



Llywodraeth Cymru
Welsh Government

Information pack for applicants

**Welsh Ambulance Service NHS
Trust**

Appointment of Chair

Closing date: 16:00, 25 April 2022



**The Commissioner for
Public Appointments**

Welsh Ambulance Service NHS Trust

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Making an application

Thank you for your interest in the appointment of a Chair to Welsh Ambulance Service NHS Trust. The attached Annexes provide details on the role of Chair and the person specification, the role and responsibilities of Welsh Ambulance Service 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/candidate/jobboard/vacancy/7/adv/>.

To apply for this role, click on the 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 demonstrate how you meet each of the criteria set out in the person specification. How you choose to present the information is a matter for you. However, you should aim to provide detailed examples which demonstrate how your knowledge and experience matches each of the criteria, and which describe what your role was in achieving a specific result. Examples provided could be examples of things you have done in your personal life and do not necessarily need to be related to a job or role you have performed. It will also benefit the selection panel if you can be clear which criteria the evidence you provide relates to. Providing separate paragraphs in relation to each criterion is common practice.

Please limit your personal statement to a **maximum of a 1000 words**. Your application may be rejected if you exceed this limit.

CV

Your CV should be no more than **3 pages**. It should include brief details of your current or most recent posts and the dates you occupied these roles. Please identify any past or present Ministerial appointments.

References

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

Indicative timetable

Closing date:	16:00, 25 April 2022
Shortlisting:	w/c 2 May 2022
Interviews:	w/c 23 May 2022
Commence in post:	1 October 2022

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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.

Disability Confident

The Welsh Government accepts the social definition of disability, in which it is recognised 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 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 guarantee to interview anyone who is disabled whose application meets the minimum criteria for the post. 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.

We are committed to the employment and career development of disabled people. If you would like a guaranteed interview, please contact the Public Appointments Unit at PublicAppointments@gov.wales to let them know.

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, please contact the Public Appointments Unit as above as soon as possible and a member of the team will contact you to discuss your requirements and any questions you may have.

Contacts:

For further information regarding the selection process or applying for the role, please contact:

Public Appointments Team
Public Bodies Unit
Email: PublicAppointments@gov.wales

For further information regarding the role of Chair to the Welsh Ambulance Service NHS Trust, please contact:

Diary Secretary, Director General, Health and Social Services/NHS Wales Chief Executive, Welsh Government
Email: DStoDGforHealthandSocialServicesChiefExecutiveNHSWales@gov.wales

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Trish Mills, Board Secretary, Welsh Ambulance Service NHS Trust

Tel: [REDACTED]

Email: [REDACTED]

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

Appointment of Chair of the Welsh Ambulance Service NHS Trust

Role description

The Chair will be accountable to the Minister for Health and Social Services for the performance of the Board and its effective governance, upholding the values of the NHS, and promoting the confidence of the public and partners throughout Wales.

The Chair of the Welsh Ambulance Service NHS Trust will:-

- **Develop a Strategic Vision** for the Trust and its services, identifying and realising the inherent potential and skills within the organisation to develop an innovative and world leading service;
- **Provide strong, effective and visible leadership** across the breadth of the Trust's responsibilities, internally through the Trust and externally through their connections with a wide range of stakeholders and partners at a national level, the community, local authority and NHS organisations;
- **Ensure the Board collectively articulates and realises** the strategic aims of the Trust through appropriate delivery plans and governance arrangements;
- **Be responsible for maintaining** the highest quality of public health standards and practices, and improving quality and safety of healthcare;
- **Be accountable for the performance of the Board** at community, local authority and national levels through the agreement of a three year integrated medium term plan (IMTP) and an annual delivery plan and the annual evaluation of achievements against the plan in public by the Minister for Health and Social Services;
- **Hold the Chief Executive to account** across the breadth of their responsibilities;
- **Work effectively with partners**, in particular with Health Boards, NHS Trusts, Special Health Authorities, local authorities, the third sector and social care partners, to ensure the planning and delivery of safe, effective services;
- **Provide the assurance and governance for the proper stewardship of public money and other resources** for which the Board is accountable;
- **Provide the assurance for ensuring that the Board is governed effectively** within the framework and standards set for the NHS in Wales;
- **Undertake an external ambassador role**, delivering in the public spotlight and instilling public confidence.

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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.

Person Specification

The Trust is looking for some specific skills for this appointment and the Chair will demonstrate the following qualities:

Essential

- An excellent communicator with strong strategic leadership skills, with a significant record of achievement at the highest levels in the public or private sectors;
- Ability to provide systems leadership and to work with Health Boards, Trusts, Special Health Authorities, Welsh Government, community groups, patients, and other stakeholders to develop and drive forward the strategic vision.
- Ability to lead, inspire and motivate the Board of a major national organisation, delivering robust Board level governance and accountability, and developing executive and Board performance
- An excellent understanding of governance and an ability to ensure that the Board works cohesively and actively engages in transparent decision-making.
- An understanding of, and commitment to, equality, diversity and inclusion.
- Espouse and promote the highest standards of conduct at Board level in line with the Seven Principles of Public Life (Nolan Principles) and adopted values of the Trust.
- Ability to provide a knowledgeable, impartial, and balanced perspective on a range of sensitive and complex issues.
- Ability to show an appreciation of bilingualism and culture, and a commitment to promoting and mainstreaming of the Welsh language.

Desirable

- An understanding of health issues and priorities in relation to the Welsh Ambulance Service NHS Trust and the wider health system in Wales.
- Exposure to transformational organisational change and digital solutions in the public or private sector.
- An understanding of risk management, and systems of internal control and assurance.

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 = 2 – can understand basic conversations about everyday topics.

Reading = 2 – can read simple material on everyday topics with understanding.

Speaking = 3 – can converse in some work-related conversations.

Writing = 1 – can write basic messages on everyday topics.

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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 and St Asaph, however regular regional meetings will also be held to engage with the public and our stakeholders.
Time Commitment:	Approximately 14.5 days per month
Tenure of office:	Initial appointment of up to 4 years, to be determined by the Minister for Health and Social Services.
Remuneration:	£43,326 per annum plus travel and other reasonable expenses within reasonable limits.

Eligibility

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 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;

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- (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

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

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

Candidates should also note that membership of Welsh Ambulance Services NHS Trust is a disqualifying office for membership of The Senedd Cymru under The Senedd Cymru Disqualification) Order 2020.

[The Senedd Cymru \(Disqualification\) Order 2020 \(legislation.gov.uk\)](https://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 Chair of the Welsh Ambulance Service NHS Trust 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. The successful candidate will also be required to attend a pre-appointment hearing at the Health and Social Care Committee, Welsh Parliament. Further information can be found below.

Conflict of Interests

When applying you will be asked to declare any private interests which may, or may be perceived to, conflict with the role and responsibilities as Chair of the Welsh Ambulance Service NHS Trust including any business interests and positions of authority outside of the role in the Welsh Ambulance Service NHS Trust.

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 not necessarily be limited to social media and Internet searches. As a result, you may be asked questions at interview in relation to any due diligence findings.

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, you can access this document at:

<https://www.gov.uk/government/publications/code-of-conduct-for-board-members-of-public-bodies>

The role and responsibilities of Welsh Ambulance Service NHS Trust

During recent years, the Welsh Ambulance Service 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.

Delivering services to the three million-plus people who live and work in Wales, including the many thousands who visit every year, the Trust has become one of the lynchpins of the Welsh NHS, working to transform itself into a clinically-led service which supports and works across the entire health and care system.

Working with our stakeholders and partners, our ambition now is to fundamentally change the role of the Trust, 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 Trust's 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 the 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, the Trust is looking to appoint Non-Executive Directors to the Trust Board, from as diverse a range of backgrounds as possible to help us to tailor our offering to our population. The Trust 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 Non-Executive Directors can make to the Trust by drawing from their own lived experiences.

The role of the Board is to focus on four key areas:

Strategy: Developing the strategy, vision, and purpose of the Trust. Identifying priorities, establishing goals and objectives, finding resources, and allocating funds to support the decisions that need to be made around strategic planning.

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Embedding Ethical Behaviour: The Board shapes the culture of the Trust in several ways, including by the way in which it engages with staff, the public and stakeholders, the way it manages its agenda, by the nature of the debate at the Board and the relative emphasis given to different performance criteria, by the visibility of its members in the organisation, and by where it chooses to invest time and resources. Board members must live up to the highest ethical standards of integrity and probity.

Managing Risk: The Board is responsible for managing risk and ensuring there is a robust system of internal controls in place and that they are sighted on the mitigations in place for the principal risks to the delivery of the strategy.

Gaining Assurance on the Delivery of Strategy and Performance: Holding to account, and being held to account, for the delivery of the strategy in accordance with the strategic and performance frameworks developed by the Board

The Welsh Ambulance Service at a **glance...**



We serve
3 million people
across Wales



We receive over
510,000
999 calls per year *

We provide an emergency response to over
29,000
immediately life-threatening incidents per year



We receive over
440,000
non-immediately life-threatening emergency calls per year

We have over
900 vehicles
in our fleet

We transport over
670,000
non-emergency patients to hospital per year

We receive over
700,000
calls to NHS Direct Wales and NHS 111 Wales per year



We receive over
4 million
visits to the NHS 111 Wales website



We employ over
4,000 people



We have operating expenses of
£210 million



We occupy over
113 buildings

*All other calls coming into our contact centres were answered and referred to other appropriate services to meet the caller's needs

The selection process

The interview panel will assess candidates' CVs and personal statements to determine who it believes best meet the criteria for the role, and who will be invited to interview. The panel will rely only on the information you provide in your CV and 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 essential criteria.

The selection panel will be chaired by Judith Paget, Director General – Health and Social Services and Interim NHS Wales Chief Executive, Welsh Government and will also comprise of Dr Chris Turner, Chair – Emergency Ambulance Services Committee, Melanie Westlake, Head of NHS Wales Board Governance, Welsh Government and a Senior Independent Panel Member (to be confirmed).

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 all of the panel.

We anticipate that the panel will sift applications on w/c 2 May 2022 and interviews will take place during w/c 23 May 2022. It is our intention that interviews will take place virtually.

The panel will select for interview only the strongest applicants who it feels have demonstrated that they best meet the criteria set out in the person specification. 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 Welsh Government's application centre 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 post. Candidates who the panel believe are 'appointable', will be recommended to Ministers who will make the final decision. The Minister may choose to meet with appointable candidates before making a decision. If she does, she will meet all candidates and in the presence of the 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 appointing you as Chair of the Welsh Ambulance Service NHS Trust which will confirm the terms on which the appointment is offered.

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If you are unsuccessful at interview, you will be notified through the Welsh Government's application centre. 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

Pre-Appointment Hearing

If you are successful at interview, you will be asked to attend a Senedd Cymru – Welsh Parliament Committee hearing.

Pre-appointment scrutiny by select committees is an important part of the process for some of the most significant public appointments made by Ministers. It is designed to provide an added level of scrutiny of the overall process and verify that the recruitment meets the principles set out in the Governance Code on Public Appointments*. This scrutiny may involve the relevant select committee requesting and reviewing information from the Department and the Minister's preferred candidate. The select committee may also choose to hold a pre-appointment hearing.

Pre-appointment hearings are held in public and involve the select committee taking evidence from the Minister's preferred candidate. These public hearings take place before an appointment is confirmed, but after the selection process has taken place.

Where a public appointment is subject to pre-appointment scrutiny, it is a matter for the relevant select committee to decide whether to undertake such scrutiny, including whether to hold a pre-appointment hearing. Following a review of information provided by the Department about the recruitment process, the select committee may decide that a pre-appointment scrutiny hearing is not required before it publishes its report, if it agrees with the Minister's choice of candidate.

Queries

For queries about your application, please contact 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.

Additionally you can write to: Office of the Commissioner for Public Appointments
G/08, 1 Horse Guards Road, London SW1A 2HQ.