

Could you help lead the NHS in your area?

**North West Ambulance Service NHS
Trust**

Non-executive Director (Digital)

Candidate information pack

Reference: N3730

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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1. The opportunity

There is a vacancy for a Non-executive Director (Digital) at North West Ambulance Service NHS Trust (NWAS). This is an unique opportunity to help shape the future of local services by sharing your talents and expertise to help transform pre-hospital care services 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. The role will have a specific focus on Digital and change.

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 senior or board level experience in one or more of the following areas:

- Commercial or public sector strategic experience of transforming service delivery using digital technologies to modernise operations, improve efficiency and effectiveness and manage risk.
- Recent and relevant strategic digital delivery and strategic transformation through harnessing data and digital tools
- Board level or equivalent experience in a large, complex organisation; understand achieving organisational and culture change management and transformation in a dynamic organisation;
- Experience of providing appropriate leadership, oversight, support and challenge at decision-making levels in a diverse organisation
- Experience in chairing Board level committees
- A genuine commitment to patients and the promotion of excellent health care 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.

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.

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

- We serve more than seven million people across approximately 5,400 square miles – the communities of Cumbria, Lancashire, Greater Manchester, Merseyside, Cheshire and Glossop (Derbyshire).
- We receive approximately 1.7 million 999 calls and respond to over a million emergency incidents each year.
- We make more than 1.3 million patient transport journeys every year for those who require non-emergency transport to and from healthcare appointments.
- We deliver the NHS 111 service across the region for people who need medical help or advice, handling around 1.7 million calls every year.
- We employ around 8,000 staff in over 300 different roles.
- More than 1,000 people volunteer with us as community first responders, volunteer car drivers or patient and public panel members
- We have over 1,000 emergency and non-emergency vehicles operating across the North West.
- We have an annual budget of £598 million.

Our teams



Trust Strategy

Our new strategy for 2026 - 2031 has been shaped by the insight, experience and ambition of our people, patients, volunteers and partners, and reflects what matters most to those we serve. It establishes our core purpose as being - To help people when they need us most.

Vision

Our vision to deliver the right care, at the right time, in the right place; every time. We include a vision statement because it provides a clear picture of the future we are working towards, helping to align our priorities, guide long-term decision-making and ensure that our collective ambition remains the driving force behind our actions.

Right care – proving 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.

Aims

To achieve our vision, we will focus on four strategic aims that will guide our priorities and decisions over the next five years.



Values

Our values are the behaviours that underpin all that we do. They describe how we should approach our work. They can be found in our systems and processes, from appraisal paperwork to planning tools for large-scale projects for change. Putting our values into practice supports us to provide compassionate care and improve outcomes and experiences for our 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:

- Healthcare demand is increasing due to population growth, health inequalities, an ageing population, and changing health needs.
- The North West experiences high levels of deprivation and poorer health outcomes, driving greater demand for urgent and emergency care services.
- The population aged 65+ is projected to increase significantly, leading to more patients with complex, long-term conditions.
- Demand for urgent and emergency care continues to grow while capacity across hospitals, community services and primary care remains constrained.
- The 10 year NHS Plan is shifting care delivery:
 - Hospital → Community
 - Analogue → Digital
 - Treatment → Prevention
- Advances in digital technology and data analytics create opportunities to:
 - Improve clinical decision-making
 - Better understand demand

- Enhance coordination across care pathways
- Workforce sustainability remains a challenge, with recruitment, retention and wellbeing pressures requiring a skilled, flexible and resilient workforce.

Strategic Challenges

- Demand for urgent and emergency care is increasing faster than system capacity, placing sustained pressure on services.
- Greater partnership working and collaboration across health and care systems is needed to improve pathways and deliver integrated care.
- Ambulance services are expected to play a broader role as system coordinators, helping patients access the most appropriate care and reducing unnecessary hospital conveyance.
- Digital and data capabilities will become increasingly critical for predicting demand, supporting clinical decisions and improving patient outcomes.
- Workforce models must adapt to changing service requirements through increased flexibility, skills development and a supportive culture.
- Services must continue to improve quality, productivity and innovation while remaining financially sustainable.

Overall Strategic Implication

- Ambulance services must evolve to meet rising demand by strengthening partnerships, improving patient access to care, embracing digital innovation, developing the workforce and supporting prevention-focused, community-based models of care.

Digital

Enhancing and maximising digital capability underpins our strategic intent but our strategic goals in this respect are articulated through the Future Sustainability Strategic Plan.

This outlines NWAS journey over the last 3 years with a focus on digital foundations. This has resulted in strengthened core infrastructure, modernised frontline devices, enhanced cyber security and improved connectivity across our estate. We advanced the Electronic Patient Record, built a single digital portfolio, improved referral and directory systems and introduced new technology to support more integrated working across 999 and 111.

Since 2023, we have focused on improving digital governance and engagement. Colleagues from across the organisation now help shape and prioritise digital

developments, ensuring they reflect operational and clinical needs. The creation of a clinical informatics function means digital solutions better support clinical safety, improve staff experience and enhance the quality of care.

Moving forward our strategy for 2026-31 is focused on the delivering the following in terms of digital objectives:

Create a sustained digital shift by using trusted digital tools, strong data, and innovation to improve services.

This objective focuses on creating a sustained digital shift across the organisation by embedding trusted, insight-driven and digitally-enabled ways of working. By strengthening our digital foundations, improving how we use data to inform decisions, and accelerating innovation, we will modernise service delivery and enable long-term, meaningful transformation

Examples of work in support of this objectives include:

- Early Adopter for the Future Workforce Solution with a focus on using this as a vehicle to support transformational change
- Large scale estates projects including the development of a new control centre where digital infrastructure and resilience is fundamental to success
- Innovation including AI tools to improve efficiency and support effectiveness across corporate and frontline functions
- Development of a full business case for Integrated Core Systems
- Cyber improvement plans



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](#)**

NHS England respects your privacy and is committed to protecting your personal data. We will only use personal data where we have your consent or where we need to comply with a legal or statutory obligation. It is important that you read [this information](#) together with our [privacy notice](#) so that you are fully aware of how and why we are using your data.

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 Will McAlpine on will.mcalpine@gatenbysanderson.com or Emily Smith on emily.smith@gatenbysanderson.com at GatenbySanderson.

- GatenbySanderson - are helping us to identify potential candidates, if you would like a confidential discussion about the role contact Will McAlpine on will.mcalpine@gatenbysanderson.com or Emily Smith on emily.smith@gatenbysanderson.com at GatenbySanderson.

If you wish to be considered for this role please submit an application via the GatenbySanderson microsite, <https://nwas.gs-attract.com/>

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: Monday 3rd August at 9am.**
- **Preliminary interviews with GatenbySanderson: w/c 10th and 17th August**
- **Stakeholder event:** the shortlisted candidates will be invited to the Trust to meet groups of its key stakeholders on **w/c 7th September**

- **Interview date:** Thursday 10th September 2026

NHS England

E: england.chairsandneds@nhs.net

W: england.nhs.uk

NHS
**North West
Ambulance Service**
NHS Trust

