



Appointment of Non-Executive Director with effect from July 2025

Information pack for applicants

Closing date for applications: 4th May 2025

Assessment and interviews for all shortlisted candidates: Week commencing 2nd June 2025.



Dear Candidate

Thank you for your interest in becoming a Non-Executive Director.

At South Western Ambulance Service NHS Foundation Trust (SWASFT) we have nearly 6,000 colleagues, 950 volunteers and over 800 students in training. This enables us to provide emergency and urgent care services, in the most demanding of circumstances, across 10,000 square miles, to the people of South West England. Covering the counties of Cornwall and the Isles of Scilly, Devon, Dorset, Somerset, Wiltshire, Gloucestershire, and the former Avon area (Bristol, Bath, North and North East Somerset and South Gloucestershire), we serve a population of over 5.5 million with an estimated 23 million visitors each year.

The pressures being felt by ambulance services up and down the country are well documented; SWASFT is no exception. SWASFT is a values led organisation, striving to be Compassionate, One Team and Innovative. We have a deep-seated commitment to *'provide compassionate, quality, and timely, Urgent and Emergency Care to everyone in the South West.'*

We are seeking a Non-Executive Director to join our Board, to bring support and constructive challenge, and to help lead the strategic direction of the Trust. This information pack outlines more about what we need from this appointment, drawing on an assessment of the skills, ability, and behaviour we need from our Board team. In particular we are seeking a candidate with a strong background in a Human Resources setting in order to support the skills we seek for our Board of Directors.

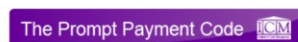
We are committed to ensuring our Board represents our workplace population and the communities we serve. We would love to hear from candidates from a diverse and wide range of backgrounds and strongly encourage applications from people with a disability, Black, Asian and minority ethnic people, LGBTQIA+ people, and women.

I hope you will consider applying and thank you for taking time to consider applying to join the Board of South Western Ambulance Service NHS Foundation Trust.

Yours faithfully

Trust Chair

Chair: Richard Crompton
Chief Executive: Dr John Martin KAM FCPara



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Introduction

South Western Ambulance NHS Foundation Trust is seeking to recruit a Non-Executive Director with a Human Resources specialism. The post is being advertised and the appointment will be considered by the Trust's Council of Governors, following a formal selection process.

Role and responsibilities

Role summary

The Board of Directors is accountable for our vision, strategy, the way we run our services and our finances.

As per our Trust Constitution, the Board of Directors is to comprise of up to 15 voting members:

- Non-Executive Director Chair
- up to a maximum of 7 other Non-Executive Directors
- up to a maximum of 7 Executive Directors, one of whom is the Chief Executive.

The Board meetings also include other employed directors of the Trust who are in attendance and contribute to discussions with their expertise and areas of responsibility.

The Board brings together individuals from a variety of backgrounds and together they share corporate responsibility and accountability for all decisions that they collectively make, acting as a Board.

The Board has a range of committees (statutory and non-statutory), chaired by Non-Executive directors, which have key roles in relation to audit, risk, quality, safety, finance, performance, workforce, and the Trust's charity. Each of the committees submits from the Chair of the Committee an assurance report to each public meeting of the Board (every two months), which outlines key issues considered and highlights any risks and/or areas of development that the Board needs to be apprised of. There is cross membership between Committees to support the connection between the business of key committees and to seek to integrate assurance reporting where relevant.

They share responsibility with all of our Executive and Non-Executive Directors for the decisions made by the Board and for the success of the organisation in leading the improvement of services for our patients and service users.

You will need to be able to demonstrate you can use your experience to:

- work alongside other non-executives and executive colleagues as an equal member of the unitary board.
- bring independence, external perspectives, skills, and challenge to strategy development.
- hold the executive to account by being curious and providing purposeful, constructive scrutiny and challenge.
- shape and actively support a healthy culture for the trust.

The Non-Executive Director will ensure that the Board acts in the best interests of service users, carers, members and the wider public.

The Non-Executive Directors will work collaboratively with the Chair in supporting the Council of Governors.

The Non-Executive Director commits to working to, and encouraging within the Trust, the highest standards of probity, integrity and governance and contribute to ensuring that the Trust's internal governance arrangements conform with best practice and statutory requirements.

Being an NHS board member means holding an extremely demanding yet rewarding leadership responsibility. NHS board members have both an individual and collective role in shaping the vision, strategy and culture of a system or organisation, and supporting high-quality, personalised and equitable care for all now and into the future.

The NHS leadership competency framework for board members provides key competencies to support Board members at their best.



<https://www.england.nhs.uk/long-read/nhs-leadership-competency-framework-for-board-members/>

Key functions and responsibilities

As members of the Board of South Western Ambulance Service NHS Foundation Trust, all Directors are required to, and Non-Executive Directors must:

:

- Uphold the Vision, Values and Behaviours of the Trust;
- Act as an ambassador for the Trust;
- Act in accordance with all relevant legislation, with particular regard to the National Health Service Act 2006, Health and Social Care Act 2012 and Health and Care act 2022;
- Act in accordance with the Trust's Constitution and the Code of Conduct and Responsibilities of the Directors, and;
- Act in accordance with the Seven Principles of Public Life (see Appendix 1).

Knowledge (Know about)	Skills (Able to)	Attitude (Displays or shows)
<ul style="list-style-type: none"> • Knowledge of a large complex organisation • Organisational change • Knowledge of what good looks like • Wider geographical knowledge • Organisational Development • Community focus • Change Management • Strategic decision level • Diversity • Risk 	<ul style="list-style-type: none"> • Critical Analysis • Politically aware / agile • Communication • Connect within the organisation • Constructively challenge • Continuous evaluation and improvement • Patient at centre of business • Committee skills • Coaching skills • Assimilation of information • Influencing the system 	<ul style="list-style-type: none"> • Emotional intelligence and relevance • Patient privacy and Inclusivity • Compassionate • Calm and confident • Team player • Reflective • Staff relations • Open to listening • Self-Awareness • Perceptive • Strategic mind-set

Person specification

Non-Executive Directors should seek to establish and maintain confidence in the Foundation Trust. They should be independent in judgement and have an enquiring mind. To be effective, Non- Executive Directors will need to understand the wider NHS and the external environment in which it operates. As well as becoming well-informed about the Trust, Non-Executive Directors should develop a good knowledge of issues that are relevant. Non-Executive Directors should continually seek to develop and refresh their knowledge and skills to ensure that their contribution to the Board remains informed and relevant.

The Trust is seeking to appoint a Non-Executive Director with a commitment to patients and the promotion of excellent health care services. They will have Human Resources expertise. The Non-Executive Director in this role will be the Chair of the People Committee.

It is expected that applicants for the position will have had substantial senior or board level experience within a complex organisation.

The Trust is specifically looking for an individual with expertise in Human Resources, organisational development and/or employee relations, who can bring one or more of the following:

1. The Trust would want to appoint an applicant whose style and approach to the role can be evidenced to be consistent with the Trust's vision and values.
2. The Trust would want the appointee to have experience of working at a senior level in complex environments with a clear understanding of assurance, accountability, governance, and change management. This could be from the private, third or public sectors.
3. The Trust will be looking for applicants who can adopt an outward facing approach; with experience of the organisational development challenges presented by working within a complex local health and social care system and potentially across a wider area.

South Western Ambulance Service NHS Foundation Trust (SWASFT) is committed to advancing equality and celebrating diversity by embedding equality, diversity, and human rights practices into all areas of our service delivery and patient care. The Trust Board, staff

side representatives and senior managers will continue to demonstrate, through their leadership and practices, their commitment to equitable and fair treatment. The Trust recognises the benefits of having a diverse workforce and therefore welcome applications from all sections of the community.

Eligibility

Non-Executive Directors must be members of the Foundation Trust. Details of how to become a member can also be found on our website: <https://www.swast.nhs.uk/become-a-member>

A person may only be appointed as a Non-Executive Director if they are:

- a member of the Public Constituency (see Appendix 2), or
- not otherwise disqualified by virtue of disqualification criteria (see Appendix 3).

Full details of eligibility criteria and exclusions can be found in the Trust's Constitution: [download.cfm \(swast.nhs.uk\)](#)

Remuneration and time commitment

The Non-Executive Directors receive £13,000 per annum for an average of four days per month. These commitments comprise a mixture of set commitments (such as regular meetings of the Board, Committees, and the Council of Governors) and more flexible arrangements for ad hoc events, reading and preparation. A degree of flexibility will be required, and some time commitment will be during the working day, evenings, and weekends.

Remuneration is taxable and subject to National Insurance Contributions. It is not pensionable.

Non-Executive Directors are also eligible to claim allowances for travel and subsistence costs necessarily incurred on Trust business.

Appointment and Tenure of Office

It is anticipated that this appointment will be effective from July 2025, with the final date confirmed once all recruitment checks are complete.

This appointment will be for up to three years and will be subject to annual performance review.

A further term of appointment can be considered at the end of the first period of office subject to consistently good performance and the needs of the organisation. A degree of change is often sought on boards and there should therefore be no expectation of automatic re-appointment.

You should also note that this post is a public appointment or statutory office rather than a job and is therefore not subject to the provisions of employment law. To ensure that public service values are maintained at the heart of the National Health Service, Non-Executive Directors are required to act in accordance with the Code of Conduct and Standing Orders and Standing Financial instructions for the Foundation Trust.

As a Non-Executive you must demonstrate high standards of corporate and personal conduct. Details of what is required of you and the NHS board on which you serve are set out in the

Codes of Conduct as outlined above.

You will be required to declare any conflict of interest that arises during board business and also declare any relevant business interests, positions of authority or other connections with commercial, public, or voluntary bodies. These will be published in the annual report with details of all board members' remuneration from NHS sources.

Fit and Proper Persons Test

The appointment as a Non-Executive Director is subject to the Fit and Proper Persons Test. The Trust will undertake a Fit and Proper Persons Test in accordance with the Care Quality Commission's requirements and NHS England guidance. This will include bankruptcy and director disqualification checks. It will also include self-declaration regarding any previous misconduct, or other relevant matters.

To safeguard patients by identifying unsuitable candidates, all appointments will be dependent upon the satisfactory completion of checks carried out with the Disclosure and Barring Service (see Appendix 3). Checks will be carried out by the Trust after appointment and before the individual takes up their full duties.

Application process

To apply please attach a letter of application, setting out how you meet the person specification, and a curriculum vitae (CV) on the Trac system, **no later than midnight on the 4th May 2025**.

- We will acknowledge receipt of your application shortly after the closing date.
- Your application will first be checked for completeness and eligibility.
- Your letter and CV will be assessed to see the extent to which you have the qualities and expertise specified for the post before it is passed to the Remuneration and Recommendations Committee at the Trust for consideration.
- There will be an opportunity for all prospective candidates prior to application to ask questions and learn more about the role and South Western Ambulance Service. Requests to speak to a member of the Trust can be made via Corporate.governance@swast.nhs.uk.
- Candidates will be informed on or before **21st May 2025**, if they have been shortlisted for interview.
- At the time of the formal interviews, as a source of external validation and as part of their due diligence checks on candidates, the Committee will require references. References will be sought in advance of the interviews so please ensure your referees are advised of this.
- Shortlisted candidates will be required to attend an interview and assessment day with members of the Remuneration and Nomination Panel, Directors, Governors, and other stakeholders, during week commencing **2nd June 2025**. Confirmed details will be advised to shortlisted candidates.
- The Remuneration and Nomination Panel will recommend its preferred candidate at a

meeting of the Trust's Council of Governors, which will be held as soon as is practical following conclusion of the recruitment process. The successful candidates will be contacted by the Trust as soon as possible after this. All candidates will be advised of the outcome of the selection process by the Trust.

About South Western Ambulance Service NHS Foundation Trust

The South Western Ambulance Service NHS Foundation Trust is responsible for the provision of ambulance services across an area of 10,000 square miles which is 20% of mainland England. We cover:

- The former Avon area – Bristol, North Somerset including Bath, and South Gloucestershire (BNSSG)
- Cornwall and the Isles of Scilly
- Devon
- Dorset
- Gloucestershire
- Somerset
- Wiltshire

The Trust serves a total population of over 5.5 million and is estimated to receive an influx of over 23 million visitors each year. Our operational area is predominantly rural but also includes large urban centres including Bristol, Plymouth, Exeter, Bath, Swindon, Gloucester, Bournemouth, and Poole.

Our core operations focus is the delivery of emergency ambulance 999 services (A&E). We have 92 ambulance stations, two Emergency Operations Centres, and two Hazardous Area Response Teams (HART).

The Trust also provides Paramedics for four air ambulance charities across the South West (Cornwall Air Ambulance, Dorset and Somerset Air Ambulance, Wiltshire Air Ambulance, and Great Western Air Ambulance) and works closely with the Devon Air Ambulance Trust.

We employ nearly 6,000 mainly clinical and operational staff (including paramedics, emergency care assistants, advanced technicians, and nurse practitioners) plus GPs, around 950 volunteers (including community first responders, BASICS doctors, fire co-responders and ambulance service volunteers) and over 800 students in training.

Our Trust Strategy, Vision and Values, Purpose, and Objectives

Our Strategy represents a renewal of our commitment to continuously improving the care we give to patients across the South West. In 2022 we started on the journey of improving patient safety by recovering our performance. This new Strategy builds on this work and confirms a new vision, new values and sets four clear strategic objectives for the next five years.

Our Strategy explains what we will focus on in the short and longer term. For the next two years we aim to deliver effective patient care, safety, and performance, while also strengthening our partnership working. During the later years, we will use patient insights to continuously improve our service, and enhanced partner working to deliver, integrated, and coordinated care for our 999 patients.

We are part of seven Integrated Care Systems, and an important part of our Strategy is achieving our ambition to become a valued partner, to collectively improve overall health outcomes for people in our region. Our vision is that together, we will deliver the best care when you need us most.

Our Objectives:

- Our Patients To consistently achieve quality driven, high performing, patient centred care
- Our People To create the conditions for our people to thrive
- Our Partners To be a valued partner improving health outcomes together
- Our Organisation To create a sustainable and progressive organisation that's data and digitally driven

Full information can be found here: [Our plans for the future | SWAST Website](#)

Our Purpose, Vision, Values & Objectives

As part of our Strategy development we have reviewed and re-stated our purpose, created a clear vision and new values, and developed short and long-term strategic objectives to deliver the vision.

Our Purpose

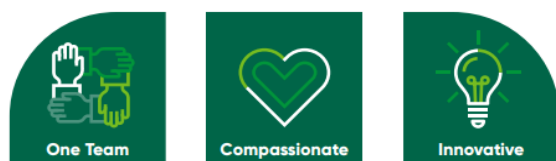
To provide compassionate, quality and timely emergency and urgent care to everyone in the South West.

Our Vision

Together, we will deliver the best care when you need us most.

Our Values

We will achieve our vision by working together to a shared set of values that will be our guiding principles for how we interact with our people, our patients, partners, and all other stakeholders.



Our Strategic Objectives and Outcomes

<p>Our Patients</p> <p>To consistently achieve quality driven, high performing, patient centred care</p>		<p>Our People</p> <p>To create the conditions for our people to thrive</p>	
<p>Our Partners</p> <p>To be a valued partner improving health outcomes together</p>		<p>Our Organisation</p> <p>To create a sustainable and progressive organisation that's data and digitally driven</p>	

Our Promise To...

<p>Our Patients</p> <p>Our patients will know that they come first, are in safe hands and trust that we will be there when needed. They will receive the care that is right for them and are communicated with in a way that best meets their needs.</p>	<p>Our People</p> <p>Our people will be empowered to deliver the best care and are equipped with the skills, resources and development they need. We will create a safe and healthy working environment, recognising and rewarding everyone's contribution.</p>
<p>Our Partners</p> <p>Our partners will feel we understand how our services integrate, we will share insights and learning to continuously improve and innovate together, and ensure our patients receive the most appropriate care.</p>	<p>Our Organisation</p> <p>Everyone will benefit from our improved infrastructure, enhanced digital tools and data insights, and our organisation will be recognised as a great place to work.</p>

The Trust is rated by the Care Quality Commission (CQC) as overall 'Good'. The full report can be found here: [Trust HQ - Care Quality Commission \(cqc.org.uk\)](https://www.cqc.org.uk)

The Trust has around 19,000 members, including service users, staff, and public members. Our aim is to review our Membership and Engagement Strategy annually, allowing us to concentrate on developing a truly engaged and representative membership. We encourage our members to become involved with the business of the Trust by use of websites, social media, and its Annual Members Meeting.

Additional sources of information

Further information about South Western Ambulance Service NHS Foundation Trust, including a copy of the Trust's latest annual report and accounts, is available on our website: [About us | SWAST Website](#)

[Publication Scheme | SWAST Website](#) - Publication scheme

NHS England's (the independent Regulator of foundation trusts) website contains information on the governance of foundation trusts and other useful references: [NHS England](#)

The Seven Principles of Public Life

Selflessness

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Holders of public office should promote and support these principles by leadership and example.

The Public Constituency

Isles of Scilly
Cornwall
Devon
Dorset
Somerset
Bristol Bath and Northeast Somerset
Gloucestershire and South Gloucestershire
Wiltshire and Swindon

Criteria for Disqualification

We must be able to provide evidence that appropriate systems and processes are in place to ensure that all new and existing Chairs and Non-executive directors are, and continue to be, fit for purpose and that none of the criteria of 'unfitness' set out in the regulations apply. As per CQC requirement (regulation 5) and NHSE guidance, you cannot serve on an NHS Board and be:

- a person who has been convicted in the United Kingdom of any offence or been convicted elsewhere of any offence which if committed in any of the United Kingdom, would constitute an offence
- a person who has been erased, removed, or struck off a register of professionals maintained by a regulator of health care or social work professionals
- an undischarged bankrupt, or a person whose estate has had a sequestration awarded in respect of it and who has not been discharged
- the subject of a bankruptcy restrictions order or an interim bankruptcy restrictions order or an order to like effect made in Scotland or Northern Ireland
- a person whom a moratorium period under a debt relief order applies under Part VIIA 9 debt relief orders) of the Insolvency Act 1986(40)
- a person who has made a composition or arrangement with, or granted a trust deed for, creditors and not been discharged in respect of it
- included in the children's barred list or the adults' barred list maintained under section 2 of the Safeguarding Vulnerable Groups Act 2006, or in any corresponding list maintained under an equivalent enactment in force in Scotland or Northern Ireland
- a person who has been responsible for, privy to, contributed to or facilitated any serious misconduct or mismanagement (whether unlawful or not) while carrying on a regulated activity, or discharging any functions relating to any office or employment with a service provider.

The full criteria of the requirements is available on the [Care Quality Commission website](#)