

## Senior Independent Directors Report on Chair's Appraisal Process

### Public Board

**31 July 2025**

<b>Presented for:</b>	Assurance
<b>Presented by:</b>	Chris Schofield, Senior Independent Director (until 13 June 2025)
<b>Author:</b>	Chris Schofield, Senior Independent Director
<b>Previous Committees:</b>	Reported annually (July)

Our Annual Commitments for 2025/26 are:	
Recognise and act upon moments that matter to our patients	✓
Support our patients to get home a day sooner	✓
Be in the top 25% for patient experience and efficiency in outpatients	✓
Support each other to act with kindness and compassion	✓
Reduce our carbon footprint by creating greener patient pathways	✓
Support our staff to manage every £ wisely	✓
Make best use of our estate, equipment and digital assets	✓

Trust Risks (Type & Category)				
Level 1 Risk	(✓)	Level 2 Risks	(Risk Appetite Scale)	Risk
Workforce Risk				
Operational Risk				
Clinical Risk				
Financial Risk				
External Risk		<b>Regulatory Risk</b> We will comply with or exceed all regulations, retain its CQC registration and always operate within the law.	Averse	↔ (same)

<b>Key points</b>	
The purpose of the report is to provide assurance to the Board and the public that as Senior Independent Director I have carried out my duties, as set out for the Chair within NHS Leadership Competency Framework for Board Members and confirm the appraisal summary has been submitted to NHSE, as required.	Assurance

## 1. Summary

The NHS England publication, the NHS Leadership Competency Framework for Board Members published in February sets out the standard framework for appraisals for the Board including the role of the Senior Independent Director regarding the appraisal of the Chair.

[NHS England » NHS leadership competency framework for board members](#)

## 2. Background

As Senior Independent Director, I used questions seeking feedback, as set out in Appendix A to this report. These questions were taken from Appendix 2 NHS Chair multisource assessment template from the above publication.

To seek 360° feedback from stakeholders, this was set out in a questionnaire via a Google Survey and sent to a total of 22 potential responders, with a range of regional and City roles, and internally Board and senior members of staff, with 11 returned responses.

Themes regarding strengths were identified as:

- Driving quality
- Setting strategy
- Promoting EDI
- Providing robust governance
- Creating a compassionate culture
- Building relationships with partnerships
- Clear and careful problem solving
- A strategic outlook and ambition for the Trust second to none
- A powerful advocate for the Trust
- Strong networking and relationship building within the system
- Warm and engaging

The comments below were identified as opportunities to increase impact and effectiveness;

- Sometimes challenge can be strong which depending on the forum/individual, sometimes close down the debate rather than open it up
- Opportunities for the Trust to work more closely with Leeds Community Health NHS Trust in Place with neighbouring acute providers on greater collaboration and integration, linked to the PwC review of productivity.

During our appraisal discussion we reflected on her time in the role of Chair of Leeds Teaching Hospitals NHS Trust and her retirement at the end of July, therefore we did not identify objectives for 2025/26.

I used the basis of the 360° feedback, alongside her own self-assessment (using the same template) for the basis of the appraisal meeting with Dame Linda Pollard.

During the appraisal I also reviewed the Chairs entries on the register of interest and confirmed her independence.

The appraisal has been formally recorded as per the required template, with comments from both the Chair and myself, which has been submitted to the NHS England email address for Chairs appraisal (as required) and was copied into Fiona Edwards, Regional Director of NHSE.

### **3. Publication Under Freedom of Information Act**

This paper has been made available under the Freedom of Information Act 2000.

### **4. Risk**

The Trust faces a number of key risks and challenges moving forward from the pandemic to reset and recovery. Strong and visible leadership will be key to this. The feedback received and discussed in my appraisal with the Chair confirms her strong leadership and insight to risk, operating within the risk appetite defined by the Board.

### **5. Recommendation**

The purpose of the report is to provide assurance to the Board and the public that as Senior Independent Director I have carried out my duties, as set out in NHSE publication NHS Leadership Competency Framework for Board Members and confirm Appendix 3: NHS Chair appraisal reporting template has been submitted to NHSE.

Chris Schofield  
**Senior Independent Director**  
10 July 2025

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## **Appendix A – Feedback for the electronic appraisal tool based on Appendix 2 NHS Chair multisource assessment template**

Your name (Optional)

Please describe your interaction with the Trust Chair; is this within Board, name of Committee, 1:1 meetings, or other (Use free text)

Do you feel you have sufficient knowledge of the work and role of the Chair to comment on her leadership competencies that are set out below in the six domains defined by the NHS Leadership Competency Framework for Board members (Yes / No / Some/ Free text)

	<b>The contribution of the Chair as a leader</b>	Almost always	Frequently	Occasionally	Rarely or never Occasionally	No chance to demonstrate
	<b>Driving high quality, sustainability outcomes</b>					
1	Does the Chair ensure the Trust delivers the best possible care for patients					
2	Does the Chair ensure the Trust creates the culture, capacity and approach for continuous improvement, applied systematically across the organisation					
	<b>Setting strategy and delivering long term transformation</b>					
3	Does the Chair ensure the development of strategy to meet the needs of patients and communities, as well as statutory duties, national and local system priorities					
4	Does the Chair ensure there is long-term strategic focus while delivering short term-objectives					
5	Does the Chair ensure the Trust strategies are informed by political, economic, social and technological environment in which the Trust operates					
6	Does the Chair ensure effective prioritisation within the resources available when setting strategy and help others to do the same					
	<b>Promoting equality and inclusion, and reducing health inequalities</b>					
7	Does the Chair ensure the Trust aims to improve population health outcomes and reduce health inequalities by improving access, experience and the quality of care					
8	Does the Chair ensure that resource deployment takes account of the need to improve equality of health outcomes with measurable impact and identifiable outcomes					
9	Does the Trust Chair ensure reduced workforce inequalities and promotes inclusivity and compassionate leadership across all staff groups					

<b>Providing robust governance and assurance</b>						
10	Does the Trust Chair work collaboratively on the implementation of agreed strategies					
11	Does the Trust Chair participate in robust and respectful debate and constructive challenge to other Board members					
12	Does the Trust Chair work to bound collective decisions based on objective evaluation of research, evidence, risk and options					
13	Does the Trust Chair contribute to effective governance and risk management arrangements					
14	Does the Trust Chair contribute to evaluation and development of Board effectiveness					
<b>Creating a compassionate, just and positive culture</b>						
15	Does the Trust Chair work to develop a supportive, just and positive culture across the organisation (and system) to enable all staff to work effectively for the benefit of patients, communities and colleagues					
16	Does the Trust Chair ensure that all staff can take ownership of their work and contribute to meaningful decisions making and improvement					
17	Does the Trust Chair work to improve staff engagement, experience and wellbeing in line with our NHS People Promise					
18	Does that Trust Chair ensure there is a safe culture of speaking up for our workforce					
<b>Building trusted relationships with partners and communities</b>						
19	Does the Trust Chair foster productive relationships and harness opportunities to build and strengthen collaborative working, including with regulators and external partners					

20	Does the Trust Chair identify and communicate the priorities for financial, access and quality improvement, working with system partners to align our efforts where the need for improvement is greatest					
<b>Strengths – is there anything you would want to comment that the Chair does particularly well</b>		Use free text				
<b>Opportunities - is there anything that might increase the Chairs impact and effectiveness</b>		Use free text				
<b>Do you have any further comments that would be helpful reflections within my appraisal meeting with Linda</b>		Use free text				