

Could you help lead the NHS in your area?

East of England Ambulance Service
NHS Trust

3 Associate Non-executive directors

Candidate information pack

Reference: M2206



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 are vacancies for three Associate Non-executive Directors (NED's) at East of England Ambulance Service NHS Trust (EEAST). This is an exceptional opportunity to share your talents and expertise to make a positive difference to the lives of people served by the Trust.

The Associate NED role is used successfully in the NHS to support Board succession strategy and achieving a balance of Board level skills. Associate NEDs cannot participate in any formal vote at Board.

The successful candidates for the Associate roles will be appointed by the Trust but may also be considered for appointment as a NED of the Board in future, should a vacancy arise and they have the appropriate skills.

EEAST is established on its journey of performance improvement and transformational change. With a new leadership team and an exciting vision for the future they now want to strengthen their Board through a flexible approach to the recruitment of Associate Non-executive Director skills and experience.

There is an immediate vacancy for a non-voting Associate Non-executive Director to chair the Performance and Finance Committee. The right person will have broad commercial skills, ideally gained from senior level experience in a complex, large scale organisation. Specific experience of strategic finance management, estates and fleet oversight and IT change programmes is also desirable.

Additionally, the trust is keen to attract individuals as Associate Non-executive Directors with other skills and experience to establish a succession pipeline, working more flexibly with the trust to support specialist areas, or with reduced attendance at key board meetings. The key here is flexibility. The trust is very open to exploring flexible arrangements for the right candidates who are passionate about supporting them to provide excellent leadership and outstanding care.

During the pandemic The Trust is utilising virtual media to ensure Board and Non Executive involvement and collaboration, but is planning to return to a hybrid of virtual and face to face meetings as soon as it is reasonably practicable.

If the organisation is interesting to you and you feel that you have the skills described below, please get in touch with the trust to explore the possibilities further.

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

Post 1

- Experience of strategic finance management, estates and fleet oversight and IT change programmes, with the ability to Chair the Performance and Finance Committee

Posts 2 & 3

- Experience in corporate governance, freedom to speak up, organisational diversity and inclusion or emergency services experience would all be of interest to the trust

You will need to be able to demonstrate you can use your experience to:

- work alongside other non-executives and executive colleagues as an equal member of the board
- bring independence, external perspectives, skills and challenge to strategy development
- hold the executive to account by providing purposeful, constructive scrutiny and challenge
- shape and actively support a healthy culture for the trust

All non-executive directors must **champion the standards of public life** – by upholding the highest standards of conduct and displaying the principles of selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.

As a future NHS leader, the successful candidate will be able to demonstrate the range of behaviours required to contribute effectively in this board level role. These are outlined in the NHS Leadership Academy's [Healthcare Leadership Model](#).

Applicants should live in or have strong connections with Bedfordshire, Hertfordshire, Cambridgeshire, Norfolk, Suffolk or Essex.

- **Post 1** - on average this post will require the equivalent to 2 to 3 days a month, however the time commitment may vary, and a flexible approach should be taken.
- The remuneration payable for this post is £11,500 per annum. Thereafter the remuneration will be applied in line with the framework for chairs and NEDs. On this basis the successful candidate will receive an increase on 1 April 2021 to £13,000 (standard rate for all NEDs) per annum.

- **Posts 2 and 3** – on average these posts will require a time commitment of a maximum of 1 day per month however a flexible approach should be taken
- These posts are not remunerated but expenses will be reimbursed, and will support individual's development to prepare for future Non-Executive Director roles both in the Trust and the wider NHS.

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 / NHS Improvement makes 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 East of England Ambulance Service NHS Trust

Like the ten other NHS Ambulance Trusts in England, East of England Ambulance Service NHS Trust (EEAST) provide a range of services but are best known for their 999 emergency services and have been doing so since 2006. The Trust provides urgent and emergency care services across the six counties of Bedfordshire, Hertfordshire, Cambridgeshire, Norfolk, Suffolk and Essex.

Their dedicated and skilled staff work 365 days a year, 24 hours a day to make sure patients receive the best possible care. Their diverse area is spread over about 7,500 square miles, from Watford to Wisbech and Cromer to Canvey Island, and contains rural, coastal and urban areas. Their services are tailored to meet each community's differing environmental and medical needs.

The Trust has more than 4,000 staff and about 1,500 volunteers. Last year they dealt with more than one million 999 emergency calls.

All 999 emergency calls are answered and managed in one of their three emergency operations centres at Bedford, Chelmsford and Norwich. The call handler records information about the nature of the patient's illness or injury to make sure they get the right kind of medical help.

Call handlers use sophisticated software to put the patient's condition into a particular category, depending on how urgent it is. This is known as triaging and allows them to make sure the most seriously ill patients can be prioritised and get the fastest response.

Once this key information is established, the response will be either an emergency ambulance dispatched on blue lights or another face to face response, such as a rapid response vehicle, through to further clinical assessment over the phone for patients with minor conditions, which could be advice over the phone from a clinician or a referral to their GP, pharmacist or local walk-in centre.

Not just an emergency service

As well as providing the 999 ambulance service, they also provide a range of other services including:

- Patient transport services

The Trust provides services for patients needing non-emergency transport in Cambridgeshire, Great Yarmouth and Waveney, Suffolk and many parts of Essex to help people to and from hospital for regular appointments and who cannot travel unaided because of their medical condition or frailty.

- Special and partnership operations

The Trust operates two hazardous area response teams (HART) and has a resilience and emergency planning department who work closely with blue light partners, critical charities and community volunteers to respond to a variety of emergency situations including civil contingency emergencies and terrorist incidents.

- Commercial Services

EEAS operates a number of services which generates an income for the Trust. These include training for first aid at work. In addition, there is a contact centre and a medical service which covers events, festivals and medical repatriation.

Demographics:

The area is made up of:

- more than 6.2 million people
- 7,500 square miles
- 15 CCGs
- 17 acute trusts

The Trusts resources and teams include:

- 387 front line ambulances
- 178 rapid response vehicles
- 175 non-emergency ambulances (Patient Transport Services and Health Care Referral Transport vehicles)

- A number of specialised care vehicles – Mental Health Street Triage, Early Intervention Vehicles
- 46 HART/major incident/resilience vehicles
- more than 130 sites
- The Trusts total income in 2019/20 is £300m

Equality, diversity and inclusion

The Trust promotes equal treatment regardless of age, disability, race, nationality, ethnic or national origin, gender, belief, sexual orientation, domestic circumstances, social and employment status, HIV status, gender reassignment, political affiliation or trade union membership other than that which is genuinely justifiable.

Their overarching equality, diversity and human rights strategic objective is:

“To be an employer of choice, committed to equalities, encouraging all staff and volunteers to adopt the Trust’s values in working towards its strategic objectives, whilst capturing and using data to ensure fair access by patients to services and people into employment.”

EEAST’s mission, vision, values and priorities

Vision Outstanding care, exceptional people, every hour of every day

The Trust is proud to have developed with key stakeholders a new Corporate Strategy that articulates their four key strategic goals that sets the framework for the Trust’s journey towards being known as an organisation with outstanding care and exceptional people; these are

- **Be an exceptional place to work, volunteer and learn**
- **Provide outstanding quality of care and performance**
- **Be excellent collaborators and innovators as system partners**
- **Be an environmentally and financially sustainable organisation**

Priorities for the coming year underpinning these four goals include:

1. **Be an exceptional place to work, volunteer and learn**

- Deliver robust plans to attract, recruit, develop and retain the workforce with a focus on supporting the health and wellbeing of staff, whilst developing an integrated workforce which values the diversity of multi-professional groups across the Trust.
- Establish a clear organisational development approach to support cultural improvement across the organisation, moving us to a place where staff consistently believe that we are the employer of choice.

- Continually support the development of staff through education and promotion of a positive culture founded on the Trust values.
- Fully embed apprenticeship schemes into the organisation and ensure the delivery of high-quality training to students.
- Ensure the Trust fully engages with all employees, recognising the importance of the workplace being a fair and equal place for all, maximising our diversity and inclusivity.
- Implement the volunteer strategy, ensuring that everything the Trust does demonstrates the level of value felt from the volunteer workforce in the critical support they provide to the organisation and the community.

2. Provide outstanding quality of care and performance

- Ensure the Trust continues to deliver safe, effective, and compassionate care that promotes high-quality health outcomes for patients in urgent and emergency care and non-emergency patient transport services.
- Move from a Trust-wide Care Quality Commission rating of 'Requires Improvement' to 'Good' and beyond.
- Increase patient engagement and involvement, using patient stories and experiences to help shape how services are delivered, looking to support a reduction in patient inequalities.
- Implement the Clinical Strategy, putting the patient and clinician caring for them at the heart of the organisation.
- Continue to improve the timeliness in attendance to patients, in line with national targets, through a suite of schemes including recruitment, retention, operational efficiencies and models of care.

3. Be excellent collaborators and innovators as system partners

- Ensure the Trust is fully engaged and leading on local and regional schemes to support achievement of the NHS Long Term Plan, including the ambulance service's role to be at the heart of urgent and emergency care.
- To maximise engagement and consultation with system partners, ensuring objectives and goals align with the wider healthcare system.
- To consider and support regional workforce models, seeking to improve the patient journey from 999 call through to discharge from hospital.

4. Be an environmentally and financially sustainable organisation

- Deliver the sustainability strategy to improve how 'green' the Trust is and deliver on corporate and social responsibilities.
- Continue to introduce new initiatives, such as 'Make Ready' to facilitate improvements in readiness and responsiveness.
- Ongoing deployment of a new fleet of vehicles that are more efficient and economical to operate.
- Delivery of the recovery plan, including the Quality Cost Improvement Programmes, to improve the financial position whilst positively impacting the care delivered to patients through efficiency gains in operations and across the wider organisation.

- Develop the Trust's digital capability and build upon the Digital Aspirant status which the Trust achieved from NHS Digital in early March 2020, to achieve the recognised level of Global Healthcare Maturity Status by 2023. Ultimately, this will ensure digital technology is used effectively to support integrated, modern services for staff and patients.

Values

Care the Trust values warmth, empathy and compassion in all their relationships

Teamwork together as one, they work with pride and commitment to achieve their vision

Quality they strive to consistently achieve high standards through continuous improvement

Respect they value individuals, including their patients, staff and partners in every interaction

Honesty they value a culture that has Trust, integrity and transparency at the centre of everything they do.

Ambition

The Trust want to build the ambulance service of the future; one where they invest in the skills and skill sets of their staff so they can treat more patients in the community and provide them with the highest possible standards of care and compassion.

Their staff will have the latest technology and equipment to treat more patients in the community. The Trust wants to become the employer of choice in the East of England region, thanks to the support and development opportunities they give to staff. Other ambulance services will look to them as the leader of out of hospital urgent and emergency care.

The Trust offers a whole range of services that support each other, from non-emergency transport through to 111 and 999 urgent and emergency care. They will also play a critical role in the integration of services in local communities within the 6 STP/ ICS footprints by providing early intervention services to help keep patients at home and share their clinical triaging expertise to support the right resource to be sent to the right patients at the right time.

Journey

EEAST has been through some difficult times in the past which has been unsettling for staff with numerous executive and board changes and a short-term focus. The service has been seriously understaffed for many years, which has led to a myriad of challenges and added extra pressure on staff. The source of most of their problems

has been a marked gap between funding and the staffing required to meet patient demand.

Appendix 1: More information

For information about the Trust, such as business plans, annual reports, and services, visit their [website](#). Follow the links for more information about:

- [Becoming a non-executive director](#)
- [About the non-executive role](#)
- [Advice on applying for the role](#) such as:
 - Building your application
 - Sources of information and useful reading
 - Eligibility and disqualification criteria
 - Terms and conditions of chair and non-executive director appointments

NHS England / NHS Improvement 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 2: Making an application

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
- 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 3: Key dates

- **closing date for receipt of applications: 1 October 2020 at 11am.** Please forward your completed application to NHSI.Chairsandneds@nhs.net
- **interview date: 3 November 2020**
- **proposed start date: tbc**

Getting in touch

- We strongly recommend an informal and confidential discussion with Nicola Scrivings, the Chair of the trust. Please contact Emma de Carteret on 07599 061731
- **NHS England / NHS Improvement** – for general enquiries contact Helen Barlow on 0300 123 2038 or by emailing helen.barlow2@nhs.net

NHS England / NHS Improvement

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