

Could you help lead the NHS in your area?

**North West Ambulance Service NHS
Trust**

**Non-executive Director – Finance
Candidate information pack**

Reference: N3495

We value and promote diversity and are committed to equality of opportunity for all and appointments made on merit. We believe that the best boards are those that reflect the communities they serve.

We particularly welcome applications from women, people from the local black and minority ethnic communities, and disabled people who we know are under-represented in chair and non-executive roles.

Our recruitment processes are conducted in accordance with the Code of Governance to ensure that they are made on merit after a fair and open process so that the best people, from the widest possible pool of candidates, are appointed.



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Dear Candidate

Thank you for your interest in this exciting opportunity to join the team at North West Ambulance Service NHS Trust as a Non-executive Director who will also chair our Audit Committee.

Non-executive Director positions are pivotal in shaping the future of our organisation and ensuring that we deliver outstanding care to our patients and communities. I hope that you will enjoy finding out more about this opportunity to play a critical leadership role to enable us to fulfil our vision:

To be trusted as the best urgent and emergency care provider, with the best people and partnerships, delivering the best outcomes for patients

As the geographically largest ambulance service in the UK, we are a team of over 8,000 staff and volunteers, proudly serving a diverse population of more than 7.5 million people across the North West. Each year, we handle around 1.7 million 999 calls, respond to over 1 million emergencies, and complete more than 1.4 million patient transport journeys—all while delivering the regional NHS 111 service. We're incredibly proud of our *Good* ratings from both the CQC and Ofsted, which reflect the dedication and passion of our entire team.

As a voting member of our Board of Directors, you'll play a key part in shaping the Trust's strategic direction, helping us to overcome challenges, embrace opportunities, and drive meaningful progress.

We are looking to appoint an individual with a strong track record of financial and governance expertise at Board level. A clear communicator with strategic and analytical skills, you will bring assurance through robust controls and risk management, alongside a deep commitment to patient care and our diverse communities.

I hope you are inspired by our vision and values, and that you want to find out more about this opportunity. I would encourage you to contact our recruitment partners at GatenbySanderson to discuss your interest further.

I look forward to meeting you during the process.

Julia Mulligan

Chair

1. The opportunity

The North West Ambulance Service NHS Trust (NWAS) has an exciting opportunity for a Non-executive Director (NED) to join their board. This is a unique opportunity to help shape the future of local services by sharing your talents and expertise to help transform the hospital and make a positive difference to your community.

NWAS is seeking diverse candidates who have the leadership style and breadth of perspective to make good collective decisions.

2. The person specification

Essential criteria

You will need to have a genuine commitment to patients and the promotion of excellent health care services.

You will have recent relevant finance and governance experience at Board level, gained in a large and complex organisation. The role includes the responsibility of Audit Chair and candidates should have Non-executive experience on an Audit Committee and ideally as chair.

You will also need to be able to demonstrate you can use your experience to:

- Strong independent judgement and analytical skills, with the ability to provide effective challenge and support to the Executive team
- Excellent communication and interpersonal skills, capable of engaging with a diverse range of stakeholders
- A genuine commitment to the NHS and the promotion of excellent healthcare services. Alongside this, you will have significant experience engaging with the diverse communities and this may have been gained through links with the voluntary or not for profit sectors, community involvement or business initiative. Demonstrate skills and behaviours that align to the **NHS Leadership Competency Framework**
- Lived experience in a diversity background **and / or**
- Strong examples of leadership that have had a positive impact on equality, diversity, and inclusion.

All Non-executive Directors must champion the standards of public life – by upholding the highest standards of conduct and displaying the principles of selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.

NHS leadership competency framework for board members

Leaders in the NHS help deliver better health and care for patients by setting the tone for their organisation, team culture and performance. We have worked with a wide range of leaders from across the NHS to help describe what we do when we operate at our best.

The competency domains reflect the [NHS values](#) and the following diagram shows how they are aligned:



Working together for patients*	Compassion
Building a trusted relationship with partners and communities	Creating a compassionate, just and positive culture
Respect and dignity	Improving lives
Promoting equality and inclusion and reducing health and workforce inequalities	Setting strategy and delivering long term transformation Driving high quality sustainable outcomes
Commitment to quality of care	Everyone counts
Driving high quality and sustainable outcomes Setting strategy and delivering long term transformation	Promoting equality and inclusion and reducing health and workforce inequalities Creating a compassionate, just and positive culture
Providing robust governance and assurance	

The competency domains are aligned to [Our NHS People Promise](#), [Our Leadership Way](#) and the [Seven Principles of Public Life](#) (Nolan Principles).

The six NHS leadership competency domains:

Driving high-quality and sustainable outcomes

The skills, knowledge and behaviours needed to deliver and bring about high quality and safe care and lasting change and improvement – from ensuring all staff are trained and well led, to fostering improvement and innovation which leads to better health and care outcomes.

Setting strategy and delivering long-term transformation

The skills that need to be employed in strategy development and planning, and ensuring a system wide view, along with using intelligence from quality, performance, finance and workforce measures to feed into strategy development.

Promoting equality and inclusion, and reducing health and workforce inequalities

The importance of continually reviewing plans and strategies to ensure their delivery leads to improved services and outcomes for all communities, narrows health and workforce inequalities, and promotes inclusion.



Providing robust governance and assurance

The system of leadership accountability and the behaviours, values and standards that underpin our work as leaders. This domain also covers the principles of evaluation, the significance of evidence and assurance in decision making and ensuring patient safety, and the vital importance of collaboration on the board to drive delivery and improvement.

Creating a compassionate, just and positive culture

The skills and behaviours needed to develop great team and organisation cultures. This includes ensuring all staff and service users are listened to and heard, being respectful and challenging inappropriate behaviours.

Building a trusted relationship with partners and communities

The need to collaborate, consult and co-produce with colleagues in neighbouring teams, providers and systems, people using services, our communities, and our workforce. Strengthening relationships and developing collaborative behaviours are key to the integrated care environment.

The best boards are those that reflect the workforce and communities they serve. We particularly welcome applications from women, people from local black, Asian and minority ethnic communities, and people with disabilities, who we know are all under-represented in these important roles.

- Applicants should live in or have strong connections with the area served by the Trust.
- On average this role will require the equivalent to 2 to 5 days a month, however the time commitment may vary and a flexible approach should be taken.
- The remuneration payable for this role is £13,000 (standard rate for all NEDs) per annum. An additional £2,000 is also applicable to the role in recognition of the role of Chair of Audit Committee.

Given the significant public profile and responsibility members of NHS Boards hold, it is vital that those appointed inspire confidence of the public, patients and NHS staff at all times. NHS England and the Trust make a number of specific background checks to ensure that those we appoint are “**fit and proper**” people to hold these important roles. More information can be found on our [website](#).



3. About North West Ambulance Service NHS Trust

North West Ambulance Service NHS Trust (NWS) serves more than 7.5 million people across approximately 5,400 square miles – the communities of Cumbria, Lancashire, Greater Manchester, Merseyside, Cheshire and a small part of Derbyshire (Glossop).

The trust's vision is to deliver the right care, at the right time, in the right place; every time for patients accessing its urgent and emergency care service (999), non-emergency patient transport service (PTS) and NHS 111 service.

To achieve this ambitious vision, the trust has to balance getting the basics right while continuously striving for excellence. Its approach to this is outlined in its 2022 – 2025 strategy, developed with input from its people.

The trust's workforce of over 8,000 staff undertakes over 300 different roles and is supported by over 1,000 volunteers as members of its patient and public panel, volunteer car driver network and community first responder network.

The trust is part of a complex health and care system, working collaboratively with 4 integrated care systems, 42 NHS provider trusts, 22 Healthwatch organisations, 2 air ambulance charities, more than 160 primary care networks and 5 police and 5 fire services across the region.

In July 2022, Integrated Care Systems (ICS) replaced the Clinical Commissioning Groups (CCGs). Previous to July 2022 they had 31 CCGs covering the North West. They now work to five ICS areas in the North West.

- Lancashire and South Cumbria
- Cheshire and Merseyside
- Greater Manchester
- North East and North Cumbria (For North Cumbria)
- Derbyshire (for Glossop)

Nationally there are 42 ICS, and their aims are:

1. Improving population health and healthcare
2. Tackling unequal outcomes and access
3. Enhancing productivity and value for money
4. Helping the NHS to support broader social and economic development

Along with North East, Yorkshire and East Midlands ambulance services, NWS forms part of the Northern Ambulance Alliance, which has an ambition to do things better in partnership to deliver patient-centred, efficient and forward-looking services.



The diversity in the region makes the North West a unique place to live, but also presents some challenges. In the North West, 32% of people live in the highest levels of deprivation and have significantly worse health outcomes, healthcare experiences and life expectancy than the general population. People living in the north west's communities are sicker than before the Covid-19 pandemic. There are more people living with poorly managed long-term conditions and, as people get older, it is expected there will be more people living with illnesses.

The overall health of the region's population has a huge effect on demand for NWS' services. Therefore, the trust aims to address health inequalities help tackle the causes of illness by looking at the wider factors that affect health; helping people to stay healthy and reducing the need for them to have care from the NHS.

Strategy, vision and values

NWS' published strategy outlines its vision is **to deliver the right care, at the right time, in the right place; every time.**

What does this mean?

Right care – providing outstanding care that is safe, effective and focused on the needs of the patient.

Right time – achieving all operational performance standards for the paramedic emergency service, NHS 111 and patient transport service.

Right place – providing care in the most appropriate setting for each patient's needs, taking fewer people to emergency departments by providing safe care closer to home or referring people to other health and care pathways.

Every time – providing services which are consistent, reliable and sustainable.

To achieve this vision, the trust focuses on three aims, which are to:

Provide high-quality, inclusive care

The trust recognises there are health differences between groups in the communities it serves. It will listen to understand and make sure its services are accessible to everyone. It will work to prevent harm while using learning and research to continuously improve patient care and experience.

Be a brilliant place to work for all

The trust will create an environment where its people feel happy and safe, have access to equal opportunities and are supported to be at their best.

Work together to shape a better future



The trust will work together to improve the services it provides. It will work with its partners and the public to find solutions which improve access, outcomes and experience for everyone. It will work together to become more sustainable and have a positive effect on its communities and environment.

Values

The trust's values form the foundation of the whole organisation, setting out the behaviours expected from its staff for patients to receive the right care every time. Putting its values into practice supports the trust to provide compassionate care and improve outcomes and experiences for its people, patients and communities.



**WORKING
TOGETHER.**



**BEING AT
OUR BEST.**



**MAKING A
DIFFERENCE.**

4. Key challenges

NWAS faces several ongoing and emergent challenges which include:

- **Sustainable delivery of performance** – we are not sustainably achieving our performance standards as this is dependent on having the right levels of resource to meet increasing demand, and a workforce who are appropriately skilled to meet patients' needs. Our performance is also impacted by pressures in the wider urgent and emergency care system, with national focus on recovery across several performance indicators including category 2 performance and hospital handover.
- **Financial efficiency and productivity** – due to significant national and system-level deficits, NWAS has a responsibility to demonstrate that we are delivering value for money and being efficient with the resources available to us. There is also a specific requirement for NWAS to reduce spending each year through cost-improvement schemes.
- **Workforce and culture** – ambulance services are tackling huge cultural challenges within the workforce, most notably issues around sexual safety and misogyny have been identified as part of sector-wide independent reviews. NWAS continuously strives to improve 'Freedom to Speak Up' reporting and staff confidence that concerns raised will be addressed.

- **Health inequalities** – the challenging socio-economic context is continuing to affect the health of the population, particularly those from minority groups who face inequality in access, experience and outcomes. NWAS demonstrate how we are taking action to reduce health inequalities in partnership with other health and social care organisations.
- **Partnership working** – our footprint is large and diverse and NWAS operates across five ICB footprints which poses challenges when trying to balance local priorities with delivery of a consistent regional service.



Appendix 1: Values and concepts from NHS Leadership Competency Framework

Our people promise:

- We are compassionate and inclusive
- We are recognised and rewarded
- We each have a voice that counts
- We are safe and healthy
- We are always learning
- We work flexibly
- We are a team

NHS values

- Working together for patients
- Respect and dignity
- Commitment to quality of care
- Compassion
- Improving lives
- Everyone counts

Our leadership way

We are compassionate

- We are inclusive, promote equality and diversity, and challenge discrimination
- We are kind and treat people with compassion, courtesy and respect.

We are curious

- We aim for the highest standards and seek to continually improve, harnessing our ingenuity
- We can be trusted to do what we promise

We are collaborative

- We collaborate, forming effective partnerships to achieve our common goals
- We celebrate success and support our people to be the best they can be

Health and Care Act 2022

- Collaborate with partners to address our shared priorities and have the core aim and duty to improve the health and wellbeing of the people of England.



- Improve the quality, including safety, of services provided.
- Ensure the sustainable, efficient use of resources for the wider system and communities

Seven principles of public life

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

Appendix 2: More information

For information about the Trust, such as business plans, annual reports, and services, visit [information about the Trust, such as business plans, annual reports, and services](#), visit [NWAS - North West Ambulance Service NHS Trust](#).

Follow the links for more information about:

- **Support to prepare candidates to apply for a non-executive vacancy including:**
 - About the NED role
 - Building your application
 - Sources of information and useful reading
 - Eligibility and disqualification criteria
 - Terms and conditions of chair and non-executive director appointments
 - How we will handle your application and information
- **[View all current chair and non-executive vacancies](#)**
- **[Sign up to receive email alerts on the latest vacancies](#)**
- **[Contact details for the Senior Appointments and Assessment Team](#)**

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Appendix 3: Making an application

For more information, you can get in touch with:

- **NWAS** - for an informal and confidential discussion with our Chair, Julia Mulligan , please contact our search partners Joanna Riley at joanna.riley@gatenbysanderson.com or Emily Smith emily.smith@gatenbysanderson.com at GatenbySanderson.
- **NHS England** – for general process enquiries contact Miriam Walker by emailing miriam.walker@nhs.net

If you wish to be considered for this role please submit an application via the GatenbySanderson website, <https://nwas-leaders.co.uk/>

If you wish to be considered for this role please provide:

- a CV that includes your address and contact details, highlighting and explaining any gaps in your employment history
- a supporting statement that highlights your motivation for applying and your understanding of the NHS and the role. You should outline your personal responsibility and achievement within previous roles and how your experience matches the person specification
- the names, positions, organisations and contact details for three referees. Your referees should be individuals in a line management capacity, and cover your most recent employer, any regulated health or social care activity or where roles involved children or vulnerable adults. Your references may be taken prior to interview and may be shared with the selection panel. In accordance with NHSE's FPPT framework if appointed your references and other background checks will be shared with the Trust.
- please complete and return the monitoring information form which accompanies this pack and is available for download
- tell us about any dates when you will not be available

Appendix 4: Key dates

- **Closing date for receipt of applications: 17 November 2025 at 9am.**
- **Preliminary interviews with GatenbySanderson: w/c 27 November 2025**
- **Interview date: 8 December 2025**
- **proposed start date: 1 January 2026**



NHS England

E: england.chairsandneds@nhs.net

W: england.nhs.uk

