



**North West Ambulance Service
NHS Trust
NExT Director
Candidate information pack**

The opportunity

The North West Ambulance Service NHS Trust strongly believe it is important for the senior leadership team to reflect the diverse communities it serves. To support this ambition we are 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.

The 12 month NExT Director programme will give the successful candidate 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 an 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 Trust's leadership team and will be encouraged to take part in board discussions and in committee debate. A personalised programme will be developed 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 alongside other board members
- The assignment of an experienced non-executive director mentor for the 12 month 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 NWAS' organisational challenges, leadership styles and governance structures

Please note this is a development opportunity and not an appointment or employment. It does not entitle you to a position with NWAS or any other Trust at the end of your placement.

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 NWAS.

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](#).

During the placement you will need to be able to demonstrate you can use your **senior level experience** to:

- achieve the **best sustainable outcomes** for patients and service users by encouraging continuous improvement, clinical excellence and value for money
- 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
- 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

There is emphatic evidence that diverse boards make the best decisions and we want to increase the diversity of NHS boards. In non-executive roles nationally, it is known that women, people from the local Black Asian and Minority Ethnic communities, LGBT+ communities, younger people and those with lived experience of disability are all under-represented. NWAS wants to change this and positively welcomes applications from individuals who have lived experience. They are really interested in receiving applications from people with different backgrounds, skills and experience.

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 2-3 days a month would be expected to undertake the role successfully.

Eligibility

The NExT Director Scheme is a development programme created by NHS England 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.

We are keen for applicants to have a clear appreciation of issues and challenges within the geographical footprint of the Trust and would therefore seek applications from candidates who live in or have strong connections within the North West.

Remuneration

The Trust is offering £6,500 per annum as an honorary payment.

About North West Ambulance Service NHS Trust

- We serve more than seven million people across approximately 5,400 square miles – the communities of Cumbria, Lancashire, Greater Manchester, Merseyside, Cheshire and Glossop (Derbyshire).
- We receive approximately 1.7 million [999](#) calls and respond to over a million emergency incidents each year.
- We make more than 1.3 million [patient transport](#) journeys every year for those who require non-emergency transport to and from healthcare appointments.
- We deliver the [NHS 111](#) service across the region for people who need medical help or advice, handling around 3.6 million calls every year.
- We employ around 7,074 staff in over 300 different roles.
- More than 1,000 people volunteer with us as community first responders, volunteer car drivers or patient and public panel members
- We have over 1,000 emergency and non-emergency vehicles operating across the North West.
- We have an annual budget of £473 million.

Our headquarters is based in Greater Manchester but we're spread all over the region with three emergency operations centres, three area offices, five NHS 111 sites, one support centre, two patient control rooms, two hazardous area response team (HART) buildings and more than 100 ambulance stations.

In July 2022, Integrated Care Systems (ICS) replaced the Clinical Commissioning Groups (CCGs). Previous to July 2022 they had 31 CCGs covering the North West. They now work to five ICS areas in the North West.

- Lancashire and South Cumbria
- Cheshire and Merseyside
- Greater Manchester
- North East and North Cumbria (For North Cumbria)
- Derbyshire (for Glossop)

Nationally there are 42 ICS, and their aims are:

1. Improving population health and healthcare
2. Tackling unequal outcomes and access
3. Enhancing productivity and value for money
4. Helping the NHS to support broader social and economic development

Along with North East, Yorkshire and East Midlands ambulance services, NWAS forms part of the Northern Ambulance Alliance, which has an ambition to do things better in partnership to deliver patient-centred, efficient and forward-looking services.

The diversity in the region makes the North West a unique place to live, but also presents some challenges. In the North West, 32% of people live in the highest levels of deprivation and have significantly worse health outcomes, healthcare experiences and life expectancy than the general population. People living in the north west's communities are sicker than before the Covid-19 pandemic. There are more people living with poorly managed long-term conditions and, as people get older, it is expected there will be more people living with illnesses.

The overall health of the region's population has a huge effect on demand for NWAS' services. Therefore, the trust aims to address health inequalities help tackle the causes of illness by looking at the wider factors that affect health; helping people to stay healthy and reducing the need for them to have care from the NHS

Our Strategy

[Our strategy](#) explains our purpose: to help people when they need us most, and our vision: **to deliver the right care, at the right time, in the right place; every time.**

It sets out where we want to be and how we will get there together, with a shared purpose, vision, aims and objectives.

This strategy has been developed differently from those we have created over previous years; we have taken more time to engage our staff and patients to understand how they are feeling after what has been an incredibly difficult and, in some cases, life-changing few years.

More than 40 engagement meetings and workshops were held with managers and staff representatives from across the organisation, and additional sessions involving our Patient and Public Panel (PPP) were conducted to make sure the voices of staff and patients shaped the content of this strategy. This has resulted in a strategy that everyone at NWAS can be proud of.

In May 2023, the trust board approved the refresh of the 2022-2025 strategy, identifying that in the **annual plan for 2023-2024** there is an emphasis on urgent and emergency care recovery, Freedom to Speak Up and creating a safe working environment free from discrimination.

What does this mean?

Right care – proving outstanding care that is safe, effective and focused on the needs of the patient.

Right time – achieving all operational performance standards for the paramedic emergency service, NHS 111 and patient transport service.

Right place – providing care in the most appropriate setting for each patient's needs, taking fewer people to emergency departments by providing safe care closer to home or referring people to other health and care pathways.

Every time – providing services which are consistent, reliable and sustainable.

To achieve this vision, the trust focuses on three aims, which are to:

Provide high-quality, inclusive care

The trust recognises there are health differences between groups in the communities it serves. It will listen to understand and make sure its services are accessible to everyone. It will work to prevent harm while using learning and research to continuously improve patient care and experience.

Be a brilliant place to work for all

The trust will create an environment where its people feel happy and safe, have access to equal opportunities and are supported to be at their best.

Work together to shape a better future

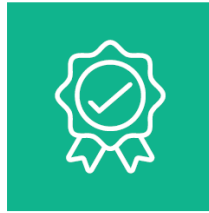
The trust will work together to improve the services it provides. It will work with its partners and the public to find solutions which improve access, outcomes and experience for everyone. It will work together to become more sustainable and have a positive effect on its communities and environment.

Values

The trust's values form the foundation of the whole organisation, setting out the behaviours expected from its staff for patients to receive the right care every time. Putting its values into practice supports the trust to provide compassionate care and improve outcomes and experiences for its people, patients and communities.



**WORKING
TOGETHER.**



**BEING AT
OUR BEST.**



**MAKING A
DIFFERENCE.**

Equality, diversity and Inclusion

To create an inclusive culture, the trust aims to develop an environment where diversity is truly valued. If it is to deliver its vision, the trust states that it must recognise that discrimination exists in society, in workplaces and in healthcare, and take proactive steps to address inequalities. The Trust's priorities for equality, diversity and Inclusion are:

- Making sure everyone who works for NWAS has fair job and career progression opportunities which will improve diversity and representation at all levels of the organisation.
- Educating and developing its leaders and people to improve understanding of racism, discrimination and cultural competence to deliver a step change in the experience of people and patients.
- Using patient data and experience to drive improvements in access and health inequalities, for people from diverse communities.

Key achievements

Following consultation with our people, our patients, and our communities, we launched a refresh of our organisational strategy in May 2023 which sets out where we want to be and how we will get there together. It outlines our shared purpose, vision, aims and objectives, identifying an emphasis in 23/24 on urgent and emergency care recovery, Freedom to Speak Up and creating a safe working environment free from discrimination.

Through our commitment to listening to our patients and communities, we take on board different perspectives and learn from experiences. Our dedicated Patient and Public Panel has almost hit 300 members and provides us with representation from a wide section of our community. They actively participate in projects and campaigns which has a positive impact on patient care.

We recognise that working in a fast-paced organisation like ours, alongside the daily challenges of everyday life, can impact on health and wellbeing. We've enhanced our staff support site, 'Invest in Yourself' to provide an easily accessible one stop shop for guidance and support on a range of topics. Our staff networks are going from strength to strength, adding a new Women's Network last year to explore how we can use women's skills and experience in NWAS to create an even more diverse

and inclusive organisation. We now have five established networks which help us to create a more supportive and inclusive working environment.

We are also really proud to have achieved The Employers Network for Equality & Inclusion's Gold Award for Talent, Inclusion and Diversity Evaluation in recognition of our steps and actions to support an inclusive culture. The judges recognised us, out of 155 global entries and just 13 gold award winners, for our efforts to address under-representation in senior leadership teams, create a network of equality, diversity and inclusion (EDI) champions across the trust, offer EDI awareness training and use targeted recruitment methods to achieve a more representative workforce.



We've grown our workforce over the last 12 months, investing in additional permanent frontline colleagues. In the last financial year, we recruited 221 paramedics, including a cohort of 15 Australian newly qualified paramedics, as well as an additional 114 emergency medical technicians. We also saw the first cohort of our internal apprentice paramedics graduating and becoming HCPC registered paramedics. In early 2024 we launched a trust-wide recruitment campaign 'Careers with Heart' with adverts broadcast across various platforms, including digital, radio and out of home.

We have been working together to shape a better future by investing in our estate, including opening our brand-new Blackpool ambulance hub which offers benefits for staff and provides improved efficiencies on how they respond to patients in the community.

We also recently announced that our former Merseyside area office is set to be rebuilt to base our Cheshire and Merseyside Hazardous Area Response Team in a state-of-the-art facility. We've also enhanced our fleet with additional electric vehicles and we'll be replacing a further 52 rapid response vehicles with electric alternatives as part of our commitment to becoming a more sustainable organisation.

To help us provide high-quality inclusive care, we welcomed a new emergency video relay service for sign language users making accessing the 999 service easier for people who are deaf or hard of hearing. We've also been working together with NHS partners across the region to improve hospital handover delays. This has seen really positive improvements and helped us introduce a new hospital handovers e-learning module for staff to improve the safe handover of patients at hospital. NHS trusts nationwide will use it to reduce turnaround times and improve patient experiences.

Appendix 1

More information

For information about the Trust, such as business plans, annual reports, and services, visit our [website](#).

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
- tell us about any dates when you will not be available

Key dates

- **closing date for receipt of applications: 28 June at 11am.** Please forward your completed application to Vickie.Camfield@nwas.nhs.uk
- **interview date:** to be confirmed

Getting in touch

- We strongly recommend an informal and confidential discussion with Peter White, the Chair of the Trust. Please contact Pamela Ward on 01204 498404.