

Board of Directors – Public

SUMMARY REPORT

Meeting Date:

27 March 2024

Agenda Item:

29

Report Title:	Governance Report	
Author(s):	Deborah Lawrenson, Director of Corporate Governance	
Accountable Director:	Deborah Lawrenson, Director of Corporate Governance	
Other meetings this paper has been presented to or previously agreed at:	Committee/Tier 2 Group/Tier 3 Group	N/A
	Date:	N/A
Key points/ recommendations from those meetings	<p>This report provides the Board with updates on the following matters:</p> <ul style="list-style-type: none"> • Non-Executive Director (NED) Champion roles and membership of committees • NED membership of Board level committees 2024-25 • The Fit and Proper Person Test Framework • Declarations, gifts and hospitality register 2023/24 • Well Led • Framework for conducting annual appraisals of NHS Chairs 	

Summary of key points in report

Non-Executive Director (NED) Champion roles and membership of committees

In May 2023, the Board received an update on the approach to ensuring board oversight of important issues by discharging the activities and responsibilities previously held by some non-executive director (NED) champion roles, through committee structures, as provided on the NHS England guidance

[B0994 Enhancing-board-oversight-a-new-approach-to-non-executive-director-champion-roles December-2021.pdf \(england.nhs.uk\)](#)

Five NED champion roles were defined nationally in addition to the statutory role of Senior Independent Director. These were Security Management, Doctors Disciplinary (new in 2023), Maternity Board safety champion (not applicable at this Trust), Freedom to Speak Up and Well Being. SHSC previously identified leads for the champion roles with the exception of leads for Doctors Disciplinary and Security Management.

This report re-confirms the NED Champion roles for Sheffield Health and Social Care Trust as the following:

- Wellbeing Guardian – Dr Olayinka Monisola Fadahunsi-Oluwole
- Freedom to Speak Up – Heather Smith

The national guidance proposed other roles should be embedded in governance arrangements and where possible aligned to committee structures. Each of these roles have a clear role description for the Champion roles and individual matters to be overseen by committees have been checked against workplans and committee terms of reference to ensure any new responsibilities and respective reporting requirements are reflected.

Supporting information for roles are set out in **appendix 1**.

This paper also sets out the NED membership of Board level committees as at March 2024 and details can be found at **appendix 2**.

Declarations, Gifts and Hospitality register 2023/24

An update was received at Audit and Risk Committee in January on the processes in place for calling in the annual declarations of interests, gifts, hospitality, and sponsorship. The current policy states that declarations are required from:

- Board members
- Governors
- Decision makers or contributors to decisions which involve taxpayers money
- Delegated budget holders
- Those graded at 8c and above or those able to enter into contracts on behalf of the Trust
- Those involved in decision making concerning commissioning of services, purchasing of goods, medicines, medical devices or equipment, prescribing and formulary decisions

Updated declarations for the current financial year are in the process of being called in for onward reporting through the Audit and Risk Committee in May 2024. The current completed register for the Board of Directors is attached at **Appendix 3**.

Well Led

The Board undertook a self-assessment against the previous Well Led domains in 2022-23 and an update on progress was received at the July 2023 meeting.

Since that update the CQC have changed their approach to Well Led with the domains having been replaced by quality statements against evidence categories. A review of the new approach and aligning our performance against the statements will take place at a Board Strategy session in April with a view to providing a further update in the governance report in May. An external review is proposed to be commissioned to review our trust wide clinical and corporate governance arrangements. This is expected to be delivered in 2024/25.

The Fit and Proper Person Test (FPPT) Framework

In September 2023, NHS England published the Fit and Proper Person Test Framework in response to the recommendations made by Tom Kark KC in his 2019 Review of the FPPT. The Framework is designed to assess the appropriateness of an individual to discharge their duties effectively in their capacity as a board member and applies to all executive and non-executive directors of NHS Foundation Trusts. Work has taken place to meet the requirements for the Trust in respect of new Fit and Proper Person's Test requirements:

- Requests have been sent out to all Board members for the annual fit and proper self-attestation forms to be completed.
- local FPPT folders have been updated for each board member
- FPPT outcomes are being entered into ESR for completion by 22 March 2024

The Senior Independent Director (SID) or the deputy Chair will review the FPPT on the chair after the Chair is satisfied that the testing for all board members is complete, ESR has been updated accurately and a conclusion can be drawn. At this stage the Chair will sign off the FPPT sign-off field on ESR for each board member in readiness for final sign-off and submission to NHS England by 31 March 2024.

NHSE Leadership Competency Framework for board members

On 28 February NHS England (NHSE) launched its leadership competency framework (LCF) for board members. This was accompanied by a revised chair appraisal framework. These are part of a planned suite of management and leadership development training, tools and resources for NHS organisations, the LCF will form the cornerstone of NHSE's future support and development offer to board members and aspirant

directors. A next day briefing from NHS Providers setting out the key elements of the documents, how they are intended to be used an NHS Providers view on these is provided through the link below:

[NHS England's leadership competency framework for board members - NHS Providers](#)

The framework which was developed in response to the recommendations from the Sir Tom Kark 2019 review of the Fit and Proper Person test (FPPT) and follows on from other recent reviews around NHS management and leadership including the Francis Report into Mid Staffordshire NHS FT, Dr Bill Kirkup's 2018 review into Liverpool Community Health NHS Trust and Sir Gordon Messenger's review of NHS Leadership (2022). It applies to all board members of NHS provider organisations, integrated care boards and NHSE's board. It will support NHS organisations to recruit, appraise and develop board members against a set of core competencies and will support the appointment of diverse, skilled and proficient leaders.

The LCF will be reviewed as part of the planned review of the FPPT framework in 2025. Any feedback or comments can be sent to:

england.karkimplementationteam@nhs.net

The six domains are:

- Driving high quality and sustainable outcomes
- Setting strategy and delivering long-term transformation
- Promoting equality and inclusion, and reducing health and workforce inequalities
- Providing robust governance and assurance
- Creating a compassionate, just and positive culture
- Building a trusted relationship with partners and communities

The competency domains are expected to be included into all board member job descriptions and recruitment processes by 1 April 2024 and will be used to support evaluating applications and designing assessment processes. To support this a new appraisal framework for all board members will be developed and is expected to be available from the autumn of 2024.

NHSE are expected to shortly publish a three-year roadmap setting out a range of coordinated initiatives aimed at improving support for NHS managers around leadership and culture. There are also plans to commission a management and leadership framework for the workforce as a whole including standards and competencies aligned to defined levels of management.

The LCF sets out specific responsibilities for different board members in relation to appraisals, which notably include:

For chairs that they:

- Assure themselves that individual board members can demonstrate broad competence across the domains
- Assure themselves there is 'strong, in-depth evidence of achievement against the competency domains collectively across the board' and ensure appropriate development if not include relevant information in board member references
- Self-assess against the six competency domains as preparation for annual appraisal, incorporating development activity, for review with line managers.

In addition, Chief executives and senior independent directors should carry out appraisals for executives and chairs respectively, based on the framework and other objectives, and ensure findings feed into personal development plans.

The LCF notes that board members will also have detailed objectives, however the domains identify the competency areas and give examples of leadership practice and behaviours that will support their delivery.

Development The LCF recognises that 'even the most talented and experienced individuals are unlikely to be able to demonstrate how they meet all the competencies... all of the time' particularly for those coming into their first board level role. National leadership programmes and support for board directors and aspiring

directors will have the competencies built into them.

Framework for conducting annual appraisals of NHS Chairs

Alongside the LCF a revised chair appraisal framework has been published and incorporates the six domains and their underlying competencies. Use of this is optional as it is recognised many organisations have their own effective processes in place however chairs should be assessed against the broad principles through multi-source assessment which is an approach this Trust already has in place.

This framework consists of four key stages, to be applied to the annual appraisal of chairs. The process is presented as a summary flowchart in **Appendix 4**.

Planning for the appraisal process for the Chair will begin with the Chair, the Trust Secretary and the Senior Independent Director who is the appraisal facilitator with an update then provided to the Nominations and Remuneration Committee of the Council of Governors and onwardly reported to the Council of Governors in April 2024 to outline and agree with them the planned approach.

Appendices attached:

Appendix 1: NED Champion role and lead committee roles

Appendix 2: NED membership of Board level committees 2024-25.

Appendix 3: Declaration of Interests Register for the Board of Directors

Appendix 4: Summary flowchart Annual Appraisal NHS Chairs

Recommendation for the Board/Committee to consider:

Consider for Action		Approval		Assurance	X	Information	X
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The Board of Directors is asked to **receive for information and assurance** the updates provided.

Please identify which strategic priorities will be impacted by this report:

Effective Use of Resources	Yes	X	No	
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Deliver Outstanding Care	Yes	X	No	
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Great Place to Work	Yes	X	No	
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Ensuring our services are inclusive	Yes	X	No	
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Is this report relevant to compliance with any key standards ? State specific standard

Care Quality Commission Fundamental Standards	Yes	X	No		Health and Social Care Act 2022 Code of Governance 2022 WL4: Well-Led Development plan 'The Trust must ensure that effective governance systems are in place to assess, monitor and improve the quality and safety of services'
Data Security and Protection Toolkit	Yes		No	X	
Any other specific standard?	X				Fit and Proper Person's Test – Sir Tom Kark Review (2019) Francis Report (2015) Freedom to Speak Up Kirkup Review (2018) Messenger Review (2022) NHSE Board Leadership Competency Frameworks (2024)

Have these areas been considered ? YES/NO

If Yes, what are the implications or the impact?
If no, please explain why

Service User and Carer Safety, Engagement and Experience	Yes		No		FPPT and Board leadership frameworks
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Financial (revenue & capital)	Yes		No	
Organisational Development /Workforce	Yes	x	No	
Equality, Diversity & Inclusion	Yes	x	No	
Legal	Yes		No	
Environmental sustainability	Yes		No	

Appendix 1 - NED Champion role and lead committee roles

Area	Requirement	Committee	NED lead
Security Management	Can be a NED or non-officer – the guidance states it applies to all trusts but not to NHS FTs	Role in general discharged to: Audit and Risk Committee with elements covered at People and Quality Assurance Committee (related to H & S)	Not required to have a Champion. The Director of Strategy is the overarching security lead at Board level. See detail below for split aspects.
Role (statutory) - to promote security management work at board level.	<p>Security management covers a wide remit including counter fraud, violence and aggression and also security management of assets and estates.</p> <p>Strategic oversight of counter fraud now rests with the Counter Fraud Authority and violence/aggression is overseen by NHS England and NHS Improvement.</p> <p>While promotion of security management in its broadest sense should be discharged through the designated NED, relevant committees may wish to oversee specific functions related to counter fraud and violence/aggression.</p> <p>Boards should make their own local arrangements for the strategic oversight of security of assets and estates.</p> <p>At SHSC</p> <ul style="list-style-type: none"> • Audit and Risk Committee is the overarching lead committee on security management. • The Director of Strategy is the Board lead for security supported by a 'fire and security manager and a fire security co-ordinator'. • Fire and estate security is reflected in reporting to Health and Safety Committee and onward reporting to Quality Assurance Committee • Counter Fraud reporting is received at Audit and Risk Committee and the Executive Director of Finance is the Board lead • Managing violence and aggression is reflected in Health and Safety reporting through to People Committee and Quality Assurance Committee and via our serious incident reporting overseen by the Executive Director of Nursing, Operations and Performance and 		

	supported by the Executive Director of People where incidents pertain to violence and aggression on staff.		
Doctors disciplinary	Requirement for all trusts and advisory for NHS FTs.	People Committee (tbc)	NEDs to be assigned as required for specific cases
Role (statutory)	<p>Under the 2003 Maintaining High Professional Standards in the modern NHS: A Framework for the Initial Handling of Concerns about Doctors and Dentists in the NHS and the associated Directions on Disciplinary Procedures 2005 there is a requirement for chairs to designate a NED member as “the designated member” to oversee each case to ensure momentum is maintained.</p> <p>There is no specific requirement that this is the same NED for each case. The framework was issued to NHS foundation trusts as advice only</p>		
Maternity Safety	Applies to Trusts providing maternity services – SHSC do not provide maternity services however we do have a mechanism in place for responding to findings in Ockenden which are relevant and do provide perinatal services.	N/A – Ockenden overseen at Quality Assurance Committee and Board of Directors	Champion not required
Role (assurance)	In response to the Morecambe Bay Investigation (2015), this role was established through Safer Maternity Care 2016, which stated that “Senior		

	<p>trust managers will want to ensure unfettered communication from ‘floor-to-board’ by appointing a board level maternity champion”.</p> <p>The role is in line with recommendations from the Ockenden Review (2020) and while not a statutory requirement, for trusts providing maternity services having a named NED maternity board safety champion is recommended.</p> <p>The champion should act as a conduit between staff, frontline safety champions (obstetric, midwifery and neonatal), service users, local maternity system (LMS) leads, the regional chief midwife and lead obstetrician and the trust board to understand, communicate and champion learning, challenges and successes.</p> <p>The named champion could be the chair of the quality and safety committee and the requirements of the role could be discharged through the appropriate committee provided trusts ensure that the clinical director and director of midwifery are integral.</p> <p>Enhancing board oversight: A new approach to NED champion roles to these committee meetings. NEDs should use appreciative inquiry approaches and the Maternity Self-Assessment Tool to provide assurance to the board that the best quality maternity care is being provided by their trust. Trusts may also wish to note that the NSR maternity incentive scheme safety actions refer to the maternity board safety champion role under Safety Action 9. Along with other recommendations contained in the Ockenden Review, this role will be reviewed nationally in 2-3 years’ time to gauge its effectiveness.</p>		
Freedom to Speak Up	Applies to all trusts	Overseen at Quality Assurance Committee and People Committee and then Board of Directors	Heather Smith
Role (functional)	<p>The Robert Francis Freedom to Speak Up Report (2015) sought to develop a more supportive and transparent environment where staff are encouraged to speak up about patient care and safety issues.</p> <p>In line with the review, it is recommended that all NHS trusts should have this functional FTSU guardian role so that staff have a clear pathway and an independent and impartial point of contact to raise their concerns in the organisation.</p> <p>The role of the NED champion is separate from that of the guardian.</p> <p>The NED champion should support the guardian by acting as an independent voice and board level champion for those who raise concerns.</p> <p>The NED should work closely with the FTSU guardian and, like them, could act as a conduit through which information is shared between staff and the board (p.146, Francis FTSU report). All NEDs should be expected to provide challenge alongside the FTSU guardian to the executive team on areas specific to raising concerns and the culture in the organisation. When an issue is raised that is not being addressed, they should ask why.</p> <p>A full description of NED responsibilities can be found in the FTSU supplementary information.</p>		
Well being	Applies to all trusts	Overseen at People Committee	Olayinka Monisola Fadahunsi-

		Oluwole
Role (assurance)	<p>This role originated as an overarching recommendation from the Health Education England 'Pearson Report' (NHS Staff and Learners' Mental Wellbeing Commission 2019) and was adopted in policy through the 'We are the NHS People Plan for 2020-21 – action for us all'.</p> <p>The NED should challenge their trust to adopt a compassionate approach that prioritises the health and wellbeing of its staff and considers this in every decision.</p> <p>The role should help embed a more preventative approach, which tackles inequalities.</p> <p>As this becomes routine practice for the board, the requirement for the wellbeing guardian to fulfil this role is expected to reduce over time. The Guardian community website provides an overview of the role and a range of supporting materials.</p>	

The role of Senior Independent Director is held by Anne Dray and the role of Deputy Chair is held by Heather Smith (approved by the council of governors in April 2023)

Quality Assurance Committee	<ul style="list-style-type: none"> • Hip fractures, falls and dementia • Palliative and end of life care • Resuscitation policy • Learning from deaths • Health and safety • Safeguarding • Safety and risk • Lead for children and young people 	<p>The guidance recommends the dementia lead attends QAC (Executive Director of Nursing and Professions and the Director of Operations attend the meetings)</p> <p>Caldicott Guardian – Medical Director</p>
Audit and Risk Committee	<ul style="list-style-type: none"> • Counter fraud • Emergency preparedness • Procurement • Cyber security 	<p>Emergency preparedness - recommended that a NED or other board member to support Accountable Emergency Officer</p> <p>Director of Operations and Transformation</p> <p>SIRO – Executive Director of Finance</p>
People Committee	<ul style="list-style-type: none"> • Security management (violence and aggression) 	

Appendix 2 - NED membership of Board level committees 2024-25, updated March 2024.

Committee	Heather Smith	Mark Dundon	Anne Dray	Olayinka (Yinka) Monisola Fadahunsi-Oluwole	Owen McLellan	Brendan Stone	Links with other committees – cross refs
Audit	X		X (chair)		X		Quality – Heather, Anne Finance – Anne, Owen People – Heather, Owen MHLC – none
Quality	X (chair)		X	X		X	Audit – Heather, Anne Finance – Anne People – Heather, Yinka MHLC – Yinka, Brendan
Finance		X	X		X (chair)		Audit – Anne, Owen Quality – Anne People – Mark, Owen MHLC – Mark
People	X	X(chair)		X	X		Audit – Heather, Owen Quality – Heather, Yinka Finance – Mark, Owen MHLC – Yinka, Mark
MHLC		X		X (chair)		X	Audit – None Quality – Yinka, Brendan Finance – Mark People – Mark, Yinka

Note:

- All NEDs are members of 3 board sub-committees.
- Associate NED attends 2 committees and potentially provides back up to a 3rd.
- Anne holds the Senior Independent Director role.
- Heather holds the FTSU NED role
- Yinka holds NED staff wellbeing role
- Heather is the Deputy Chair

Register of Interests 2024-25 as at 19 March 2024

BOARD OF DIRECTORS

Personal Details	Details Of Declared Interest	Identified potential for conflict of Interest and action taken by Trust	Date From	Date To	Date Notified/ Registered
Trust Board					
Sharon Mays (Chair)	<p>NHS provider board/ trustee member and director of the NHS providers company (details to be confirmed)</p> <p>Chair of the South Yorkshire MHLDA provider collaborative board</p> <p>As Chair I represent the Trust on various committees including the MHLDA provider collaborative board and Sheffield Place Chair's Forum.</p> <p>Part of the NHS England Chair's Advisory Group</p> <p>Relative is employed by Tees Esk Wear Valley NHS FT in the role Head of Digital delivery</p>	Non-Financial Professional	<p>1 July 2023</p> <p>12 July 2023</p> <p>22 January 2024</p>	<p>30 June 2026</p> <p>Ongoing</p> <p>Ongoing</p>	28/02/2024
Anne Dray, Non-Executive Director (Senior Independent Director)	<p>Non-Executive Director with Nottingham CityCare Partnership CIC.</p> <p>Managing Director of Adaptive Ideas Ltd</p>	<p>Non-Financial Professional</p> <p>Financial</p>	<p>2018</p> <p>2013</p>	<p>Ongoing</p> <p>Ongoing</p>	28/02/2024
Heather Smith, Non-Executive Director	Director of FoodWorks Sheffield, a not-for-profit organisation highlighting waste food and food sustainability issues (voluntary)	Non-Financial Professional	March 2020	Ongoing	28/02/2024

Register of Interests 2024-25 as at 19 March 2024



Sheffield Health
and Social Care
NHS Foundation Trust

Personal Details	Details Of Declared Interest	Identified potential for conflict of Interest and action taken by Trust	Date From	Date To	Date Notified/ Registered
Olayinka Monisola Fadahunsi-Oluwole, Non- Executive Director	Member of the Advisory Group for South Yorkshire Police Race Action Plan Ambassador for the Children's Hospital Charity Sheffield Childre Foundation NHS Trust Trustee for the Steel City Choiresters	Non-Financial Professional	Oct 2020 July 2022 March 2021	Ongoing Ongoing Ongoing	13/03/2024
Owen McLellan, Non- Executive Director	Director of Company Shop Ltd Director of Community Shop Community Interest Company	Financial	August 2022 August 2022	Ongoing Ongoing	28/02/2024
Mark Dundon, Non- Executive Director	Director and Owner of Inversion Consultancy & Solutions Ltd	Financial	April 2015	Ongoing	28/02/2024

Register of Interests 2024-25 as at 19 March 2024



Sheffield Health
and Social Care
NHS Foundation Trust

Personal Details	Details Of Declared Interest	Identified potential for conflict of Interest and action taken by Trust	Date From	Date To	Date Notified/ Registered
Brendan Stone, Associate Non-Executive Director (non-voting)	Trustee/Director of Sheffield Flourish (Registered Charity 1147334) (PLC 7980332) Senior leader for NCCMH delivery of NHSE Culture of Care Programme 2024 Professor, University of Sheffield	Non-financial Non-financial professional	2010 2004	Ongoing Ongoing	28/02/2024
Salma Yasmeen, Chief Executive	Member of the Board of Thirteen (Thirteen Housing Group), including Remuneration Committee Charitable Community Benefit Society registered under the Co-operative & Community Benefits Society Act 2014 Advisory board member for School of Business, Huddersfield University Spouse employed in management capacity at Leeds & York Partnership NHS Trust	Non-financial professional	Current January 2022 Current	Ongoing Ongoing	07/03/2024

Register of Interests 2024-25 as at 19 March 2024



Sheffield Health
and Social Care
NHS Foundation Trust

Personal Details	Details Of Declared Interest	Identified potential for conflict of Interest and action taken by Trust	Date From	Date To	Date Notified/ Registered
Mike Hunter, Executive Medical Director (Interim Deputy CEO from January 2023) – until secondment to another NHS organisation commencing March 2024	National Specialty Advisor, NHSE/I Spouse is consultant at Sheffield Teaching Hospitals	Non-Financial Professional	2017 2017	Ongoing Ongoing	29/02/2024
Helen Crimlisk, Interim Executive Medical Director (from March 2024)	Associate Registrar, Royal College of Psychiatrists Psychiatry Lead, Faculty of Medicine, Dentistry & Health, University of Sheffield Hon Senior Lecturer, SchARR, University of Sheffield	Non-financial personal interests Non-financial personal interests Non-financial personal interests	2022	2023	11/03/2024
Phillip Easthope, Executive Director of Finance	Nothing to declare	N/A	N/A	N/A	29/02/2024
Caroline Parry, Executive Director of People	Owner/Director of Caroline Parry HR Consultancy LTD	Financial – no work undertaken through the company since 2017	2011	Ongoing	28/02/2024

Register of Interests 2024-25 as at 19 March 2024



Sheffield Health
and Social Care
NHS Foundation Trust

Personal Details	Details Of Declared Interest	Identified potential for conflict of Interest and action taken by Trust	Date From	Date To	Date Notified/ Registered
Salli Midgley, Interim Executive Director of Nursing and Professions	Trustee for the Restraint Reduction Network	Non-Financial Professional	July 2022	ongoing	11/03/2024
Neil Robertson, Interim Executive Director of Operations and Transformation (non-voting)	Nothing to declare	N/A	N/A	N/A	27/02/2025
James Drury Director of Strategy	Trustee of Keighley Healthy Living a charity providing health and wellbeing support activities in and around Keighley, West Yorkshire Grant Investment Panel - Voting member of the Sheffield Hospitals Charity	Non-financial personal Non-Financial Professional	2022 2024	ongoing	14/03/24
Deborah Lawrenson, Director of Corporate Governance (non-voting)	Unpaid Trustee (Director of Corporate Affairs) for Better Together Learning Trust	Non-financial	01/09/2021	Ongoing – term duration 4 years	27/02//2024

Appendix 4: Process for annual appraisal of NHS chairs – summary

Stage 1: Appraisal preparation

- Chair; appraisal facilitator
- Review of assessment template and determination of additional areas of focus; consideration of multi-source assessment contributors; agree timetable for multi-rater assessment and feedback.
- Sources of reference: chair's previous appraisal outcomes, personal development plan and in-year objectives; key aspects of the trust's board development plan; the NHS Leadership Competency Framework domains; current overall trust performance.

Stage 2: Multi-source assessment

- Identified stakeholders; chair
- Assessments of chair's effectiveness sought from a range of stakeholders identified at Stage 1; completion of self-assessment by chair.
- Source of reference: chair multi-source assessment template

Stage 3: Evaluation

- Appraisal facilitator
- Evaluation, by appraisal facilitator, of all collated stakeholder assessments; if necessary, further information sought from assessors; evaluation of stakeholders' views considered alongside chair's self-assessment.

Stage 4: Appraisal output

- Chair; appraisal facilitator; regional director; NHS England Chief Operating Officer
- Appraisal discussion framed around collective evaluation of multi-source assessment; consideration given to in-year performance, identification of development or support needs, and consideration of current year's key objectives.
- Key points from appraisal discussion formally recorded by appraisal facilitator and agreed by the chair. Completed appraisal reporting template sent to the Senior Appointments and Assessment team (SAAT) at england.chairsappraisal@nhs.net to facilitate regional director review.
- Once approved by the regional director, SAAT will send it to NHS England's Chief Operating Officer for review (and for NHS trusts and ICBs, endorsement). NHS England's Chief Operating Officer will exercise discretion in seeking further information and/or moderating the appraisal outcomes if such action is deemed necessary.