-Wales position statement and direction for Preceptorship and Restorative Clinical Supervision in Nursing across NHS Wales.

### **Contact:**

[qualityandnursing@gov.wales](mailto:qualityandnursing@gov.wales)

### **References:**

NMC (2019) Standards for Student Supervision and Assessment. [Standards for student supervision and assessment - The Nursing and Midwifery Council \(nmc.org.uk\)](https://www.nmc.org.uk/standards-for-student-supervision-and-assessment)

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NMC Nursing and Midwifery Council (2023) Spotlight on Nursing and Midwifery Report. [spotlight-on-nursing-and-midwifery-report-2023.pdf \(nmc.org.uk\)](https://www.nmc.org.uk/spotlight-on-nursing-and-midwifery-report-2023)

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