



Yorkshire Ambulance Service (YAS) NHS Trust

Associate Non-Executive Director Development Programme

NExT Director

Candidate information pack

Reference: N2327



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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.



2. Welcome

We believe it is important for an organisations' senior leadership team to reflect the diverse communities it serves. The Yorkshire Ambulance Service is working with the NExT Director Scheme to provide a development opportunity for a talented individual who wants to be an NHS non-executive and learn first-hand about the challenges and opportunities associated with being a non-executive director in the NHS today.

Our vision is to be trusted as the best urgent and emergency care provider, with the best people and partnerships, delivering the best outcomes for patients.

To achieve our vision, we have set out eight key priorities, which provide focus and direction for the Trust plans.

1. Deliver the best possible response for each patient, first time
2. Attract, develop and retain a highly skilled, engaged and diverse workforce
3. Equip our people with the best tools, technology and environment to support excellent outcomes
4. Embed an ethos of continuous improvement and innovation, that has the voice of patients, communities and our people at its heart
5. Be a respected and influential system partner, nationally, regionally and at place
6. Create a safe and high performing organisation based on openness, ownership and accountability
7. Generate resources to support patient care and the delivery of our long-term plans, by being as efficient as we can be and maximising opportunities for new funding
8. Develop public and community engagement to promote YAS as a community partner; supporting education, employment and community safety

Our strategy is focused on providing safe and compassionate care to the people who use our services, maintaining financial and operational resilience, providing us with the ability to withstand the pressures and risks we face, whilst delivering improved patient outcomes. We are ambitious, committed to providing the very best care for our patients and having the best people in place to help us do this.



We are led by a Board of Directors which meets in public quarterly and comprises the Trust chairman, five non-executive directors and one associate non-executive director, five executive directors, including the chief executive, and two directors (non-voting).

We are proud of our 'Good' Care Quality Commission rating and strive towards being an 'Outstanding' organisation. We have a fantastic team of staff and volunteers working together as 'One Team' to care for patients 24/7, 365 days a year and are well respected and valued in our local communities. We value and respect everyone's contribution, no matter what role they play.

We would like to thank you for the interest in this development programme and look forward to hearing from you.

3. Yorkshire Ambulance Service NHS Trust

Yorkshire Ambulance Service NHS Trust (YAS) covers nearly 6,000 square miles of varied terrain, from isolated moors and dales to urban areas, coastline and inner cities. We serve a population of over five million people across Yorkshire and the Humber and strive to ensure that patients receive the right response to their care needs as quickly as possible, wherever they live. We employ over 6,300 staff, who together with over 1,100 volunteers, enable us to provide a vital 24-hour, seven-days-a-week, emergency and healthcare service.

Our main focus is to:

- receive 999 calls in our emergency operations centres (Wakefield and York)
- respond to 999 calls, arrange the most appropriate response to meet patients' needs and get help to patients who have serious or life-threatening injuries or illnesses as quickly as possible
- provide the region's Integrated Urgent Care (IUC) service which includes the NHS 111 urgent medical help and advice line
- take eligible patients to and from their hospital appointments and treatments with our non-emergency Patient Transport Service (PTS).



In addition, we:

- have a Resilience and Special Services Team (incorporating our Hazardous Area Response Team) which plans and leads our response to major and significant incidents such as those involving public transport, flooding, pandemic flu or chemical, biological, radiological or nuclear (CBRN) materials
- provide clinicians to work on the two helicopters operated by the Yorkshire Air Ambulance charity
- provide vehicles and drivers for the specialist Embrace transport service for critically-ill infants and children in Yorkshire and the Humber
- provide clinical cover at major sporting events and music festivals
- provide first aid training to community groups and actively promote life support initiatives in local communities.

Our frontline operations receive valuable support from many community-based volunteers, including community first responders, who are members of the public who have been trained to help us respond to certain time-critical medical emergencies. We also run co-responder schemes with Fire and Rescue Services in parts of Yorkshire and the Humber as well as a number of volunteer car drivers who support the delivery of our PTS.

We are the only NHS trust that covers the whole of Yorkshire and the Humber and we work closely with our healthcare partners including hospitals, health trusts, healthcare professionals, clinical commissioning groups and other emergency services. We are an active partner within three Integrated Care Systems across Yorkshire; Humber Coast and Vale; South Yorkshire and Bassetlaw; and West Yorkshire and Harrogate.





One Team:

- We share a common goal: to be outstanding at what we do.
- We are collaborative and inclusive.
- We celebrate success together and support each other, especially through difficult times

Innovation:

- We pioneer new ways of working.
- We are at the forefront in developing professional practices.
- We have a positive attitude and embrace challenges and opportunities.

Resilience

- We always support each other's mental and physical well-being.
- We have the flexibility to adapt and evolve to keep moving forward for patients.
- We remain focused and professional in the most difficult of circumstances.

Empowerment

- We take responsibility for doing the right thing, at the right time for patients and colleagues.
- We are willing to go the extra mile.
- We continuously build our capabilities through training and development.

Integrity:

- We are open and honest.
- We adhere to professional standards and are accountable to our communities and each other.
- We listen, learn and act on feedback.
- We respect each other's point of view.

Compassion

- We deliver care with empathy, respect and dignity.
- We are passionate about the care of patients and their carers.
- We treat everyone fairly, recognising the benefits of living in a diverse society.
- We listen to and support each other.



4. Yorkshire Ambulance Services' NExT Director Programme

We provide services across three health and social care systems in Yorkshire and the Humber. The last national population census 2011, tells us that the percentage of individuals from a BME background across the region is 14.2% Our 2020 Workforce Race Equality Standard (WRES) reporting tells us that 5.3% of YAS's staff are BME and this is an increase of over 0.4% compared to 2019.

In terms of gender: In 2020 the percentage of women employed by the Trust increased to 50.40%, which is consistent with the split for the Yorkshire and Humber region and England and Wales (2011 census).

Heterosexual staff is the largest group in terms of sexual orientation at 4379 (74.82%) of all staff. 235 (4%) of staff identified themselves within the broad term of LGBT (Lesbian, Gay, Bi-Sexual and Transgender). Latest Office for National Statistics figures show the proportion of people identifying as lesbian, gay or bisexual (LGB) was 2.2% in 2018.

Regional data indicates that 18.8% (ONS 2011) of people declared that they have a disability or long-term health condition. Our 2020 Workforce Disability Equality Standard (WDES) reporting tell us that 3% of YAS's staff declare a disability and this is an increase of 1% compared to 2019. It should be noted that the National Staff Survey results indicate that states the number of staff saying they have a disability as 21.8%.

We don't reflect these diverse communities' populations in our boardroom, and we want that to change to ensure that the voices of all our diverse communities are heard. Of our Board members, 8.3% are of BME background and 41.67% identify as female.

There is emphatic evidence that diverse boards make the best decisions. At Yorkshire Ambulance Service we want to take positive action to increase the diversity of our board team. In non-executive roles nationally, we know that people from the local Black and Minority Ethnic communities, LGBT+ communities, younger people and those with lived experience of disability are all under-represented.

We believe that the best Boards are those that reflect the communities they serve. Therefore, applications for this training scheme are open specifically to people from



black and minority ethnic communities, who we know are under-represented in chair and non-executive roles within our organisation and nationally. We value and promote diversity and are committed to equality of opportunity for all and appointments made on merit, however, applicants for the training scheme outside of the black and ethnic minority communities will not be considered. The decision to limit the demographic to which this scheme is open has been taken in accordance with Section 158 of the Equality Act 2010 so as to support our aim to ensure that underrepresentation is addressed in our and other organisations.

[YAS's Strategy](#) has a clear ambition to ensure that by 2023 “our people feel empowered, valued and engaged to perform at their best”. A key performance indicator to support this ambition is that our workforce reflects the communities that we serve.

The opportunity

As part of our board's succession plans to improve diversity, we are offering a development placement to talented person who wants to be an NHS non-executive so that they can learn first-hand about the challenges and opportunities associated with being a non-executive director in the NHS today. This is a development opportunity and not an appointment or employment.

The two-year programme will give successful candidates a unique insight into the role and responsibilities of being an NHS non-executive director by supporting senior people in bridging knowledge gaps, for example:

- Operating at board level
- Transitioning from executive to non-executive roles
- Board level exposure in and organisation of huge size and complexity
- Understanding NHS structures and accountability, how the money flows, who the key partners are, where all the regulators fit and the board's role in quality and safety

You will feel part of the Yorkshire Ambulance Service leadership team and be invited and encouraged to take part in board discussions and in committee debate. You will work with our OD team to devise a personalised programme to support you during your placement with us which will include:



- Access to board and committee meetings and papers as appropriate, including an opportunity to review and analyse meetings to learn with board members
- The assignment of an experienced non-executive director mentor for the period to help shape your personal programme and provide regular feedback and advice
- Opportunities to shadow key senior staff and meet staff and patients' groups
- a comprehensive local induction programme based on our offer to our new substantive non-executives and access to the same training and networking opportunities available to them
- The opportunity to learn and contribute to the full range of YAS's organisational challenges, leadership styles and governance structures

NExT Director - person specification

This specification describes the skills, experience and attributes that are required to be considered for this placement as a NExT Director with Yorkshire Ambulance Service NHS Trust.

The NHS is founded on principles and values that bind together the diverse communities and people it serves – patients and public – and the staff who work for it.

Required values, competencies and experience

Values

You must demonstrate a clear commitment to the trust's values and the NHS values and principles outlined in the [NHS Constitution](#) and 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.**

Core competencies

You will work alongside non-executive and executive board colleagues. We need diverse, inclusive and compassionate leaders who not only reflect the community we serve and the staff we employ but have the leadership style and breadth of perspective



to make good collective decisions. You will be able to demonstrate the ability to contribute confidently and effectively in the NHS provider non-executive director's role. More information about the non-executive director role in the is available from [NHS England and NHS Improvement](#). You will need to be able to demonstrate you can use your **senior level experience** to:

- bring independence, external perspectives, skills and challenge to **strategy development**
- shape and support an inclusive, compassionate, person-centred **culture** for the trust, encouraging diversity, change and innovation using a collaborative and engaging leadership style
- use personal knowledge and experience to hold the executive to account by providing **purposeful, constructive scrutiny and challenge** using strong analytical skills to review and interpret complex information to identify risks and evaluate options
- achieve the **best sustainable outcomes** for patients and service users by encouraging continuous improvement, clinical excellence and value for money
- balance organisational governance priorities with **system collaboration**; able to form alliances and work diplomatically across complex interfaces to prioritise population health in line with the [NHS Long Term Plan](#)

Lived experience

Personally, you will bring a range of professional expertise as well as community understanding and experience. We are interested in your life experience and personal motivation that will add valuable personal insights such as: a patient or carer of a service user; engaging with diverse ethnic, cultural, social and economic and cultural groups and communities; experience of gender and women's issues; experiences and challenges of younger people; and those with lived experience of mental health issues and/or living with physical disability.

Additional criteria

You will also have:



- the self-knowledge and appetite to drive your own learning and development, and the ability to engage with and add value to the work of the board and its sub committees
- senior experience from private, public or voluntary sector with strong insight into the role and responsibilities of being a non-executive director in today's NHS.
- Specialist professional knowledge, we are particularly interested in receiving applications from candidates with legal, community engagement, or voluntary and charity sectors.

Time commitment

The non-executive role is part-time to ensure independence and objectivity is maintained. The time commitment for our NExT Director placements will include attendance at all board meetings and board development sessions, some committee work and enough preparation time to ensure you are well briefed on internal and external context. A minimum of 2 days a month would be expected to undertake the role successfully.

Eligibility

The NExT Director Scheme is a development programme created by NHS England and NHS Improvement focussed on supporting people from groups who are currently under-represented on our NHS boards into these important non-executive roles. It focuses on supporting people with protected characteristics and senior level experience into board level roles in the NHS.

The trust serves the populations of Yorkshire and the Humber. Preference will be given to candidates who live in and have a strong affinity and connections within these areas and an understanding of the diverse communities it serves.

As part of the assurance work you will be asked to address questions relating to topics including misconduct or mismanagement, bankruptcy and convictions and we will make a number of specific background checks. More information can be found on our [website](#).



Remuneration

Yorkshire Ambulance Service is offering £13,000 per annum as at April 2021 as an honorary payment.

Improving diversity

We value and promote diversity and are committed to equality of opportunity for all. The best boards are those that reflect the communities we serve.

5. Further information

How to apply

This is a competitive process. If you wish to apply, please provide:

- a covering statement outlining evidence of how you meet the person specification for this role including:
 - your motivation for applying and commitment to the trust's values and the NHS values and principles
 - the senior level achievements and lived experience that equips you with the core competencies of a non-executive in the NHS
 - where you feel that you would gain benefit from the programme in developing your experience to be a fully effective non-executive in the NHS
- a CV that includes your address and contact details, highlighting and explaining any gaps in your employment history
- 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
- the monitoring information form which accompanies this pack and is available for download
- information about any adjustments and / or dates when you will not be available



Helpful links

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.

Key dates

- **closing date for receipt of applications: 1 April 2021 at 11am.** Please forward your completed application to NHSI.Chairsandneds@nhs.net
- **interviews will be held in May 2021.** Shortlisted candidates will also be invited to meet with some of the Trust's key stakeholders prior to the interview date. Feedback will be provided to the panel.

Getting in touch

- We strongly recommend an informal and confidential discussion with Kathryn Lavery, the Chair of the trust. Please contact Kath by emailing Dawn.Cronian@nhs.net
- NHS England / NHS Improvement – for general enquiries contact Miriam Walker, Non-executive Appointments Officer on 0300 123 2059 or by emailing miriam.walker@nhs.net



NHS England / NHS Improvement

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