

# Welcome to our webinar

Supporting organisations  
with advanced practice  
governance

23 July 2026

# Meet our speakers



**Jeremy Orr (Chair)**

Head of Workforce Supply,  
Workforce Supply, Employment Practice  
and Regulation, NHS Employers



**Katie Cooper**

National Head of Multi-professional  
Advanced Practice, Workforce,  
Training & Education, NHS England



**Beverley Harden**

Deputy Chief Allied Health Professions  
Officer (England), Multi-professional Lead  
Advanced and Consultant Practice,  
NHS England



Department  
of Health &  
Social Care

# Supporting organisations with advanced practice governance

**NHS**

England

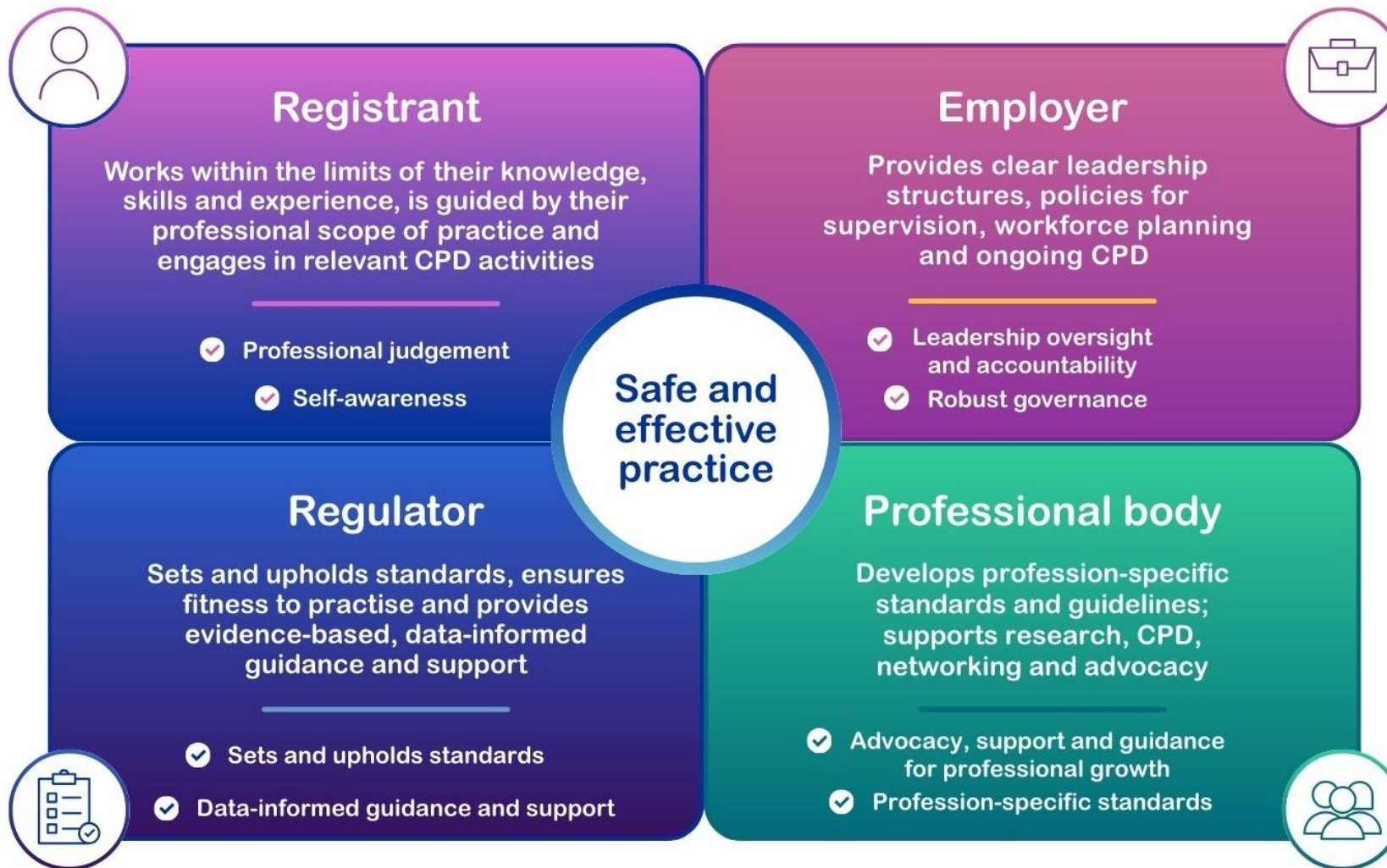
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# Governance

## Aims

- Provide a refresh on the governance resources available
- Discuss the role of organisations in maintaining robust governance
- Support organisational leads to have governance-based conversations to support the advanced practice workforce



**Safe and effective: a shared directive**



# Governance of advancing practice

'Appropriate' means having in place arrangements which are sufficiently robust to identify and address any risks, safeguarding safety for people, their families and carers whilst still optimising the contribution of advanced and consultant practitioners.

'Proportionate' means having in place the relevant level of oversight and scrutiny in line with the level of risk.



# The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014

## Regulation 12(1) and 12(2)(c)

- “Care and treatment must be provided in a safe way for service users ... ensuring that persons providing care or treatment to service users have the qualifications, competence, skills and experience to do so safely”



# The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014

## Regulation 18(2)(a)

- “Persons employed by the service provider in the provision of a regulated activity must... receive such appropriate support, training, professional development, supervision and appraisal as is necessary to enable them to carry out the duties they are employed to perform”

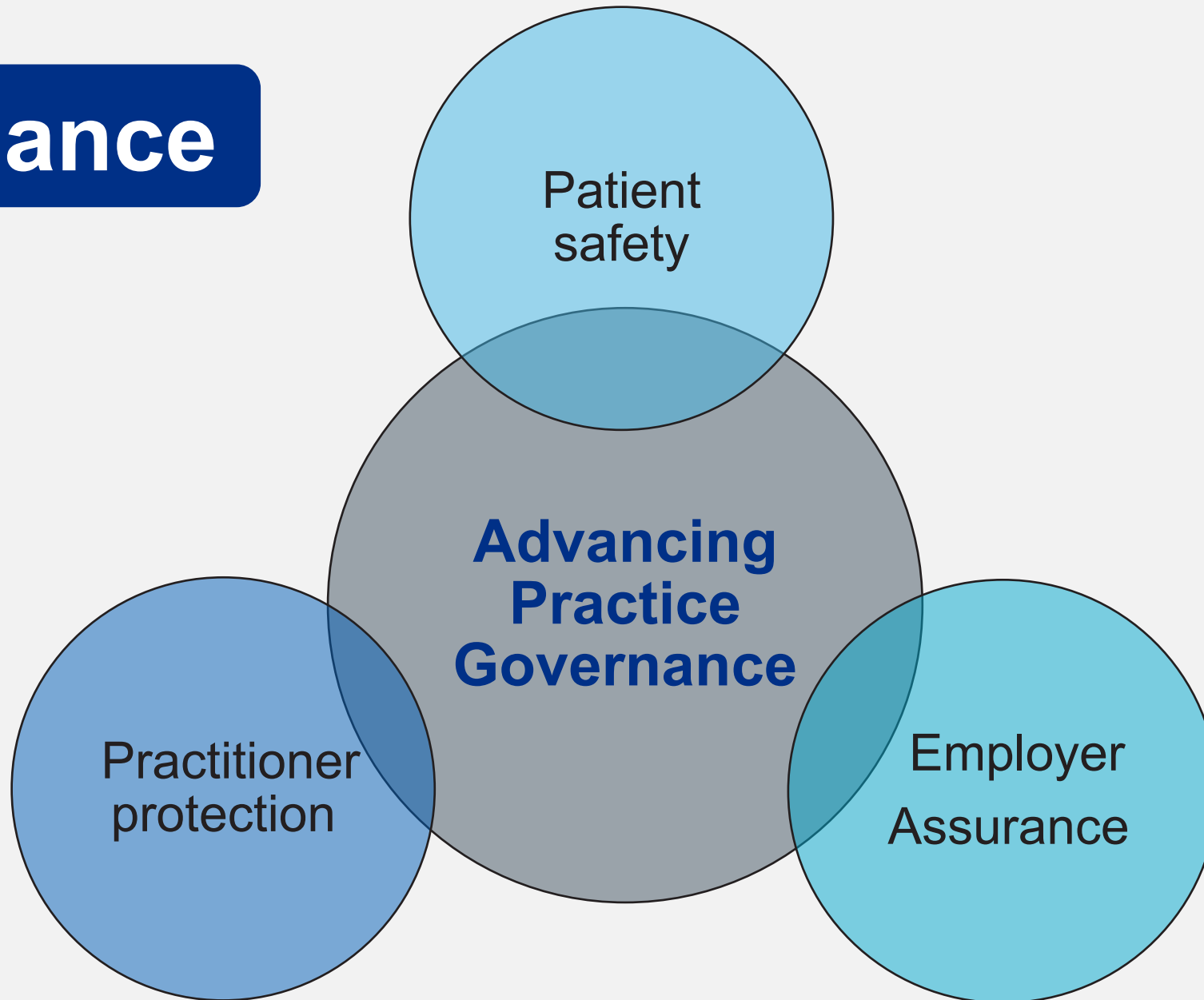


# BMA survey concerns

- No single agreed definition of 'advanced practice' or 'advanced practitioners.'
- Inconsistent job titles
- Competence and capability concerns
- Not regulated as advanced practitioners
- Concerns regarding AP level of autonomy and lack of supervision
- Use on Drs rotas
- Impact on training of medical student and resident Dr training
- The survey identified a disparity between the resident and consultant body feedback
- Future workforce skills mix



# Governance



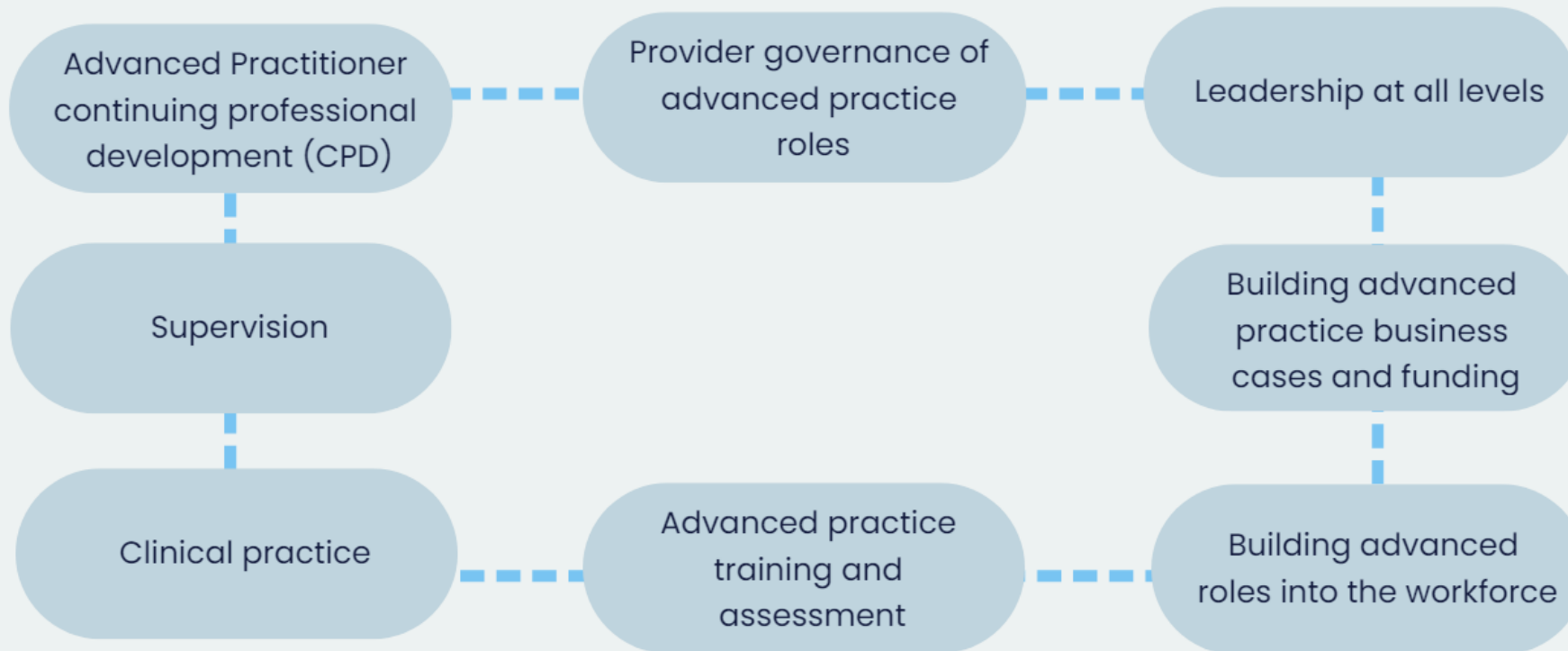
# Governance Maturity Matrix

Overview & Application



# Governance of Advanced Practice

## The eight domains of the advanced practice maturity matrix



The role of governance in advanced practice

Learn about the Governance Maturity Matrix and how it can help NHS organisations assess and improve advanced practice standards.



Patient Safety Improvement

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Governance Maturity Matrix



# Implementing a defined governance structure



**Presented by:**  
**Professor John Murray**  
**Advanced Practice Education Lead**  
**Haematology & Transplant**  
**The Christie NHS FT**





England



# Organisational Governance



Presented by:

**John Robbins**

**Advanced Practice Lead**

**Sirona Care and Health**





England





# Minimum Standards of Governance





# Governance update

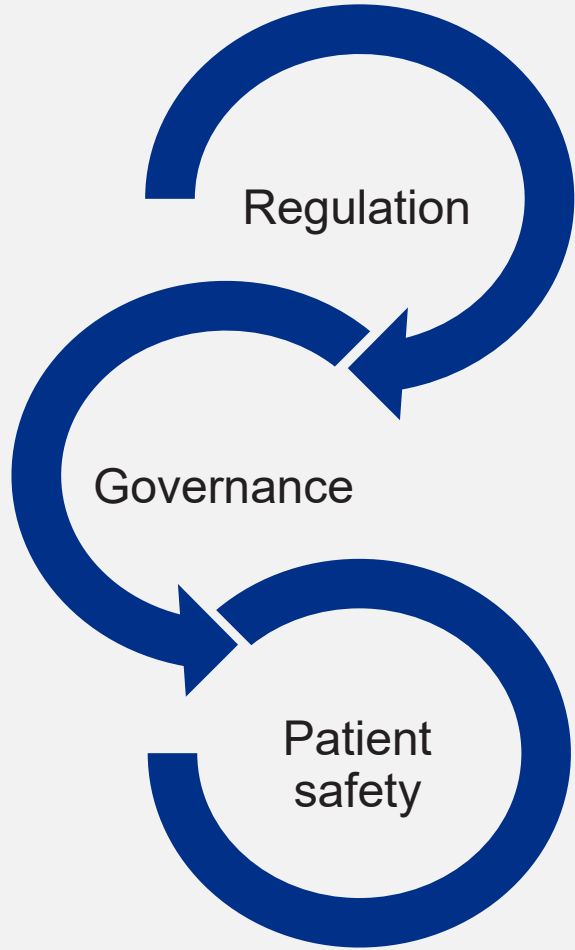
In 2022, we published the 'Governance maturity matrix' to help organisations assess and improve advanced practice standards.

Feedback from Regional faculties, ICB and Organisational advanced practice leads - a need to develop 'minimum standards of governance of the advanced and consultant workforce'

An initial draft document was developed and consulted on, leading to the final document sign off

The minimum standards set out, at a threshold-level, clear requirements for organisations for the governance of the advanced and consultant practice workforce.

# Purpose of setting minimum standards



- Advanced and consultant practitioners are supported through systems of infrastructure to provide high quality, safe, inclusive health and care which meets the needs of patients, their families and carers.
- The learning environment for trainee and qualified advanced and consultant practitioners is safe, supportive and effective and linked to the
  - ✓ [NHSE Education Quality Strategy and Framework](#) and
  - ✓ [Safer Learning Environment Charter – what good looks like](#)

# Purpose of setting minimum standards

- There are inclusive, fair and equitable opportunities for practitioners from statutory regulated professions to develop into advanced and consultant practice roles.
- Services and systems fully utilise the advanced and consultant practice workforce to meet population health and service needs.
- Investment in the advanced and consultant practice workforce is value for money and achieves return on investment, optimises care and supports pathway transformation.
- Organisations are supported in meeting their responsibilities in relation to the Health and Social Care act (Reg 12 and 18) and quality inspections such as CQC

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## Minimum Standards

- Governance
- Leadership
- **Workforce**
- Business cases
- Training
- Clinical
- Supervision
- CPD

There must be job description templates and agreed terminology for the trainee advanced practitioner and the advanced and consultant practitioner workforce across the pillars of advanced and consultant practice.

Advanced and consultant practice must be integrated into organisational workforce planning at all levels, with clarity about the roles within team structures.

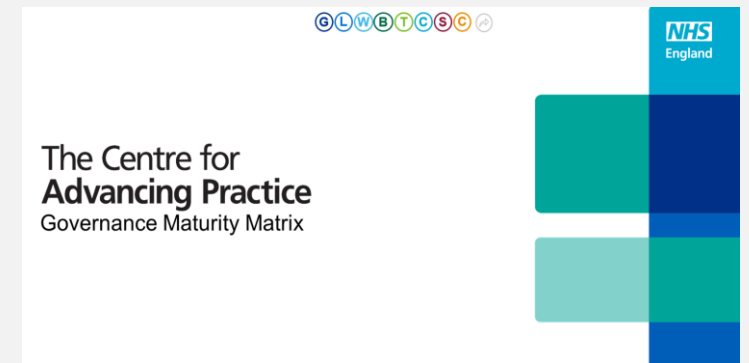
Organisations should ensure that advanced and consultant practitioners are clearly identifiable to the multi-disciplinary team and patients.

There must be inclusive recruitment processes for practitioners that do not disadvantage people from underrepresented groups from applying for or being recruited to positions.

The organisation must have consistent standards for job plans, appraisals and scope of practice documents which are representative of clinical responsibility and inclusive of the pillars of practice.

# Governance of Scope of Practice:

The [multi-professional framework for advanced practice \(2025\)](#), [multi-professional consultant-level impact and capability framework \(2023\)](#) and the [governance maturity matrix](#) have been developed to provide a consistent benchmarks for advanced and consultant practice across all four pillars of professional practice.





# Scope of Practice:

**The organisation needs to:** Identify the scope of practice of advanced roles

- Service need / required competencies and capabilities / consistent job descriptions and job plans / scope of professional background.
- This should be led by the relevant professional lead(s) and achieved by reviewing the individual's professional portfolio.
- Understand what the individual is able to do – both legally and as a result of their previous education, training and experience.
- Understand that prior education and training may have been undertaken whilst working at a different level of practice, or whilst working in a different area of speciality.
- Put in place an appropriate package of training, supervision and support including arrangements for sign-off of the required capabilities.
- Review annually at PDP

# Resources to support advanced practice governance

For organisations building safe, consistent advanced practice governance.

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Governance tools and learning resources

### 01 [Website: Governance section](#)

Governance resources to help organisations self-assess progress, including the Governance Maturity Matrix.

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### 02 [NHS Learning Hub: Governance area](#)

Centre catalogue with frameworks, guidance and practical tools for practitioners, educators and employing organisations.

## NHS Employers

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Employer guidance and governance webinars

### 01 [Advanced practice area](#)

Employer guidance on workforce planning, career pathways and embedding advanced practice within service design.

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### 02 [Advanced practice governance webinars](#)

Sessions exploring robust governance structures aligned to national minimum standards, including supervision and scope of practice.

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**Use together to assess maturity, strengthen governance structures and support safe, high-quality advanced practice.**



**Any questions?**

# Thank you for joining us today