



# Appointment of **Non-Executive Directors, NHS Online**

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# Welcome

Thank you for your interest in the role of Non-Executive Director on the board of NHS Online. This is a unique opportunity to play a role in shaping the NHS's first national, digital-first Trust, created to address some of the most pressing challenges facing elective care in England.

NHS Online represents a bold and deliberate intervention by NHS England. It has been established to tackle excessive elective waiting times, workforce constraints, financial pressures and fragmented digital transformation through a single, nationally scaled virtual care provider. The ambition is not incremental change, but system-level transformation: delivering safe, high-quality elective care unconstrained by geography, and setting a new benchmark for how digital-first care can operate within the NHS.

As a Non-Executive Director, you will join the Board through the establishment of a new organisation, building strong foundations of governance, culture and credibility, and supporting its evolution into a fully operational Trust delivering services from 2027/28. This role offers the opportunity to shape a national institution from inception, ensuring it is clinically robust, financially sustainable and resolutely patient-centred, while realising the full potential of technology-enabled care at scale.

NHS Online represents one of the most ambitious service transformations undertaken by the NHS in recent decades. As Non-Executive Director, you will have the opportunity to work on a new board to shape a new national institution from its foundations, helping to redefine how elective care is delivered for millions of patients. This is an opportunity for individuals motivated by public value, system impact and the opportunity to create something enduring, as well as for someone with a focus and interest on digital transformation and understanding of the digital shift. . We hope this brief gives you a clear sense of the scale, ambition and significance of the opportunity, and we look forward to engaging with candidates who share our commitment to transforming care for the future.

# About NHS Online

NHS Online will be a new national NHS Trust dedicated to delivering elective care virtually. It will be the first NHS provider focused solely on national, digital-first elective services, designed to deliver high-quality, clinically rigorous care at scale while maximising flexibility and productivity.

The Trust's purpose is to set standards for and deliver virtual elective care services.

NHS Online will deliver end-to-end elective services accessed via the NHS App, giving patients greater choice, convenience and timely access to expert clinicians. Referral to virtual care services provided by NHS Online will always be optional, with in-person care continuing to be available through existing providers where preferred or clinically required.

NHS Online will respond directly to major system pressures, including long waiting times, financial constraints, workforce shortages and fragmented digital transformation. With a national remit and no estate constraints, NHS Online will align clinical capacity with patient demand, enable more flexible working, improve access and equity, and support the wider NHS through productivity gains.

NHS Online is planned to be formally established on 1 June 2026, with clinical services launching in 2027/28.



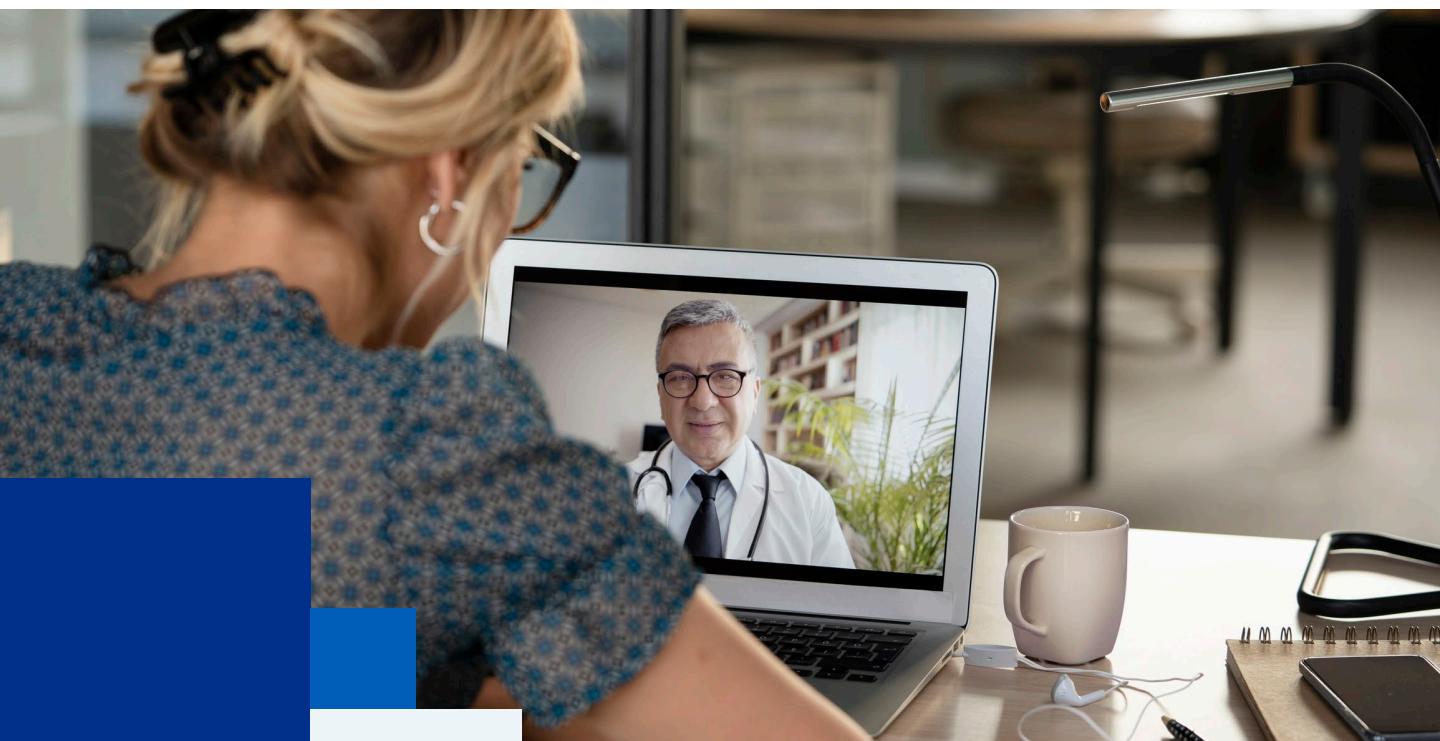
# About NHS Online

NHS Online has been conceived at genuinely national scale. It is designed to operate unconstrained by geography, estate or traditional workforce models, enabling clinical capacity to be aligned to patient demand across England rather than within local boundaries.

The scale of ambition is significant. Once operational, NHS Online is expected to deliver the equivalent of up to 8.5 million appointments and assessments in its first three years, around four times the volume of an average NHS trust, while remaining clinically robust and regulated in the same way as other NHS Trusts, including by the Care Quality Commission.

This is not marginal additional capacity, but a material system intervention intended to accelerate elective recovery and free up physical capacity across local providers for patients who need or choose in-person care.

By creating a single national provider focused solely on digital-first elective care, NHS Online is intended to do “once, nationally” what has proven difficult to achieve through dispersed local transformation.



# Governance and organisational model

NHS Online will be established as a new NHS Trust, accountable to the public and Parliament, and subject to oversight by NHS England and inspection by the Care Quality Commission.

As an NHS Trust the Board will include an independent Chair, Chief Executive Officer, Chief Finance Officer, Medical Director, Nursing Director and Non-Executive Directors.

The Chair and Non-Executive Directors will be appointed from 1 June 2026 and will form a Nominations Committee, leading the recruitment of the Chief Executive and the wider executive team. The full Board is expected to be in place by the end of December 2026.



# The role of Non-Executive Director

The Non-Executive Directors will join the Board through the establishment of a pioneering, digitally enabled NHS Trust, helping to shape it into a fully operational virtual provider of services. These roles will ensure the board establishes a culture of learning, innovation, and patient-centred care, with a strong focus on quality, safety, access, and experience, delivered through technology and digital innovation.

## **Responsibilities:**

- Take corporate and personal responsibility as a Board Member.
- Guide the new Trust through the establishment phase and support its evolution to a fully operational virtual provider of NHS services (in Q1 2027/28).
- Work collectively as a member of the Board to set and monitor the new Trust's vision, strategy and culture.
- Promote innovation and technology adoption in a safe, evidence-based way that improves care and efficiency.
- Champion the Trust as a national and international exemplar for digital-first healthcare.
- Ensure strategies and actions approved by the Board are implemented effectively by the Executive Management Team.
- Hold the Executive Team to account for delivering high quality, safe and effective services.
- Offer independent oversight, advice and constructive challenge to the executive members of the Board, whilst respecting executive responsibility.
- Bring external insights from other sectors, organisations and industries to strengthen Board decision making.
- Scrutinise thoroughly, and regularly review performance against, agreed goals and objectives.
- Support the Chair, the Chief Executive and Executive Directors in the leadership of the Trust, including promoting the Trust's values.
- Ensure that the Trust operates with the highest standards of probity, equality and patient centred care, in line with NHS values.
- Advocate for equity of access, ensuring the Trust actively addresses the risks of digital exclusion.
- Establish and strengthen constructive relationships with patients, regulators, independent sector partners and local communities.
- Promote equality of opportunity and recognise diversity when dealing with patients, staff and stakeholders.
- Share responsibility for communicating the decisions of the Board.
- Chair Board sub-Committees as required.

# Person specification

The appointed individuals must be able to demonstrate that they have the experience leading change across scale, working with complex services with a focus on innovation, the user and high-quality services. The individuals must be confident in a senior Board environment and in their ability to constructively challenge and support strategies and financial and performance data at both a strategic level and in granular detail.

The successful candidates will be proven leaders with a responsible position in their own field and be able to demonstrate a track record of achievement in at least one of the following areas:

- Commercial expertise within technology, digital services, or consumer-facing industries.
- Experience of an organisation that is customer focused which delivers high quality and efficient services to meet customer needs.
- Experience/knowledge of accounting issues.
- Technology, clinical, HR and organisational development, finance or legal experience.
- Lived experience as a patient or carer.

## **The individuals must also demonstrate experience and skills in the following areas:**

- Significant Board-level experience in an organisation of scale and complexity.
- Understanding of the role of a Non-Executive Director in an NHS organisation.
- Experience in developing commercial and strategic partnerships and extensive stakeholder collaboration.
- Evidence of leadership, resilience in the face of challenge and ability to inspire confidence and enthusiasm.
- Demonstrable knowledge of technology-enabled services, digital health, or digital transformation and the benefits these models can deliver.
- Ability to assimilate and assess significant and complex issues in a large organisation.
- Evidence of organisational performance management and a sound knowledge of corporate governance, including risk and assurance.

# Terms of appointment

**Remuneration:** £13,000 per annum with an additional £2,000 supplement for chairing a committee, this will be reviewed in line with the outcomes of the ongoing pay review.

**Time commitment:** initially 3-4 days per month during the period up until launch in Q3 2027/28. The Chair will review the time commitment after this and there is an expectation that this will reduce.

**Length of term:** 3 years.

**Location:** London with expectation to travel nationally as required.

## Process overview

Saxton Bampfylde is acting as employment advisor agency to NHS England. Following the longlist meeting, candidates will be invited to attend an online preliminary interview with Saxton Bampfylde.

Following a shortlisting meeting of the selection panel, shortlisted candidates will be invited to attend a final interview with NHS England. The appointed candidate will be expected to attend the shortlisting and interviews for the Non-executive Director recruitment process. Key dates for the process can be found below:

## Key dates

Application deadline: Monday 2 March 2026

Longlisting: w/c 9 March (candidates not required)

Shortlisting: w/c 13 April (candidates not required)

Informal conversations with the appointed Chair: w/c 20 April

Formal interviews: w/c 27 April & 4 May



# How to apply

**Saxton Bampfylde Ltd is acting as an employment agency advisor to NHS Online on this appointment.**

Candidates should apply for this role through our website at [www.saxbam.com/appointments](http://www.saxbam.com/appointments) using code **ZBXXB**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring\* form. Candidates are also required to complete the "Fit and Proper Person" Self Declaration form.

The closing date for applications is **noon on Monday 2 March 2026**.

The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

## Due diligence

Due diligence will be carried out as part of the application process, which may include searches carried out via internet search engines and any public social media accounts.

## GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

NHS England a signatory to the Government's Disability Confident scheme, which means that we guarantee an interview to any disabled candidates entering under the scheme, should they meet the minimum essential criteria for a role. If you wish to apply under the scheme, you should declare so at the point you submit your application.



# Appendix 1: The NHS Leadership Competency Framework

NHS England's Leadership Competency Framework sets out 6 competency domains that are aligned with the NHS values and other regulatory guidance, to support Board members to perform at their best. The framework provides a guide by which, over time, all Board directors can measure themselves and develop proficiency in all areas. It is designed to:

- support the appointment of diverse, skilled, and proficient leaders
- support the delivery of high-quality, equitable care and the best outcomes for patients, service users, communities, and our workforce
- help organisations to develop and appraise all board members
- support individual board members to self-assess against the six competency domains and identify development needs.

For more information on how this framework should be applied: [NHS England » NHS leadership competency framework for board members](#)

The six competency domains and definitions are:

## 1. 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.

## 2. 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.

## 3. 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.

# Appendix 1: The NHS Leadership Competency Framework

## 4. 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.

## 5. 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.

## 6. 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.



Saxton Bampfylde