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Llywodraeth Cymru
Welsh Government

Information pack for applicants

**Welsh Ambulance Services NHS
Trust
Appointment of Chair**

Closing date: 22 February 2019



**The Commissioner for
Public Appointments**

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Making an application

Thank you for your interest in the appointment of Chair of Welsh Ambulance Services NHS Trust. The new Chair will be required to provide strong leadership of the Welsh Ambulance Services NHS Trust and to uphold the values of NHS Wales.

The attached Annexes provide details on the role of the Chair, the person specification and the role and responsibilities of the Welsh Ambulance Services NHS Trust. An outline of the selection process is also provided.

To make an application, please visit the Welsh Government Public Appointments website here <https://cymru-wales.tal.net/vx/lang-en-GB/mobile-0/appcentre-3/brand-2/candidate/jobboard/vacancy/7/adv/>.

To apply for this role, click on the Welsh Ambulance Services NHS Trust vacancy and click on 'Apply' at the bottom left hand corner. The first time you apply for a post, you will need to complete a registration form for the Welsh Government's online application system. You will only need to register once, and you will be able to keep yourself updated on the progress of your application, and any other applications you make, via your registered account.

Once you've registered, you'll be able to access the application form. To apply you will need to submit the application form and **two** supporting documents.

The first document is a **personal statement** answering the questions below. This document should be no more than two sides of A4. Your application may be rejected if you exceed this limit. The second supporting document is a full, up to date **CV**.

The two documents should be uploaded to the "Reasons for applying" section of the online application form.

Personal Statement

Your personal statement is your opportunity to demonstrate how you meet each of the criteria as set out in the questions below. How you choose to present this information is up to you. However, you should aim to provide detailed examples that demonstrate how your knowledge and experience matches each of the criteria, and which describe what your role was in achieving a specific result. It will also benefit the selection panel if you can be clear which particular evidence you provide relates to which criteria. Providing separate paragraphs in relation to each criterion is common practice.

Question 1 - Please provide an example, with outcomes, of a situation where you have provided forward thinking, strategic leadership in the development of a successful private, public or third sector organisation.

Question 2 - Please provide an example, with outcomes, of a situation where you have built highly effective relationships in order to build and maintain the confidence of a range of partners and stakeholders.

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Question 3 - Please provide an example, with outcomes, of a time when you have ensured that a Board worked effectively through the collective involvement of its members in a robust and transparent decision making process.

Question 4 - Please explain the methods you have used previously in a Board leadership situation to ensure ownership and accountability of corporate objectives.

Question 5 - Please provide an example, with outcomes, of a time when you used your communication skills clearly and succinctly in engaging people at all levels.

Question 6 - Please describe a situation when you have been required to allocate scarce resources to ensure the delivery of service priorities within a robust corporate governance framework.

Curriculum Vitae

Please ensure that your **CV** includes brief details of your current or most recent post and the dates you occupied this role. Please identify any past or present Ministerial appointments.

Indicative Timetable

Closing date: 22 February 2019

Shortlisting complete: w/c 25 February 2019

Interviews held: w/c 11 March 2019

Start date: 1 April 2019

Key facts about the post

Location: The Welsh Ambulance Services NHS Trust is the national service for Wales and the Trust has a policy of taking public meetings and engagement events out into the communities it serves. The successful candidate will therefore be required to travel widely and extensively to all parts of Wales, although a significant number of other meetings and Board related events will be held at their offices in Cwmbran. It may be necessary to stay overnight on some occasions.

Board meetings are normally held monthly at various locations. . The Trust also has various committees which meet either monthly, bi-monthly or quarterly.

Remuneration and Expenses: The remuneration for the role of Chair of the Welsh Ambulance Services NHS Trust is a fixed sum of £43,326 per annum. You also will be entitled, on production of supporting receipts, to the re-imbursment of travel and subsistence expenses incurred whilst on Trust business. Expenses must be claimed within three months of them being incurred unless there are exceptional circumstances. Childcare and other dependent expenses may also be paid, on production of receipts, for additional costs incurred while undertaking work on behalf of the Trust.

Time Commitment: The role is based on a notional commitment of a minimum of fourteen and half (14.5) days per month. However, this will be subject to organisational demands and is often higher than the minimum requirement.

Place of Work: Unless otherwise agreed by the Trust's Remuneration Committee, the designated place of work will be the Chairman's normal place of residence.

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Diversity Statement

The Welsh Government believes that public bodies should have board members who reflect Welsh society - people from all walks of life - to help them understand people's needs and make better decisions. This is why the Welsh Government is encouraging a wide and diverse range of individuals to apply for appointments to public bodies.

Applications are particularly welcome from all under-represented groups including women, people under 30 years of age, black, Asian and minority ethnic people, disabled people, lesbian, gay, bisexual and transgender people.

Guaranteed Interview Scheme – Positive about Disability

The Welsh Government operates a Positive about Disabled People scheme and welcomes applications from people with disabilities. The scheme guarantees an interview to disabled people if they meet the minimum criteria for the post. The application form also enables you to detail any specific needs or equipment that you may need if invited to attend an interview.

Contacts:

For further information regarding the selection process, please contact:

Public Appointments Team

Tel: 03000 616095 / 03000 251826 / 03000 253205 / 03000 256332

Email: Publicappointments@gov.wales

For further information or to arrange an informal discussion about the role of the Chair please contact:

Dr Andrew Goodall, NHS Wales Chief Executive.

Tel: 03000 251182 (Dr Goodall)

Email: Andrew.Goodall@gov.wales.

For further information about the Welsh Ambulance Services NHS Trust, you may wish to visit the Board's web site: <http://www.ambulance.wales.nhs.uk/>

If you need any further assistance in applying for this role, please contact:

Public Appointments Team

Tel: 03000 616095 / 03000 251826 / 03000 253205 / 03000 256332

Email: Publicappointments@gov.wales

For further information about Public Appointments in Wales, please visit www.gov.wales/publicappointments.

Role of the Chair

Role description

The Chair will be accountable to the Minister for Health and Social Services for the performance of the Board and its effective governance, upholding the values of the NHS, and promoting the confidence of the public and partners throughout Wales.

The Chair of the Welsh Ambulance Services NHS Trust will:

- **Develop a Strategic Vision** for the Board's services of the future, identifying and realising the inherent potential and skills within the organisation to develop an innovative and world leading service;
- **Work effectively with Commissioners' of Ambulance Services** specifically the Emergency Ambulance Services Committee (EASC), the Chair of EASC and the Chief Ambulance Services Commissioner (CASC) to develop emergency ambulance as clinical service embedded in the unscheduled care system.
- **Provide strong, effective and visible leadership** across the breadth of the Board's responsibilities, internally through the Board and externally through his/her connections with a wide range of stakeholders and partners at community, local authority, Local Health Board and national levels;
- **Ensure the Board delivers effectively together** the strategic and operational aims of the Trust through delivery of strategic aims, policy and governance;
- **Be responsible for maintaining** the highest quality of public health standards and practices, and improving quality and safety of healthcare;
- **Be accountable for the performance of the Board** at community, local authority, Board and national levels through the agreement of a three year integrated medium term plan (IMTP) and an annual delivery plan and the annual evaluation of achievements against the plan in public by the Minister for Health and Social Services;
- **Hold the Chief Executive to account** across the breadth of his/her responsibilities;
- **Work effectively with partners**, in particular with other Local Health Boards, Local Authorities, the Third Sector and Social Partners, and also with primary care contractors, to ensure the planning and delivery of safe, effective services;
- **Provide the assurance and governance for the proper stewardship of public money and other resources** for which the Board is accountable;
- **Provide the assurance for ensuring that the Board is governed effectively** within the framework and standards set for the NHS in Wales;
- **Undertake an external ambassador role**, delivering in the public spotlight and instilling public confidence.

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Person Specification

The Chair will demonstrate the following qualities:

Knowledge and Experience

Essential

- Ability to develop the strategic vision for the future;
- Ability to provide systems leadership and to work with Health Boards, Welsh Government, community groups, patients and other stakeholders to develop and drive forward that strategic vision;
- Ability to hold the executives to account for performance whilst maintaining a constructive relationship;
- A broad understanding of governance issues and how governance applies to the corporate, clinical and information management.

Desirable

- An understanding of health issues and priorities in Welsh Ambulance Services NHS Trust and the ability to understand the role and work of the Board;
- Ability to provide a knowledgeable, impartial and balanced perspective on a range of sensitive and complex issues;

Personal Attributes and Skills

Essential

- Ability to lead and inspire staff, to look ahead and identify key issues for the Board;
- Drive and determination, with the ability to instil vision and develop defined strategies to pursue long and short-term goals;
- Ability to facilitate, understanding of complex issues while demonstrating respect for the views of others;
- Ability to ensure a board works together effectively through their active involvement in a robust and transparent decision making process;
- Ability to motivate and develop the board to define roles and responsibilities to ensure ownership and accountability;
- Ability to demonstrate inclusive leadership in terms of board diversity.
- A clear understanding and commitment to equality.

Desirable

- Strong interpersonal skills with personal impact and credibility to be an effective advocate and ambassador with strong influencing and negotiating skills;
- Excellent communication skills, with the ability to be clear and succinct, and to be able to engage with people at all levels;
- Sound judgement, sensitivity and political awareness;
- Capacity to be independent and resilient.

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Welsh Language

Welsh language skills are desirable but not a pre-requisite for appointment. However all candidates will be expected to display an empathy towards the language and demonstrate leadership to strengthen bilingual service provision within the NHS in Wales.

Tenure of office

The Minister for Health and Social Services determines the length of the appointment, which will initially be up for a period of up to four (4) years. However, this is subject to the Chair remaining eligible for the role for the duration of the term. Board members may stand for a maximum of eight (8) years.

Accountability

The Chair is appointed by the Minister for Health and Social Services and is accountable to the Minister for carrying out their duties and for their performance.

Assistance for Disabled Members

Where appropriate, all reasonable adjustments will be made to enable the Chair to effectively carry out his/her duties.

Eligibility

A person shall be disqualified from appointment if he/she:-

- a) Has, within the preceding 5 years, been convicted in the UK, Channel Islands or the Isle of Man of any offence and has had passed on him/her a sentence of imprisonment, (whether suspended or not) for a period of not less than 3 months;
- b) has been adjudged bankrupt or has made a composition or arrangement with his/her creditors;
- c) has been dismissed, otherwise than by reason of redundancy or non-renewal of a fixed term contract, from any paid employment with a health service body;
- d) is a person whose tenure of office as the chairman, member or director of a health service body has been terminated because his/her appointment is not in the interests of the health service, for non-attendance at meetings or for non-disclosure of pecuniary interest;
- e) is an employee of a health service body.

Subject to the exception noted in (e), it is the policy of the Welsh Government that all recent employees of LHBs and NHS Local Health Boards should serve a non-involvement break before being considered for an NHS Public Appointment.

Any other information that may materially affect your application for appointment should be declared in the application form under the Conflict of Interests section.

Applicants should be persons who conduct themselves at all times in a manner which will maintain public confidence.

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In particular, applicants are required to declare whether they are aware of anything in their private or professional life that would be an embarrassment to themselves or to the Welsh Government if it became known in the event of appointment.

Candidates should also note that membership of a LHB is a disqualifying office for membership of the National Assembly for Wales under the National Assembly for Wales (Disqualification) Order 2015.

Conflicts of Interest

You should particularly note the requirement for you to declare any private interests which may, or may be perceived to, conflict with the role and responsibilities as Chair of Welsh Ambulance Services NHS Trust, including any business interests and positions of authority outside of the role in Welsh Ambulance Services NHS Trust.

If appointed, you must declare these interests. These may be explored at interview more fully. Any conflicts will be brought to the attention of the Minister for Health and Social Services when he is provided with a list of appointable candidates from which to make his selection.

Standards in public life

The Chair will be expected to adhere to the standards of good governance set for the NHS in Wales, which are based on the Welsh Government's Citizen Centred Governance Principles and incorporate Nolan's "Seven Principles of Public Life".

Role and Responsibilities – Welsh Ambulance Services NHS Trust

Background

The Welsh Ambulance Service was established as an NHS Trust in 1998, with NHS Direct Wales becoming an integral part of the Trust in April 2007.

Our services cover the whole of Wales - that's about 8,000 square miles, serving a population of around 3 million spread across a diverse and challenging urban and rural landscape.

The Trust employs 3,240 staff throughout Wales (allied health professionals (including paramedics), clinical services staff, nursing, administrative and clerical and other staff) and operates from over 80 ambulance stations, five Clinical Contact Centres, four office locations and five vehicle workshops. The Trust also has its own national training facility to ensure staff maintain high levels of performance and receive regular professional development.

The Trust's services are focused in three main areas – unscheduled care, planned non-emergency transport and telephone and online advice:

- Unscheduled care services (emergency and urgent care (EMS)) provide support to patients with illnesses that are immediately life-threatening through to minor injuries and the Trust is increasingly providing pathways to divert patients out of the hospital environment in order to treat people closer to home, where it is appropriate to do so.
- Planned Non-Emergency Patient Transport Services (NEPTS) help thousands of patients each year to get to their hospital and medical appointments.
- NHS Direct Wales (NHSDW) provides telephone and online advice to patients who feel unwell, helping to signpost patients to, or arrange, the most appropriate care for them. The pathfinder 111 service, which was newly introduced in some parts of Wales in 2016 and is being rolled out across Wales incrementally, provides the basis for a more integrated model of future health care provision.

EMS and NHSDW services are commissioned by the Emergency Ambulance Services Committee (EASC) and the Chief Ambulance Services Commissioner (CASC) on behalf of the seven Local Health Boards in Wales. Ambulance commissioning in Wales is a collaborative process underpinned by a National Collaborative Quality and Delivery Framework. Similar arrangements are currently being developed for NEPTS services. Further information on the role of EASC can be found on their website.

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For EMS, the Quality and Delivery framework outlines an innovative “five step” ambulance care pathway (illustrated below) which focuses on the way in which patients flow through the care system from helping patients choose the right service (step 1) through to taking very ill patients to hospital (step 5).

Our strategic ambition is to ‘shift left’ on the five step pathway, using the skills of our clinicians and an increasing range of alternate pathways to treat people closer to their homes, avoiding, in appropriate circumstances, the necessity to transfer people to hospital.



In 2015/16 the Trust launched a ground-breaking clinical response model as a one-year pilot. The aim of the pilot was to focus on treating those with life threatening conditions quickest. Other, less life threatening, conditions are dealt with on the basis of a bespoke clinical response, which is based on their health needs.

The pilot was implemented in response to the McClelland review of Ambulance Services in Wales which recommended that the Welsh Government should consider moving away from the eight-minute response time target - introduced in 1974 - to a system which puts greater emphasis on patient outcome and experience. The pilot was independently evaluated and has now been formally adopted by the Trust. Other UK and worldwide ambulance services are looking at and learning from this model. EASC working with the Trust have developed a set of comprehensive Ambulance Quality Indicators (AQIs) which measure the Trust’s performance against the triple aims of clinical outcome, patient experience and value for money.

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Wales is a very geographically diverse area which encompasses remote rural locations, busy seaside resorts and large urban conurbations. The Trust has to ensure its services are flexible and will meet the differing needs of each of the communities.

The role of Board Chair focuses on four key areas:-

- **Strategy** – to lead to strategic development and decision-making.
- **Performance** – to ensure that effective management arrangement and an effective team are in place at the top level of the organisation. To help clarify which decisions are reserved for the Board and then ensure that the rest are clearly delegated and to hold management to account for its performance in meeting agreed goals and objectives, through purposeful challenge and scrutiny and to monitor the reporting of performance.
- **Risk** – to ensure that financial information is accurate and that financial controls and systems of risk management and assurance are robust and defensible.
- **Behaviour** – to live up to the highest ethical standards of integrity and probity and comply fully with the Code of Conduct. Board members should demonstrate through their behaviour that they are focusing on their responsibilities to citizens, the organisations and its stakeholders

Strategy and Planning

For the past three years, the Trust has been delivering a longer term strategic transformation programme which is designed to improve the organisation's effectiveness and to create a modern, for purpose ambulance service which the people of Wales can be proud of.

As part of the programme, the Trust has embarked upon a significant cultural change journey which includes the development of a clear vision and purpose and a set of shared behaviours which will enable the vision and purpose to be delivered (see pictorial representation below).

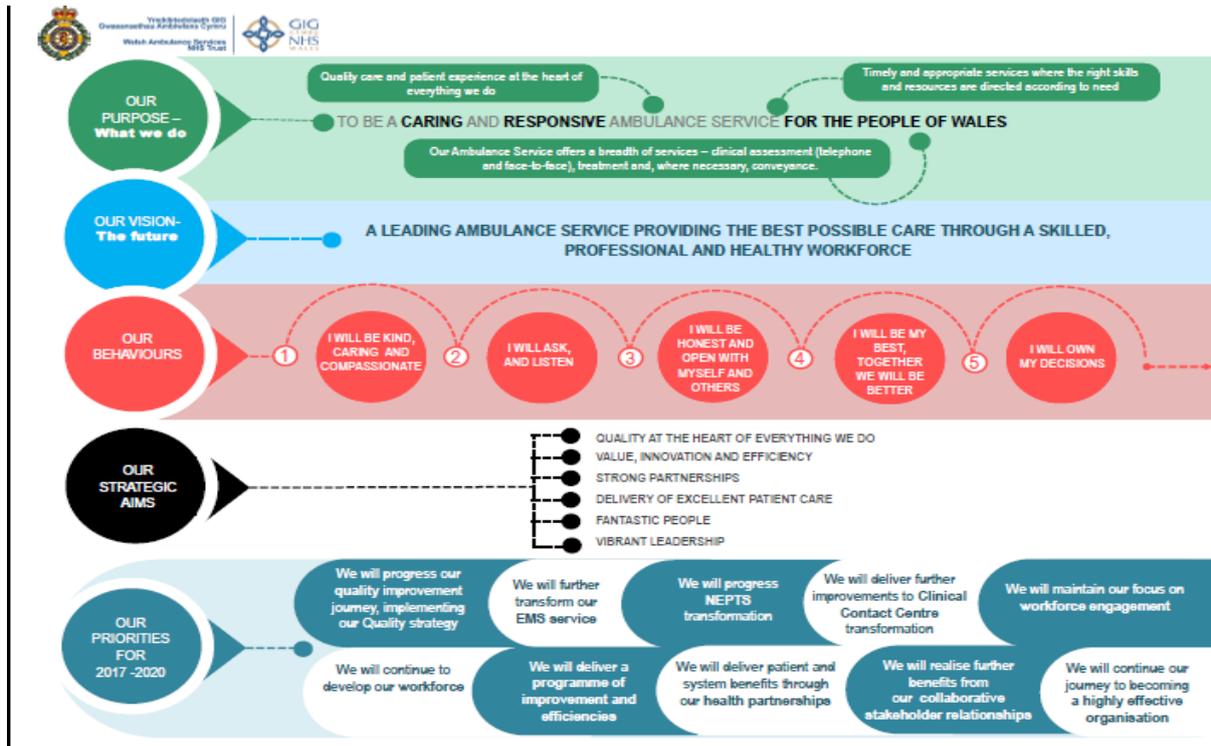


Over 800 staff from all parts of the organisation and a range of stakeholders contributed to the development of the vision statement which is increasingly driving organisational delivery and underpins the majority of our core systems and process (e.g. recruitment, reward and recognition, service delivery etc.).

The NHS in Wales is a planned system and each of the ten Boards and Trusts is required to have a fully costed three-year rolling Integrated Medium Term Plan (IMTP) which is approved by the Cabinet Secretary. Organisations which have an approved IMTP are provided with a degree of earned operational autonomy. The IMTP is refreshed on an annual basis and supported by an annual delivery plan.

The Trust's IMTP was first approved in 2016/17 and a refreshed version was approved for 2017/18 following the successful delivery of the first year's annual delivery plan. The full IMTP is available on the Trust's website and includes the 'Plan on a Page' overleaf which highlights the key elements of the plan.

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The Trust is currently pursuing six strategic aims, supported by ten delivery objectives for 2017/18. These are summarised in the ‘Plan on a Page’ and explained in further detail in the full version of the 2017/20 IMTP.

Longer Term Strategic Ambitions

Over the past three years, the Trust has made significant strides forward in its ambition to be ‘a leading ambulance service providing the best possible care’ for the people of Wales ‘through a skilled and healthy workforce’.

Although much work remains to be done to achieve that ambition, the Trust is now looking forward with confidence, to what the service might look like in the year 2030. The recent agreement of the role of the Band 6 paramedic, another significant development for the Ambulance Service in Wales, is key to the development of future service.

Over the summer months, the Trust has been undertaking a consultation with staff, stakeholders and the public about the future shape of the service, focusing particularly on the potential offered by technology and the opportunities to broaden the scope and impact of the services through the clinical modernisation of the service and the increasing scope of practice of our workforce.

A copy of the ‘Strategic Consultation Framework’ can be viewed on the Trust’s website.

The Selection Process

The selection panel will assess your application form in terms of your CV and personal statement to determine whether you meet the criteria for the role, and whether or not you will be invited to interview.

The panel can rely only on the information you provide in your CV and personal statement to assess whether you have the skills and experience required. Please ensure that you provide evidence to support how you meet all of the criteria and questions you are asked to complete as part of your personal statement as set out on pages 3 and 4.

The selection panel will consist of Dr Andrew Goodall, Director General and NHS Wales Chief Executive, Welsh Government, Helen Arthur, Director of Workforce and Organisational Development, Welsh Government, David Jenkins, a former Chair of Aneurin Bevan UHB as Senior Independent Panel Member and Chris Turner, Chair of EASC as an Independent panel member.

Your application may be “long-listed”, subject to the volume of applications received, before it is passed to the shortlisting panel for consideration. You should be aware that in this situation, your application might not be considered in full by the entire selection panel.

We anticipate that during the week commencing 25 February 2019 the panel will have decided who will be invited for interview during the week commencing **11 March 2019**.

Only the strongest applicants, who the panel feels have best demonstrated that they meet the criteria outlined in the Information for Candidates pack, will be invited to interview. However, if you have applied under the guaranteed interview scheme and you meet the minimum essential criteria for the post, then you will also be invited for interview.

If you are unable to make the arranged interview date, we will endeavour to re-arrange it but it might not be possible due to time constraints within the appointment timetable or selection panel availability.

You will receive email communication from the Appoint system to let you know whether or not you have been invited to be interviewed. It is our intention that interviews will take place at the offices of the Welsh Government, Crown Building, Cathays Park, Cardiff CF10 3NQ.

If invited to interview, the panel will question you about your skills and experience, asking specific questions to assess whether you meet the criteria set out for the post.

The appointment process may include further assessment of suitability for the role in addition to an interview. Further information will be provided in advance to those called for interview.

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Candidates who the panel believe are 'appointable' will be recommended to the Minister for Health and Social Services who will make the final decision.

The Minister for Health and Social Services may choose to meet with appointable candidates before making a decision. There will be a time gap between interview and a final appointment decision being made. Candidates who have been interviewed will be kept informed of progress.

If you are successful, you will receive a letter from the Minister for Health and Social Services appointing you as Chair of the Welsh Ambulance Services Trust, which will confirm the terms on which the appointment is offered.

If you are unsuccessful at interview, you will be notified by Welsh Government. We appreciate it takes a lot of time and effort to apply for roles and that feedback is a valuable part of the process. As a result, the letter will provide the details of who you may approach for feedback on your interview and application, if you so wish.

Queries

For queries about your application, please contact:

Public Appointments Team

Tel: 03000 616095 / 03000 251826 / 03000 253205 / 03000 256332

Email: Publicappointments@gov.wales

Regulation by the Commissioner for Public Appointments

The Commissioner regulates and monitors appointments to public bodies to ensure procedures are fair, open and transparent and based on merit. More information about the role of the Commissioner and his Code of Practice is available from <http://publicappointmentscommissioner.independent.gov.uk>

If you are not completely satisfied

Welsh Government will aim to process all applications as quickly as possible and to treat all applicants with courtesy. If you have any complaints about the way your application has been handled, please contact:

Public Appointments Team

Tel: 03000 616095 / 03000 251826 / 03000 253205 / 03000 256332

Email: Publicappointments@gov.wales

If after receiving a comprehensive response from the Welsh Government you are still concerned, you can write to the Commissioner for Public Appointments. Please contact:

The Commissioner for Public Appointments

G/7

1 Horse Guards Road

London

SW1A 2HQ

Tel: 020 7271 6729 / 0207 271 3305

Email: publicappointments@csc.gov.uk