



**Assurance of Chairs Appraisal by Senior Independent Director
Public Board
30 July 2026**

Presented for	Information and Decision
Presented by	Mike Baker, Senior Independent Director /Non-Executive Director
Authors	Mike Baker, Senior Independent Director /Non-Executive Director and Jo Bray, Director of Corporate Affairs
Previous Committees	N/A

Freedom of Information Act (FOIA) Exemption	☒ YES (restricted from the FOIA) ☐ NO (available to the public under the FOIA)
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Link to Strategic Objective	Applicable to all objectives
Link to Provider Capability Assessment	Governance, risk and regulatory
Link to CQC Well-led Statement	Governance, Management and Sustainability
Regulatory Impact	Considers all regulatory impact

Key points	
The report sets out the assurance of the process that underpinned the Senior Independent Directors appraisal of the Chair based on 360 feedback and delivery against objectives agreed in early September 2025.	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. Context

All Non-Executive Directors, in preparation for their appraisals during Q1, have used the Leadership Academy's 360 Degree Healthcare Leadership Model tool. This was underpinned with a mentoring 1:1 session from a Senior Practitioner within the Organisational Learning Team to review and discuss the outcomes as preparation for individual appraisals.

The Chair also followed the same processes in preparation for his own appraisal, which was carried out by Mike Baker, Senior Independent Director. Objective feedback was sought through this 360 tool, seeking responses from 16 individuals at Board level, ICB and WYAAT.

The Chair commenced in role from 1 August 2025, and in early September had defined objectives that were agreed by Fiona Edwards, North East Regional Director NHS England. These objectives were used within the appraisal, with confirmation that all had been achieved both to time and standards. Objectives were agreed for 2026/27 which will be submitted to Bill MacCarthy, North East Regional Director NHS England.

It is worthy to note that the previous experience of Chair roles both in the NHS, private and charity sector have underpinned the leadership style and skills that have been displayed during the year. Antony's induction to the Trust was amongst the most complex and challenging for any new Chair. Context included very challenging and critical reviews of clinical services by the Care Quality Commission (CQC) along with a Well-led review carried out in June 2025 resulting in a 'requires improvement' rating published at the end of September 2025. Changes and stability to the functionality of the Board have been critical with calm leadership, maturity and an inquisitive style, along with leading transformation across multiple dimensions; people, culture, estates, digital, performance.

3. Risk categories and risk appetite review

The Trust is facing many risks and challenges and with strong leadership from the Chair will ensure that these are contextualised for the Board and used to underpin decision making to drive improvements.

4. Communication and Involvement

This report in the public domain aims to provide assurance and transparency of the processes that has been carried out with 360 feedback to underpin the self-reflection and appraisal process for the Chair from his first year in office.

5. Equality Analysis

All Board members have defined EDI objectives to support the Trust's Inclusion and Belonging cultural change and will seek to drive equality in the development of future strategies and delivery to ensure we meet the needs of the communities served by the Trust.

6. Publication Under Freedom of Information Act

This report is available publication under Section 22 of the Freedom of Information Act 2000.

7. Recommendation

The report sets out the assurance of the process that underpinned the Senior Independent Directors appraisal of the Chair based on 360 feedback and delivery against objectives agreed in early September 2025.

Mike Baker, Senior Independent Director
Jo Bray, Director of Corporate Affairs
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