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Llywodraeth Cymru
Welsh Government

Information pack for applicants

**Welsh Ambulance Services NHS
Trust**

**Appointment of 3 Non-Executive
Directors**

Closing date: 13 September 2019



**The Commissioner for
Public Appointments**

Welsh Ambulance Services NHS Trust

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Making an application

Thank you for your interest in the appointment of three Non-executive Directors to the Welsh Ambulance Services NHS Trust. The new Non-executive Directors will be required to participate as a full member of the Board setting the strategy for the organisation. In addition, you will be expected to constructively challenge, to participate actively in the decision-making process of the Board, and to scrutinise the performance of the Executive in meeting agreed goals and objectives. The attached Annexes provide details on the role of the Non-executive Directors and the person specification, the role and responsibilities of the Welsh Ambulance Services NHS Trust and the selection process.

To make an application please visit the Welsh Government public appointment website here <https://cymru-wales.tal.net/vx/lang-en-GB/mobile-0/appcentre-3/brand-2/xf-25546c74a314/candidate/register>

To apply for this role, click on the Welsh Ambulance Services NHS Trust Non-executive Director (3 posts) 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 upload a personal statement and CV to the 'Reasons for applying' section of the online application form.

Personal Statement

The personal statement is your opportunity to outline how you meet the criteria specific to the role for which you are applying. It also asks you to provide answers, in terms of you evidencing your competencies and also an outcome, to the questions listed below. How you choose to present the information is up to you. However, you should aim to provide evidence that demonstrates how you meet the criteria specific for the role for which you are applying, evidence of your understanding of health issues and then evidence which answers the other questions listed below in terms what your role was in achieving a specific result. It will benefit the selection panel if you can be clear as to which particular evidence you provide relates to which of the questions listed below. Providing separate paragraphs to answer to each question with the title of the question you are answering above the paragraph is common practice.

Please limit your personal statement to two pages. Your application may be rejected if you exceed this limit.

Questions to answer as part of your application in your personal statement in no more than 2 sides of A4.

Please outline how you meet the role specific criteria for the Non-executive Director role you are applying for as outlined on page 8.

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Describe your understanding of health issues and priorities in Wales and how these would apply within the Welsh Ambulance Services NHS Trust.

Please give a specific example or examples of when you have had to analyse complex information to contribute to sound decision making.

Please describe an occasion when you have held a senior person to account while maintaining a constructive relationship.

Please can you provide evidence of your communication and engagement skills. Provide a specific example outlining your approach in communicating and engaging with people at all levels, what skills and methods you used and the outcome.

Please describe a specific example or examples where you have involved various teams, partners or stakeholders to improve a service or process. Please outline your personal contribution and the outcome.

Curriculum Vitae (CV)

Please ensure 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.

Welsh Language Skills

Welsh language skills are not essential for any of the posts. 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.

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

The Welsh Government operates a Guaranteed Interview Scheme (GIS) for disabled people. The Equality Act 2010 defines a person as disabled if they have a physical or mental impairment and the impairment has a substantial and long term adverse effect on their ability to carry out normal day to day activities. Under the GIS, a disabled candidate will be selected for interview if they meet the minimum essential criteria for the posts.

Indicative timetable

Closing date: 13th September 2019
Shortlisting complete: w/c 16th September 2019

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Interviews held: 3rd October 2019
Start date: As soon as possible. The posts are currently vacant. However, the Trust may require a hand over/shadowing period. Therefore, the successful candidate may be required to start **prior** if applicable. Confirmation of this will be provided to the successful candidate once their appointment is confirmed.

Key facts about the posts

Location: Board meetings are held monthly at various locations. Other commitments include Board Committee meetings, which meet quarterly, and other meetings and events around Wales.

Remuneration: £9,360 per annum

Where a Board Member is allowed time off from their current employment with pay to attend meetings of the Trust, they will receive no additional remuneration for undertaking the Non-Executive Director role. They will be treated in the same way as other employees who are given paid time off to undertake public duties.

Time Commitment: The post of a Non-executive Director is based on a notional commitment of a minimum of Four (4) days per month but this will be subject to organisational demands and is expected to be higher than the minimum requirement.

Contacts:

For further information regarding the selection process, please contact:
Public Appointments Team Email: Publicappointments@gov.wales

For further information regarding the role of the Non-executive Director, please contact Martin Woodford, Chair of the Welsh Ambulance Services NHS Trust. Email: Martin.Woodford@wales.nhs.uk

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

Potential candidates are also encourage to learn more about the Welsh Ambulance Service by getting in touch directly with the Trust. They will offer the opportunity for you to come along to one of their ambulance stations or other premises, where possible local to you, and meet Board members and other key staff. Candidates should contact either Martin.Woodford@wales.nhs.uk or keith.cox@wales.nhs.uk

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If you need any further assistance in applying for this role, please contact the Public Appointments Team on Publicappointments@gov.wales.

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

Annex A

The Role of the Non-Executive Director

Role description and person specification

This is a great opportunity to use your skills and experience to make a contribution to our vision to achieve a “happier, healthier and fairer Wales”.

Role and responsibilities

Non-executive Directors will among other things:-

- Play a full and active role in the governance of the Welsh Ambulance Services NHS Trust, both clinical and corporate. You will take an active part in discussions, providing your opinion and challenge and support to the Board on key issues.
- Contribute to the work of the Board based upon your independence, your past experience and knowledge, and your ability to stand back from the day to day operational management;
- Contribute and accept corporate decisions to ensure a joined up, robust and transparent decision making process by the Board;
- Be expected, in time, to fully understand the business through active involvement to enable the effective performance of the organisation;
- Work closely with other public, private and voluntary organisations and will make sure that the views of patients, carers and families are fully involved in helping to shape, develop and improve services;
- Analyse and critically review complex information and contribute to sound decision making.
- Ability to contribute to the ‘governance and finance’ of the Trust, ensuring it is open and honest in its work by contributing fully in the decision making process.

Person Specification

It is **Essential** that Non-executive Directors will demonstrate the following qualities:-

Knowledge & Experience

- An understanding of health issues and priorities in relation to the Welsh Ambulance Services NHS Trust and the ability to understand the role and work of the Board;
- Ability to hold the executives to account for performance whilst maintaining a constructive relationship;
- Ability to provide a knowledgeable, impartial and balanced perspective on a range of sensitive and complex issues;
- A broad understanding of the information governance requirements required to comply with legislation e.g. Data Protection Act (DPA);

Personal Attributes and Skills

The Trust has defined a set of shared core values. You will need to be able to demonstrate your commitment to these values as illustrated in the diagram below:-



To be considered, you must be able to demonstrate that you have the qualities, skills and experience to meet all the essential criteria for appointment.

Role Specific Criteria

Non-Executive Directors, as public appointments, play a crucial role in the governance of the Trust, not only by contributing to the development of strategy but also by providing independent scrutiny, challenge and assurance and bringing a public perspective to the Board table. Especially valued is the contribution that Non-Executive Directors can make to the Trust by drawing from their own lived experiences. This may include the experiences of being disabled, being a black and /or minority ethnic person, of living in a local community or of the challenges faced every day by our citizens.

Whilst the Trust is looking for some specific skills across the three appointments, it is equally important that the Board membership reflects and represents the communities it serves. The Trust is therefore keen to attract applicants from a diverse and wide variety of backgrounds from all parts of Wales who would add value to the Board.

For one of the appointments, the Trust is looking for someone who can apply financial knowledge and skills and who is able to exercise financial oversight in a well

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performing organisation (membership of a chartered accountancy body would be a benefit).

Although not essential, other skills and experience being sought to strengthen the Board include workforce and HR and a wider experience of working outside of the NHS, particularly if this involves partnership working or public engagement.

Previous Board experience is desirable but not essential as it is recognised that life experiences are equally important.

Time commitment

The post of Non-executive Director to the Welsh Ambulance Services NHS Trust is based on a notional commitment of a minimum four days (4) per month but this will be subject to organisational demands and is expected to be higher than the minimum requirement.

Remuneration

£9,360 per annum. Where a Board Member is allowed time off from their current employment with pay to attend meetings of the Trust Board, they will receive no additional remuneration for undertaking the Non-executive Director role. They will be treated in the same way as other employees who are given paid time off to undertake public duties.

Expenses

You will be entitled to be re-imbursed, if appropriate, against receipts for travel and subsistence expenses incurred while on Trust Board 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 Trust work.

Tenure of office

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

Accountability

Members are appointed by the Minister for Health and Social Services and are accountable to the Minister for Health and Social Services via the Chair for carrying out their duties and for their performance.

Assistance for Disabled Members

Where appropriate all reasonable adjustments will be made to enable members to effectively carry out their 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

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- 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 chair, 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 Trust or Health Board.

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.

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 NHS Trust 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 a Non-Executive Director of the Trust, including any business interests and positions of authority outside of the role in the Welsh Ambulance Services NHS Trust.

If appointed, Non-Executive Directors must declare these interests and seek confirmation from the Chair of the Trust that no conflict has arisen and if it is appropriate for them to remain as a board member.

Standards in public life

Non-Executive Directors 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".

Annex B

The role and responsibilities of the Welsh Ambulance Services NHS Trust

Background

The Welsh Ambulance Service has evolved, over the last two decades, to become one of the most clinically advanced ambulance services in the world.

The Trust serves three million-plus people in Wales and provide high quality services to a diverse range of communities across an area of some 8000 square miles.

The Trust responds to 2000 emergency calls a day and, in addition to deploying the traditional emergency ambulance or rapid response vehicle, they are increasingly able to provide clinical advice over the phone or treatment on scene or at home. The Trust also has specialist teams capable of responding to more complex or major incidents.

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Their call handlers and clinical contact centre staff operate 24 hours a day, 365 days a year. And the Trust is at the frontline of service delivery, making sure that patients get the right advice and help from the right people. The Trust employs over 3,200 staff, operate a fleet of over 700 vehicles from over 100 premises across Wales and receive support from over 1500 volunteers.

The Trust is at the forefront of innovation in unplanned clinical care and increasingly provide thousands of patients a year with advice, support and signposting to the right provision through its expanding “hear and treat” services, which include NHS Direct Wales and its successor-the 111 service. The Trust also conveys almost half a million patients a year to and from a place of care through its Non-Emergency Patient Transport Service (NEPTS).

In 2015 the Trust trialled, and subsequently introduced, a new clinical response model which is designed to ensure that it responds to the sickest patients first and provide a high-quality service appropriate to their diverse needs. It also ensures that those with a life-threatening emergency receive the fastest possible response.

The Trust is continually working to improve what it does and how it does it. To help realise this ambition, the Trust is looking to appoint three new Non-Executive Directors to the Trust Board, from as diverse a range of backgrounds as possible. The Trust is particularly keen to improve the gender balance on its Board and to attract members from different ethnic backgrounds.

The Trust Board consists of 13 members: 8 Non-Executive Directors (including the Chair) and 5 Executive Directors (including the Chief Executive).The essential role of the Board is to set policy and strategic direction, scrutinise and monitor performance,

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manage key risks and build productive partnerships with patients, public and stakeholder organisations. Listening to the people it serves is at the heart of what it does.

Non-Executive Directors, as public appointments, play a crucial role in the governance of the Trust, not only by contributing to the development of strategy but also by providing independent scrutiny, challenge and assurance and bringing a public perspective to the Board table. Especially valued is the contribution that Non-Executive Directors can make to the Trust by drawing from their own lived experiences. This may include the experiences of being disabled, being a black and /or minority ethnic person, of living in a local community or of the challenges faced every day by citizens.

The Trust is looking for some specific skills across the three appointments. However, it is equally important that the Board membership reflects and represents the communities it serve. The Trust is therefore keen to attract applicants from a diverse and wide variety of backgrounds from all parts of Wales who would add value to the Board.

For one of the appointments, the Trust is looking for someone who can apply financial knowledge and skills and who is able to exercise financial oversight in a well performing organisation (membership of a chartered accountancy body would be a benefit). Although not essential, other skills and experience being sought to strengthen the Board include workforce and HR and a wider experience of working outside of the NHS, particularly if this involves partnership working or public engagement. Previous Board experience is desirable but not essential as it is recognised that life experiences are equally important.

The role of the Board member focuses on four key areas:-

- **Strategy** – to contribute to strategic development and decision-making
- **Performance** – to ensure that effective management arrangements 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

Annex C

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 asked to complete as part of your personal statement.

The selection panel will consist of Martin Woodford, Chair of the Welsh Ambulance Services NHS Trust. The Welsh Government representative on the panel is to be confirmed. The Independent Panel Member will be Emma Woollett, Interim Chair of Swansea Bay University Health Board.

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 **16th September 2019** the panel will have decided who will be invited to the interviews which will take place on the **3rd October 2019**.

The panel will select for interview only the strongest applicants who it feels have demonstrated that they best meet the criteria as asked to demonstrate in the personal statement. 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 invited to interview and if the interview date is not already provided in this information pack, we will aim to provide you with as much notice as we can of the interview date. 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 appointment system to let you know whether or not you have been invited to be interviewed.

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 posts. The appointment process as well as an interview may include further assessment of suitability for the roles, including a stakeholder panel. 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. If he does, he will meet all candidates and in the presence of the selection panel chair or their nominated representative. 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 a Non-executive Director of the Welsh Ambulance Services NHS 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 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 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
1 Horse Guards Road
London
SW1A 2HQ
Tel: 0207 271 0849
Email: publicappointments@csc.gsi.gov.uk

