AGENDA

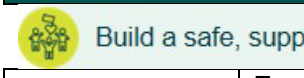
NHS North West Ambulance Service NHS Trust

Board of Directors
Wednesday, 25th November 2026
9.45am – 12:45pm
In the Oak Room, Ladybridge Hall, Trust Headquarters, Bolton

Item No	Agenda Item	Time	Purpose	Lead
PATIENT STORY				
BOD/2627/088	Staff Story	09:45	Information	Chief Executive
INTRODUCTION				
BOD/2627/089	Apologies for Absence	10:00	Information	Chair
BOD/2627/090	Declarations of Interest	10:00	Decision	Chair
BOD/2627/091	Minutes of the previous meeting held on 30th September 2026	10:00	Decision	Chair
BOD/2627/092	Board Action Log	10:05	Assurance	Chair
BOD/2627/093	Register of Interest	10:05	Assurance	Chair



BOD/2627/094	Chair & Non-Executive Directors' Update - *verbal*	10:10	Information	Chair
BOD/2627/095	Chief Executive's Report, including TMC 3A reports: • 21st October 2026 • 18th November 2026	10:20	Assurance	Chief Executive
BOD/2627/096	Board Assurance Framework Q2 2026/27	10:35	Decision	Director of Corporate Affairs
BOD/2627/097	Interim Review of Risk Appetite Statement 2026/27 & Future Direction	10:45	Decision	Director of Corporate Affairs
BOD/2627/098	Integrated Performance Report	10:55	Assurance	Director of Quality and Improvement
BREAK 11:15 – 11:25				



BOD/2627/099	Freedom to Speak Up Bi-Annual Report	11:25	Assurance	FTSU Guardian

Provide outstanding, inclusive care for everyone we serve.

BOD/2627/100	Thirlwall Report	11:35	Discussion	Director of Quality and Improvement
BOD/2627/101	Learning from Deaths Q1 2026/27	11:45	Assurance	Medical Director
BOD/2627/102	Quality and Performance Committee 3A report from the meeting held on 26th October 2026	11:55	Assurance	Ms C Todd, Non-Executive Director

Deliver a responsive care model through partnerships.

BOD/2627/103	Communications, Engagement and Charity Q2 2026/27 Report	12:00	Assurance	Interim Director of Strategy and Partnerships
GOVERNANCE				
BOD/2627/104	Board and Board Committee Corporate Calendar 2027/28	12:10	Decision	Director of Corporate Affairs
BOD/2627/105	Use of Common Seal Bi-Annual Report	12:20	Assurance	Director of Corporate Affairs
BOD/2627/106	Charitable Funds Committee 3A Report from the meeting held on 21st October 2026	12:25	Assurance	Mr N Gower, Non-Executive Director
BOD/2627/107	Audit Committee 3A Report from the meeting held on the 23rd October 2026	12:30	Assurance	Mr N Gower, Non-Executive Director
BOD/2627/108	Resources Committee 3A report from the meeting held on 19th November 2026	12:35	Assurance	Mr N Gower, Non-Executive Director
CLOSING				
BOD/2627/109	Any other business notified prior to the meeting	12:40	Decision	Chair
BOD/2627/110	Risks Identified	12:40	Decision	Chair

RISK APPETITE CONSIDERATION (Refer to the Risk Appetite Statement)

Quality:	**People:**	**Finance:**	**Regulatory:**	**Reputation:**	**Digital Innovation:**
Cautious	Open	Open	Open	Open	Eager

DATE AND TIME OF NEXT MEETING

27th January 2027 at 09:45 am in the Oak Room, Ladybridge Hall, Trust Headquarters, Bolton

Exclusion of Press and Public:
In accordance with Public Bodies (Admission to Meetings) Act 1960 representatives of the press and other members of the public are excluded from the remainder of this meeting having regard to the confidential nature of the business to be transacted, publicity on which would be prejudicial to the public interest.

NHS
North West
Ambulance Service
NHS Trust

Minutes
Board of Directors

Details: 9.45 am Wednesday, 30th September 2026
Oak Room, Ladybridge Hall, Trust Headquarters

Ms A Cooper	Non-Executive Director (Vice-Chair)
Mr S Desai	Chief Executive
Mr D Ainsworth	Director of Operations
Mr C Butterworth	Non-Executive Director
Mr M Gibbs	Director of Strategy and Partnerships
Dr C Grant	Medical Director
Dr E Strachan-Hall	Director of Quality and Improvement
Ms C Todd	Non-Executive Director
Ms L Ward	Director of People
Ms A Wetton	Director of Corporate Affairs
Ms C Wood	Director of Finance

In attendance:

Ms H Khan-Davey	NEXT Programme Director
Ms A Cunliffe	Corporate Governance Manager (Minutes)

Observers:
None

Minute Ref:
BOD/2627/065 Patient Story

The Chief Executive introduced a film, which referred to the patient story featuring a 64-year-old Advanced Clinical Practitioner working at Mary Hewetson Community Hospital, Keswick, who suffered a dislocated hip on 2 December 2025 while on a work break. After being helped back inside the hospital, an ambulance was requested at 11:09 hrs. Although the incident was initially upgraded to a Category 2 response by a healthcare professional, clinical triage assessed it as Category 3.

A series of operational issues delayed the response, including the diversion of two allocated ambulances to higher-acuity incidents, a vehicle fault, and road closures. An ambulance eventually arrived at 17:49 hrs. During the wait, the patient received Oramorph from a GP and later IV morphine from a local A&E consultant.