



South East Coast Ambulance Service   
NHS Foundation Trust

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# Candidate Pack

## Independent Non-Executive Directors

### South East Coast Ambulance Service NHS Foundation Trust

August 2017

# Welcome to SECamb



## Hello and thank you for your interest in our Independent Non-Executive Director role.

The modern ambulance service is at the frontline of urgent and emergency health care. SECamb is committed to responding in good time and delivering both excellent treatment and outstanding care for our patients. Where hospital treatment is the answer, we work to get our patients to the right hospital quickly and safely. However, we know that the right treatment does not always mean transport to hospital and our focus is on ensuring our patients get the right treatment, safely.

From a historically strong position, the Trust is now in the middle of a turnaround. Since being placed in Special Measures in September 2016, SECamb has undergone a transformation to address concerns raised by the CQC. The Trust has worked hard to gain a stronger grip of its finances, delivering its forecast deficit of £7.1m and, with new leadership from Chair Richard Foster and Chief Executive Daren Mochrie, SECamb is well placed to continue to build on these improvements.

In May 2017, the Trust moved into its new state-of-the-art Emergency Operations Centre (EOC) and HQ in Crawley, which provides greater capacity to ensure the Trust can meet the growing demand and provide the highest quality of care for a population with increasingly complex conditions.

At this crucial juncture, we are looking for 2 new Independent Non-Executive Directors to come and join us on our journey. These new appointments will work closely with our Executive Team to ensure the highest standards of care are adhered to and

will also support embedding a collaborative culture throughout our workforce.

We are looking for two talented individuals to join the Trust:

- An individual with a clinical background
- An individual with an organisational development background

Candidates for both roles should have experience of operating at Board level. In addition, the ideal candidates will be team players with emotional intelligence, passion and humour as well as a broad range of strategic and operational management skills. We seek Board colleagues whose capacity to challenge constructively can inspire and motivate; individuals with the ability to influence and communicate effectively with all types of audience. Finally, you should have a track record of building successful teams and bringing about change in complex organisations.

Beyond this, we value and promote diversity and are committed to equality of opportunity for all. We would therefore particularly welcome applications from women, people from black and minority ethnic communities and people with disabilities.

If either post appeals to you and you would like to learn more please contact our recruitment partners Rhiannon Smith or Jenny Adrian at Hunter Healthcare on 020 7935 4570.

We very much look forward to hearing from you.

# ABOUT THE TRUST

South East Coast Ambulance Service NHS Foundation Trust has more than 3,500 staff working across 110 sites in Kent, Surrey and Sussex. Around 87 per cent of our workforce is made up of operational staff – those caring for patients either face to face, or over the phone at one of our emergency dispatch centres where we receive 999 calls or in our 111 call centre. Our patients range from the critically ill and injured who need critical care, to those with minor healthcare needs who can be treated at home or in the community.

## What we do:

- ++ Receive and respond to 999 calls from members of the public
- ++ Respond to urgent calls from healthcare professionals e.g. GPs
- ++ Receive and respond to NHS 111 calls from the public

## Our Services

As the ambulance service evolves and develops we have introduced a number of initiatives to not only improve patient care but also support our hard-working staff. Crucially, we are expanding the clinical capability of ambulance staff, and there are changing priorities in relation to patient assessment, treatment and appropriate referral: we are in a good position to ensure patients are only transported to hospital when they absolutely need to be.

Our focus on assessment and the ability to refer on to other services or provide care in the home have led to substantial changes in the service. The pace of change has brought its own challenges, with our regulator identifying a lack of clear clinical leadership and a lack of attention to and capability in organisational development – both of which the Executive Team are keen to address. These two posts will provide the oversight necessary to help us move forward quickly and above all safely.

The Trust's new vision and strategy seek to rebuild SECAmb into a provider that the residents of the South East Coast can be proud of once more.

The full version of our CQC report can be accessed here:

<http://www.cqc.org.uk/location/RVD6A>



## Our Goals

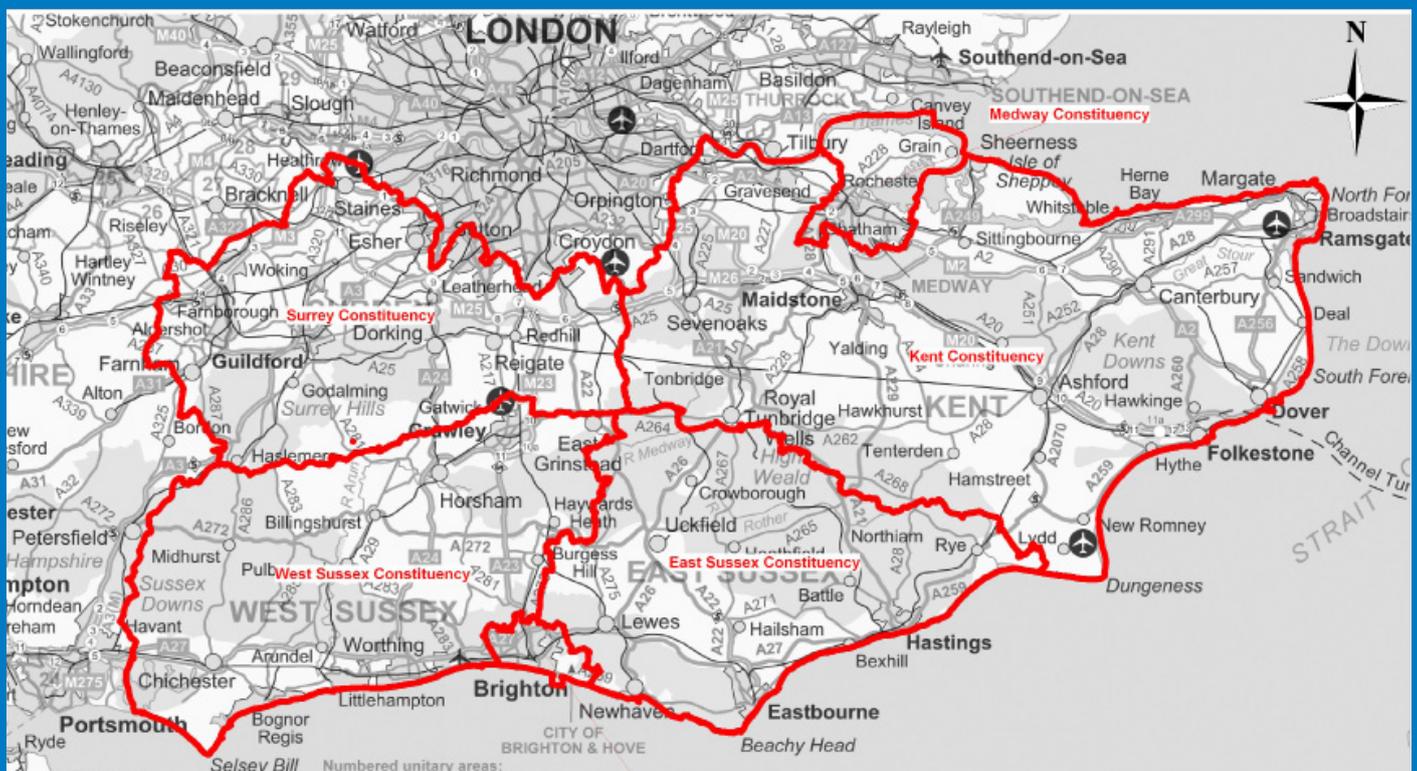
Our strategy is focused on two years of embedding values, patient care, partnership working and delivery of core enablers to set us up for further innovation and potential expansion following this period of consolidation. Our five year goals are as follows:

1. We will respect, listen to and work with our staff and volunteers to provide development and support that enables them to provide consistent, quality care to our patients
2. We will develop and deliver an integrated clinical model that meets local needs whilst ensuring we provide consistent care which achieves our quality and performance standards
3. We will develop and deliver an efficient and sustainable service underpinned by fit-for-purpose technology, fleet and estate.
4. We will work with our partners in Sustainability and Transformation Partnerships and blue light services to ensure that our patients receive the best possible care, in the right place, delivered by the right people

The copy of our new Strategy and Operational Plan can be accessed here:  
[www.secamb.nhs.uk/about\\_us/our\\_vision\\_and\\_strategy.aspx](http://www.secamb.nhs.uk/about_us/our_vision_and_strategy.aspx)

## Our Catchment Area

Please be aware that applicants must live within the boundaries of the Trust as detailed in the map below. In the west, the Trust boundary follows the borders of West Sussex and Greater London in the north.



# Our Non-Executives

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## Richard Foster, Independent Chairman

Richard has held senior positions in the public and voluntary sectors. His career has seen him serve as Chair, CEO, Trustee, Executive Director and Non-Executive Director of a variety of large, complex, public, voluntary and private sector bodies. He was Chief Executive of the Crown Prosecution Service (CPS) between 2001-2007 and began his career at the Department of Employment in the 1970s. More recently he has chaired the Criminal Cases Review Commission from 2008.



## Graham Colbert, Deputy Chairman

Graham is Chief Financial Officer and Chief Operating Officer at Genomics England (a company set up by the Department of Health to carry out a programme of 100,000 whole genome sequences). He has extensive experience in growing businesses in both developed and emerging markets. Graham is a member of the Institute of Chartered Accountants in England and Wales. Graham was appointed as Deputy Chairman of the Trust Board by the Council of Governors and is in his second term of office. Graham Chairs the Trust's Finance and Investment Committee.



## Lucy Bloem

Lucy joins SECAMB having been a Partner at Deloitte Consulting since 2007. With a business career spanning 20 years, Lucy brings a wealth of experience from different cultures and regulatory regimes. She has worked with some of the world's biggest companies successfully delivering complex programmes and becoming a trusted advisor to many clients. Lucy is in her second term of office and she Chairs the Trust's Quality and Patient Safety Committee.



## Tim Howe

Tim has varied experience working in the private sector as a senior Human Resources Executive. He was previously International Vice President, Human Resources at United International Pictures and Group Human Resources Director of The Rank Group PLC. Tim is a trained mediator and a former Chair of the East Surrey Community Mediation Service. Tim was appointed Senior Independent Director and is in his second term of office. Tim Chairs the Workforce and Wellbeing Committee.



## Al Rymer

Alan completed a full career in the Royal Navy in 2012. Leaving as a Rear Admiral, he has since provided strategic management consultancy to UK and international clients. Throughout his career he has gained a wide range of Board level experience in the public sector and partnerships with industry. He has delivered improvements in 24/7 fleet support, established new career structures and personnel management services, and led training transformation programmes. His final military appointment was as Director of Training and Education of UK Armed Forces between 2010 and 2012. He is also a governor of an independent school and college for children and young adults with learning disabilities.



## Terry Parkin

Terry has lived in West Sussex for the last 25 years, moving to the region in order to teach in Worthing. His career led to senior posts in education and social care as well as significant experience of volunteering. He has recently accepted the post of CEO of the Kings Group Academies, an educational charity running a number of schools in the South East. Terry has also worked as a chief officer in two local authorities, leading what has become known as the 'people' portfolio, covering services to both children and adults, and including public health. Across this time he was able to develop his understanding of the wider health system, joining the Caldecott information governance review team at the Department of Health and sitting on the South East London Joint Commissioning Board before joining SECamb.



## Angela Smith

Angela's career has been mostly focused on the International Financial Services Sector, and Angela spent some time as a Partner at KPMG. In addition to working with SECamb, she is currently a Non-Executive Director and Deputy Chair of Audit at the University of Sussex. Through her career Angela has gained substantial Board and Committee experience, chairing several Finance and Risk Committees. Angela is Chair of the Audit Committee.

Further information about our Executive Board is available on our website:

[http://www.secamb.nhs.uk/about\\_us/trust\\_Board-1.aspx](http://www.secamb.nhs.uk/about_us/trust_Board-1.aspx)



## ABOUT THE ROLE

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Independent Non-Executive Directors act as objective members of the Board of Directors. They are required to contribute to setting the strategic direction and to participate effectively in the Board, ensuring effective challenge, support, governance and compliance as well as meeting performance targets required by NHSI, the Care Quality Commission and other statutory bodies.

Using their experience, specific knowledge and judgement, NEDs are asked to thoroughly scrutinise the performance of the Executive Management Team and to be persistent in ensuring that any issues raised are dealt with satisfactorily.

NEDs are expected to work 3-4 days per month (mostly but not exclusively at the Trust HQ in Crawley) with an annual remuneration of £13,000.

Board committees are integral to the Trust's assurance process and to its efficient management. Each has a NED as chair. These committees allow a greater level of scrutiny on individual issues than is possible at a Board meeting. They also provide a forum for mentoring executive and senior management.

In addition to their Board role, NEDs are expected to participate fully as members of any Board committees to which they are appointed and, where appropriate, be effective committee chairs.

## Key Functions and Responsibilities

Working in conjunction with the other members of the Board to:

- Develop and promote the Trust's values and foster a positive culture throughout the Trust;
- Set the strategic direction of the Trust, taking into account the views of the public - as expressed through the Council of Governors - and being cognisant of the need to meet high standards for patient care;
- Ensure the Trust continues to improve its clinical outcomes, achieves agreed performance standards and operates in the best interests of patients, employees and stakeholders;
- Make sure the Trust meets its commitments to regulatory and funding bodies while maintaining its financial viability;
- Ensure that the Trust's risk management and governance arrangements conform with best practice and statutory requirements;
- Contribute to the appraisal of the Executive Directors' performance, the appointment of the Chief Executive and other Executives. Ensure that there is sound succession planning for key Executives;
- Ensure that they understand the views of Governors and other members of the public on the key issues facing the Trust.

Further information regarding the role can be found in Annexe 1.



# WHAT WE ARE LOOKING FOR

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We are looking for 2 Independent Non-Executive Directors with a genuine commitment to service users and significant experience of working at Board level within an organisation of comparable scale and complexity.

The ideal candidates will need to have one of the following:

- Clinical expertise, this could include (but is not limited to) doctors, nurses, paramedics or other allied health professionals.
- Organisational Development/Change management expertise gained across multiple locations with a particular focus on engagement and inclusion.
- The ability to think and plan ahead, balancing needs and constraints;
- The ability to accept accountability and probe and challenge constructively;
- The ability to influence and persuade others;
- Strong mentoring, relationship-building and communication skills;

Additionally, he/she should have:

- Current or recent experience of working at Board level;
- A good understanding of corporate governance, ideally with recent direct experience, and a clear understanding of the role of an Independent Non-Executive Director;
- A strong commitment to working as a team member;
- The motivation to improve NHS performance and confidence to take on challenges; and
- The ability to think clearly and creatively.
- A strong personal commitment to the Trust;
- A high level of commitment to patients, carers and the community, especially to disadvantaged groups;

# HOW TO APPLY

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All applications must be received by 5pm on 3rd October 2017.

For a confidential discussion please contact Rhiannon Smith or Jenny Adrian on 020 7935 4570

All applications must quote the reference SECambNED and include:

- A full curriculum vitae
- A covering letter indicating how you meet the selection criteria and articulating why you are interested in the role
- Contact details for four referees (who will not be contacted without your permission)
- A contact email address and telephone number
- A completed Equal Opportunities Monitoring Form and Fit and Proper Person Self-Certification Form (available on our website: [www.hunter-healthcare.com/opportunities/](http://www.hunter-healthcare.com/opportunities/))

Please send by email to Rhiannon Smith at Hunter Healthcare on: [applications@hunter-healthcare.com](mailto:applications@hunter-healthcare.com)

Date	Event
12th October	Long-listing meeting (Internal)
9th November	Short-listing meeting (Internal)
16th November	Final Panel Interviews for Clinical NED
23rd November	Final Panel Interviews for the Non-Clinical NED

# Annexe 1.

## Key Responsibilities:

- Through a process of constructive challenge and using their own experience and judgement provide strong guidance to the Executive Team in setting the goals and strategic direction for a robust, clinically based, development of the Trust;
- Provide guidance to the Executive in turning strategies into financially sound plans; ensuring that the necessary resources are in place, the priorities established, time lines drawn and the basis for measuring progress set;
- Drawing on their experience, judgement and specific areas of expertise scrutinise the performance of the Executive management in meeting agreed goals and objectives; ensuring that any necessary corrective measures are put in place; NEDs to be persistent in ensuring that agreed actions are followed up;
- Ensure that the Board gives significant attention to the development and motivation of employees, recognising that it is through them the Trust delivers patient care and meets its operational and financial targets;
- Obtain comfort that financial information is accurate, and that financial controls and risk management systems are robust and defensible. All NEDs participate on the Audit Committee; at least one of whom must have relevant recent financial experience;
- Ensure there is a comprehensive system of risk identification and impact assessment in place. Carry out regular reviews of the risks associated with the operation of the Trust and its future plans and ensure that robust mitigating actions are identified. Ensure that the Board have devised remedies in the event that any particular risk materialises;
- Obtain assurance that clinical controls and risk management systems are robust and defensible and that clinical and patient data is accurate. Ensure that there is an appropriate process in place to examine and deal with all complaints, serious incidents and disputes and that learning points are identified and where appropriate implemented;
- Contribute to the appraisal of the Chief Executive and the other Executives; where necessary act to remove the Chief Executive and other Executives and contribute to the appointment of replacements. Participate in the appraisal of the chair;
- Interact with the Council of Governors and other members to gain a different perspective on the Trust and its performance and give account to the council on progress made in delivering the Trust's strategic objectives and its operational and financial performance;
- Ensure that there is a suitable process of engagement, consultation and communication with all stakeholders – patients, public, Governors,

# Annexe 2. The Seven Nolan Principles of Public Life

## Selflessness

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

## Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

## Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

## Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

## Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

## Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

## Leadership

Holders of public office should promote and support these principles by leadership and example.

# HUNTER

Executive talent for the healthcare sector

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