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Ymddiriedolaeth GIG  
Gwasanaethau Ambiwylans Cymru  
Welsh Ambulance Services  
NHS Trust



The Commissioner for  
Public Appointments



Llywodraeth Cymru  
Welsh Government

# Candidate Information Pack

## Vice-Chair for the Welsh Ambulance Services NHS Trust

Closing date: 07 October 2022, 16:00



## About the Welsh Ambulance Services NHS Trust

Thank you for your interest in the role of Vice-Chair to Welsh Ambulance Services NHS Trust (WAST). This document provides candidates with information on WAST, as well as details on the roles and responsibilities of the post and the selection process.

For more information on WAST please visit the [Trust website](#) or contact us using the details below.

We provide healthcare services for people across Wales, delivering high quality and patient-led clinical care, wherever and whenever needed. With a staff complement numbering just under 4,000, our services include the blue light emergency ambulance services, non-emergency patient transport service, and the 111 service. During recent years, WAST has evolved to become one of the most clinically advanced ambulance services in the world. While solid progress has been made, society continues to change and the advent of the Covid-19 pandemic has accelerated the Trust's commitment to now embarking on the next stage of its journey as it seeks to capitalise on the lessons learned from the pandemic.

Working with our stakeholders and partners, our ambition now is to fundamentally change WAST's role, acting not only as a key provider of urgent and emergency care across Wales, but also acting as the gateway to care for the people of Wales, harnessing the 111 service as a first port of call for those in need of urgent clinical help, advice and treatment, both in and out of hours.



This shift will see a reduction in the number of patients taken to hospital and an increase in care delivered at, or closer to home, by a range of specialist practitioners with a variety of clinical skills. Overseeing the continued development of the ambulance service and harnessing its potential to increase its role in NHS Wales is one which presents both challenges and opportunities.

There remains much to be done to anchor and consolidate performance in the organisation's core 999 service in particular, working with partner health boards to resolve structural challenges in the system, while not losing sight of the need to radically alter the way services are provided in future if the service is to keep pace with both growing demand and public expectation.

To help realise this ambition and accelerate the transformation of the organisation, WAST is looking to attract candidates from a diverse range of backgrounds to help us to tailor our offering to our population. WAST is particularly keen to improve the gender balance on its Board and to attract members from different ethnic backgrounds. Especially valued is the contribution that members can make by drawing from their own lived experiences.

# The Vice-Chair Role

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**The WAST Board plays a key role in shaping strategy, vision, purpose and culture. Led by an independent Chair and comprised of a mixture of both Executive and Non-Executive Members, the Board has a collective responsibility for the performance of the Trust.**

The Vice-chair will actively support the Chair in developing the performance and effective governance of the Board, upholding the values of the NHS in Wales, and promoting the confidence of the public and partners. The Vice-chair will further strengthen the independent membership capability and act as a sounding board for the Chair.

## The Vice-chair will:

### Strategy

- Contribute to constructive debate regarding strategic development and other material and significant issues facing the Trust;
- Provide independent judgement and advice on issues of quality, strategy, vision, performance, resources, and standards of conduct;
- Constructively challenge, influence and support the Executive Directors in developing proposals on such strategies;
- Together with other Board members provide leadership within a framework of prudent and effective controls to ensure the long term sustainability of the Trust.

### Planning

- Scrutinise the Trust's three year medium term plan, ensuring that it establishes clear objectives to deliver the strategy; encompasses the necessary quality, workforce, operational and financial resources for the Trust to meet its objectives; and regularly reviews performance against the plan.

### Performance

- Receive, review and apply appropriate scrutiny to quality, performance, workforce and financial data and information to compare achievements against targets and, where necessary, support the implementation of remedial action;
- Seek out challenging objectives for improving performance;
- Ensure effective control arrangements are in place to secure the financial viability of the Trust.

### Governance

- Deputise for the Chair and lead the Board in their absence and perform additional functions as agreed with the Chair;
- Scrutinise the Trust's commitment to the highest standards of governance, such that it acts in the interests of the population and partners it serves and is seen to be accountable for the services provided and the resources used;
- Ensure that internal controls and systems of risk management are robust

- and well governed;
- Analyse and interpret information provided to the Board, seeking clarification, further assurances, and triangulation of information wherever possible;
- Ensure the Trust complies with its Standing Orders, policies, and relevant legislation and regulations.

## Culture and Behaviour

- Demonstrate the Seven Principles of Public Life (also known as the Nolan Principles) of selflessness, integrity, objectivity, accountability, openness, honesty, and leadership;
- Provide strong, effective, and visible leadership internally through Board and Committees, and externally through connections with a wider range of stakeholders;
- Support a culture that encourages staff, patients, families and the public to raise concerns that are then appropriately addressed;
- Ensure the Trust embraces and promotes equality, diversity and inclusion for all its population, patients, staff, and stakeholders;
- Demonstrate and encourage the highest standards of probity, integrity and governance, ensuring that the Trust's governance arrangements comply with best practice and statutory requirements;
- Provide visible compassionate leadership in supporting and promoting a healthy culture for the health body and reflect this, and the values of the Trust, in their own behaviour;
- Ensure the Trust shows an appreciation of bilingualism and culture, and a commitment to promoting, embracing and mainstreaming the Welsh language;

- Bring past experience, knowledge and influence to the work of the Board to promote innovation, curiosity, and to challenge norms.

## Engagement

- Be expected, with support, to understand the business of the Trust through active involvement;
- Build and maintain close relations between the Trust's partners and stakeholder groups to promote the effective operation of the Trust's activities;
- Participate as a member of the All Wales Vice-chairs Network.

## Board Activities

- Participate fully in the work of the Board and Committees, including pre- and post-meeting engagement and annual evaluations to support good governance;
- Attend, and where relevant, chair Board Committees and other ad hoc meetings of the Board;
- Attend Board development sessions and other internal and external training and development opportunities;
- In conjunction with the other Board Members, discharge their duties in relation to the Charitable Fund, of which the Board acts as the corporate trustee;
- Assume and promote the role of a champion in areas of focus which are either set by the Welsh Government or assigned by the health body;
- Undergo an annual personal performance appraisal, participating in any additional training and development highlighted as a result of the evaluation process to ensure personal objectives are delivered.

## Person Specification:

The Minister is seeking to appoint an individual who has:

### Essential Criteria

Which the candidate must be able to demonstrate includes:

- A track record of strategic, board level leadership in a public sector, private or third sector organisation
- Commitment to engaging with people who use our services, our staff and stakeholders
- An understanding of and commitment to equality, diversity and inclusion
- Ability to work collaboratively and as part of a team to meet common goals
- Ability to apply strategic insight and lived experience for the benefit of the people who use our services, our staff and stakeholders
- Experience in providing independent challenge and scrutiny whilst maintaining constructive relationships
- Excellent communication and/or public speaking skills

### Desirable Criteria

Which may include any of the following:

- Experience in chairing at Board or Board Committee level
- An understanding of risk management and systems of internal control and assurance
- Demonstrable leadership and strategic change management experience including culture change
- Well respected reputation for partnership and collaboration expertise in the public sector, private or third sector organisation

- Experience of working in regulated environments
- Specific experience of strategy or general management
- An understanding of the challenges facing WAST in delivering high quality, safe services to patients that are clinically and financially sustainable.

In addition, candidates for the role will demonstrate commitment to adhering to the seven principles of public life [The Seven Principles of Public Life \(the Nolan Principles\)](#) and the WAST behaviours '[Our Best](#)'.

### 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. The desirable skill level is:

Understanding	Can understand basic conversations about everyday topics
Reading	Can read simple material on everyday topics with understanding
Speaking	Can converse in some work-related conversations
Writing	Can write basic messages on everyday topics

### Standards in public life

You will be expected to demonstrate high standards of corporate and personal conduct. All successful candidates will be asked to subscribe to the [Code of Conduct for Board Members of Public Bodies](#).

## Key facts about the post:

### Location

The Trust is a national service, with meetings held across Wales and virtually by Teams. As we return to face to face Board and Board development sessions, these are likely to be primarily in Cardiff however regular regional meetings will also be held to engage with staff, the public and our stakeholders.

### Time Commitment

8 days per month.

### Tenure of office:

Initial appointment of 4 years.

### Time Commitment

£21,408 per annum plus travel and other reasonable expenses within reasonable limits.



# Making an Application

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To make an application please visit the [public appointment website](#) click on 'apply' at the bottom left hand corner.

If this is your first time applying for a Welsh public appointment you will need to register with the Welsh Government's online application system. You will only need to do this once, and you will be able to check the status of your application at any time.

To apply you will need to complete an online form and upload two supporting documents:

- a full CV; and
- a personal statement detailing your experience, how you meet the role description and person specification and how you will contribute to the role of Vice-chair.

The two documents should be uploaded to the 'attach supplementary document(s)' section of the online application form. Failure to do so may lead to your application being discounted.

If you need adjustments to be put in place to enable you to make an application or any assistance or guidance, please contact the Public Appointments Team at [PublicAppointments@gov.wales](mailto:PublicAppointments@gov.wales).

## Curriculum Vitae

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

## Personal Statement

The personal statement is your opportunity to demonstrate how you meet the essential criteria and any of the desirable criteria set out in the person specification in this pack. The statement should include examples that show how your knowledge and experience matches each of the criteria for the role. These examples should describe what your role was, and the approach you took to achieving a specific result; you are welcome to use examples of both professional and lived experience.

Please limit your personal statement to two pages of A4 using Arial font 12. The assessment panel may choose to discount anything over this limit.

## References

Please provide two referees (employer/professional and personal) who will be contacted for successful candidates only.

# The Selection Process

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**The Minister for Health and Social Services will appoint the Vice-chair and will be assisted in their decision making by an Advisory Assessment Panel ('the panel').**

The panel will consist of the WAST Chair, an independent panel member and a Welsh Government representative. They will assess candidates' CVs and personal statements to determine who it believes best meet the criteria for the role and will shortlist candidates. The panel will rely only on the information you provide in your CV and personal statement to assess whether you have the skills and experience required. Please therefore ensure these documents evidence how you meet any of the essential and desirable criteria.

There will also be a stakeholder session stage for shortlisted candidates which will be made up of individuals from WAST and its stakeholders. Shortlisted candidates will be asked to engage with stakeholders during the session on a relevant and critical topic which will be agreed nearer the time.

It is our intention that the stakeholder session and interviews will take place virtually.

The strongest applicants who have demonstrated how they meet the criteria at application stage will be selected for 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.

At interview candidates will be asked to give a short presentation on a topic which will be provided closer to the interview date.

Candidates who the panel believe are appointable will be recommended to Minister who will make the final decision. The Minister may choose to meet with appointable candidates before making a decision.

## Timetable (provisional)

Advert closing date: 07 October 2022

Sift: 17 October 2022

Stakeholder session: November 2022

Interviews commence: 14 November 2022

Appointment confirmed: December 2022

Appointment start: 01 January 2023

## 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, and lesbian, gay, bisexual and transgender people.

## Social Model of Disability

The social model of disability recognises that barriers in society act to disable people who have impairments or health conditions or who use British Sign Language. We are committed to removing barriers so that all (or potential new staff) can perform at their best. The Equality Act 2010 uses the medical definition of disability ("a physical or mental impairment which has a substantial and long-term impact on a person's ability to carry out normal day to day activities").

We are a Disability Confident Leader and operate the Disability Confident Guaranteed Interview Scheme for disabled people. Under the scheme, we will guarantee an interview to disabled people if they meet the minimum criteria for the post applied for.

By 'minimum criteria' we mean that you must provide us with evidence in your application which demonstrates that you generally meet the level of competence for the role and any qualifications, skills or experience defined as essential.

If you have an impairment or health condition, or use British Sign Language and need to discuss reasonable adjustments for any part of this recruitment process, or wish to discuss how we will support you if you were to be successful, please email [SharedServiceHelpdesk@gov.wales](mailto:SharedServiceHelpdesk@gov.wales) as soon as possible and a member of the team will contact you to discuss your requirements and any questions you may have.

## Eligibility

Regulation 11 of The National Health Service Trusts (Membership and Procedures) Regulations 1990 (as amended) details the grounds in which individuals may be disqualified from being appointed as the Vice-Chair. Further details are included in this pack at **Annex A**.

If candidates require any further clarification regarding the above eligibility criteria they should contact: [PublicAppointments@gov.wales](mailto:PublicAppointments@gov.wales) providing the question to which they require a response.

Candidates should also note that membership of WAST is a disqualifying office for membership of The Senedd Cymru under The Senedd Cymru Disqualification) Order 2020.

[The Senedd Cymru \(Disqualification\) Order 2020 \(legislation.gov.uk\)](#).

An individual shall not normally serve concurrently as a non-executive officer member on the Board of more than one NHS body in Wales.

If you are successful, you will receive a letter from the Minister for Health and Social Services appointing you as Vice-Chair of WAST which will confirm the terms on which the appointment is offered. Your appointment will be subject to a reference check undertaken by the Welsh Government's Public Bodies Unit and to a DBS check undertaken by the NHS Wales Shared Services Partnership. Attendance at the NHS Wales Independent Member Induction Programme is mandatory on appointment and you will be required to attend the next available course.

## Conflict of Interests

When applying you will be asked to declare any interests which may, or may be perceived to, conflict with the role and responsibilities as Vice-chair of WAST. This includes any interests and positions of authority outside of the role in WAST. You will also be asked to declare any political roles or activity.

Any conflicts of interest will be explored at interview. If appointed, you will also be required to declare these interests on a register which is available to the public.

## Due Diligence

Welsh Government Public Bodies Unit will undertake due diligence checks

on all candidates successfully sifted to interview. This will include but may not necessarily be limited to social media and Internet searches. As a result any due diligence findings may be explored further at interview.

## Queries

For further information regarding the role of the Vice-Chair please contact Trish Mills (Board Secretary) on [Trish.Mills@wales.nhs.uk](mailto:Trish.Mills@wales.nhs.uk).

If you need any further assistance in applying for this role please email The Public Appointments Team, Public Bodies Unit on [PublicAppointments@gov.wales](mailto:PublicAppointments@gov.wales).

For further information about Public Appointments in Wales, please visit [www.gov.wales/publicappointments](http://www.gov.wales/publicappointments) and for queries about your application, please contact [publicappointments@gov.wales](mailto:publicappointments@gov.wales).

## 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](mailto:publicappointments@gov.wales).

Additionally, you can write to:

Office of the Commissioner for Public Appointments G/08,  
1 Horse Guards Road, London SW1A 2HQ.

Regulation 11 (disqualification for appointment of the chair and non-executive directors) provides that subject to regulation 12 (which makes provision in relation to the cessation of disqualification) of The National Health Service Trusts (Membership and Procedures) Regulations 1990 (as amended), a person shall be disqualified for appointment as the chair or non-executive director of an NHS trust in Wales for a list of specified reasons.

In this particular context, a person would be disqualified for the appointment of Vice-Chair of the Welsh Ambulance Services NHS Trust for the following reasons:

- (a) they have within the preceding five years been convicted in the United Kingdom, the Channel Islands or the Isle of Man of any offence and has had passed on them a sentence of imprisonment (whether suspended or not) for a period of not less than three months without the option of a fine;
  
- (b) they are the subject of a bankruptcy restrictions order or an interim bankruptcy restrictions order, or a debt relief restrictions order or interim debt relief restrictions order under [Schedule 4ZB](#) to the Insolvency Act 1986;
  
- (c) they have been dismissed, otherwise than by reason of redundancy, from any paid employment with a health service body, although a person shall not be treated as having been in paid employment by reason only of having been—
  - (i) in the case of an NHS foundation trust, the chair, a governor or a non-executive director of the trust;
  - (ii) in the case of a clinical commissioning group, the chair or a member of the governing body of the group; or
  - (iii) in the case of any other health service body, the chair, a member or a director of the health service body in question;
  
- (d) they are a person whose tenure of office as the chair, a member, a director or a governor of a health service body other than a clinical commissioning group has been terminated on the grounds—
  - (i) that it was not in the interests of the health service body or of the health service that they should continue to hold the office,
  - (ii) of non-attendance at meetings,
  - (iii) of non-disclosure of a pecuniary interest, or
  - (iv) of misbehaviour, misconduct or failure to carry out his duties;

(e) they are a person who has been removed from office as the chair or a member of the governing body of a clinical commissioning group;

(f) they are a chair, member, director or employee of a health service body other than a clinical commissioning group or an NHS foundation trust, although the following exceptions apply to this provision:

(i) a person shall not be disqualified under sub-paragraph (f) from being the non-executive director of an NHS trust referred to in paragraph 3(1)(d) of Schedule 2 to the Act by reason of his employment with a health service body

(ii) a person shall not be disqualified under sub-paragraph (f) from being the non-executive director of an NHS trust by reason of being a chair or non-officer member of the National Blood Authority, the National Health Service Information Authority, the National Institute for Clinical Excellence, the National Health Service Logistics Authority or the NHS Blood and Transplant (Gwaed a Thrawsblaniadau'r GIG)

(iii) a person shall not be disqualified under sub-paragraph (f) from being the chair or a non-executive director of an NHS trust during the period between the date on which it is established and its operational date by virtue of being the chair or a non-executive director of another NHS trust;

(g) they are a person who is the chair or a member of the governing body of a clinical commissioning group, or an employee of such a group;

(h) they are a chair, director or employee of an NHS foundation trust, although a person shall not be disqualified under paragraph (h) from being the non-executive director of an NHS trust referred to in paragraph 3(1)(d) of Schedule 2 to the Act by reason of his employment with a health service body;

(i) they —

(i) perform or provide primary medical services or primary dental services under Part I of the National Health Service Act 1977,

(ii) are a partner in a partnership that, or is the legal and beneficial owner of shares in a company that or a director of a body corporate that provides primary medical services or primary dental services under Part I of that Act, or

(iii) are an employee of any of those;

(j) they have had their name removed, by a direction under section 46 of the National Health Service Act 1977, from any list prepared under Part II of that Act and has not subsequently had their name included in such a list or a list prepared pursuant to section 28X of that Act; or

(k) they are the chair or another member of the independent regulator of Monitor (now part of NHS Improvement).

<https://ambulance.nhs.wales/>

