Could you help lead the NHS in your area?

East Midlands Ambulance Service NHS Trust

Associate Non-executive Director

Candidate information pack

Reference: M3798

We value and promote diversity and are committed to equality of opportunity for all and appointments made on merit. We believe that the best boards are those that reflect the communities they serve.

We actively encourage applications from individuals of all backgrounds, including those from underrepresented groups and people living with disabilities.

In East Midlands Ambulance Service we have an underrepresentation of female Non-Executive Directors, and Non-Executive Directors from a BAME background

We value the unique perspectives that come from different life experiences, cultures, and identities. Whether you bring lived experience of using health services, professional expertise, or community insight, your voice matters.

Our recruitment processes are conducted in accordance with the Code of Governance to ensure that they are made on merit after a fair and open process so that the best people, from the widest possible pool of candidates, are appointed.

Contents

1. The opportunity 4

2. Person specification and NHS Leadership Competency Framework 4

3. About the Trust 8

Appendices 13

Appendix 1: Values and concepts from the NHS Leadership Competency Framework

Appendix 2: More information

Appendix 3: Making an application

Appendix 4: Key dates

1. The opportunity

There is a vacancy for an Associate Non-executive Director (NED) at East Midlands Ambulance Service NHS Trust (EMAS). This is an exceptional opportunity to share your talents and expertise to make a positive difference to the lives of people served by the Trust.

The Associate NED role is used successfully in the NHS to support Board succession strategy and achieving a balance of Board level skills. Whilst the Associate NEDs cannot participate in any formal vote at Board, they are very much involved with the formal Board discussion.

The successful candidate for the Associate role will be appointed by the Trust and may also be considered for appointment as a NED of the Board in future **(within two years from initial appointment),** should a vacancy arise and they have the appropriate skills.

2. The person specification

Essential criteria

- You must be genuinely committed to patients, promoting excellent healthcare and improving urgent and emergency care services for the communities EMAS serves. You will also have previous or current senior / board level experience.

NHS leadership competency framework for board members

Leaders in the NHS help deliver better health and care for patients by setting the tone for their organisation, team culture and performance. We have worked with a wide range of leaders from across the NHS to help describe what we do when we operate at our best.

The competency domains reflect the NHS values and the following diagram shows how they are aligned:



Working together for patients*	**Compassion**
Building a trusted relationship with partners and communities	Creating a compassionate, just and positive culture
Respect and dignity	**Improving lives**
Promoting equality and inclusion and reducing health and workforce inequalities	Setting strategy and delivering long term transformation Driving high quality sustainable outcomes
Commitment to quality of care	**Everyone counts**
Driving high quality and sustainable outcomes Setting strategy and delivering long term transformation	Promoting equality and inclusion and reducing health and workforce inequalities Creating a compassionate, just and positive culture
Providing robust governance and assurance	

The competency domains are aligned to Our NHS People Promise, Our Leadership Way and the Seven Principles of Public Life (Nolan Principles).

The six NHS leadership competency domains:

Driving high-quality and sustainable outcomes

The skills, knowledge and behaviours needed to deliver and bring about high quality and safe care and lasting change and improvement – from ensuring all staff are trained and well led, to fostering improvement and innovation which leads to better health and care outcomes.

Setting strategy and delivering long-term transformation

The skills that need to be employed in strategy development and planning, and ensuring a system wide view, along with using intelligence from quality, performance, finance and workforce measures to feed into strategy development.

Promoting equality and inclusion, and reducing health and workforce inequalities

The importance of continually reviewing plans and strategies to ensure their delivery leads to improved services and outcomes for all communities, narrows health and workforce inequalities, and promotes inclusion.

Providing robust governance and assurance

The system of leadership accountability and the behaviours, values and standards that underpin our work as leaders. This domain also covers the principles of evaluation, the significance of evidence and assurance in decision making and ensuring patient safety, and the vital importance of collaboration on the board to drive delivery and improvement.

Creating a compassionate, just and positive culture

The skills and behaviours needed to develop great team and organisation cultures. This includes ensuring all staff and service users are listened to and heard, being respectful and challenging inappropriate behaviours.

Building a trusted relationship with partners and communities

The need to collaborate, consult and co-produce with colleagues in neighbouring teams, providers and systems, people using services, our communities, and our workforce. Strengthening relationships and developing collaborative behaviours are key to the integrated care environment.

Applications will be assessed on merit, as part of a fair and open process, from the widest possible pool of candidates. The information provided by applicants will be relied on to assess whether sufficient personal responsibility and achievement have been demonstrated in previous/other roles, to satisfy the experience being sought.

The best boards are those that reflect the workforce and communities they serve. We particularly welcome applications from individuals of all backgrounds, including those from underrepresented groups and people living with disabilities, who we know are all under-represented in these important roles.

- Applicants should live in or have strong connections with the area served by the trust. EMAS geography spans the six counties of Derbyshire, Leicestershire, Lincolnshire, Northamptonshire, Nottinghamshire and Rutland, and we are underrepresented by NEDs from within the local communities of Lincolnshire, Northamptonshire, and Leicestershire.

- On average this role will require the equivalent to 2 to 5 days a month, however the time commitment may vary and a flexible approach should be taken.

- The remuneration payable for this role is £13,000 (standard rate for all NEDs) per annum.

Given the significant public profile and responsibility members of NHS Boards hold, it is vital that those appointed inspire confidence of the public, patients and NHS staff at all times. NHS England and the Trust make a number of specific background

checks to ensure that those we appoint are **"fit and proper"** people to hold these important roles. More information can be found on our website.

3. About East Midlands Ambulance Service NHS Trust

EMAS is a statutory body which came into existence on 1 July 2006 under the East Midlands Ambulance Service National Health Service Trust (Establishment) Order 2006 No 1620 (the Establishment Order).

EMAS provide emergency and urgent services for around 4.9 million people, covering approximately 6,452 square miles across six counties of Derbyshire, Leicestershire, Lincolnshire, Northamptonshire, Nottinghamshire and Rutland.

Patient transport is provided in Derbyshire, Lincolnshire and Northamptonshire for patients with routine hospital or clinical appointments (clinical commissioning groups have contracted private organisations to deliver patient transport in the other counties).

A total of 5,027 people are employed at 78 facilities, including ambulance stations and shared emergency services stations, community ambulance stations (smaller facilities, often shared buildings with other organisations allowing our crews to 'stand-by' in strategic locations in between responses to 999 calls), two Emergency Operations Centres (Nottingham and Lincoln), training and support team offices and fleet workshops.

Our frontline accident and emergency ambulance crews represent the largest staff group at EMAS, and we operate a fleet of 804 operational vehicles, including emergency ambulances, fast response cars, specialised and driver training vehicles, community first responder vehicles and urgent care and patient transport vehicles.

Every day, on average, EMAS receives around 3,403 calls from members of the public who rang 999. On average this equates to a new emergency call every 25.4 seconds and is in addition to the calls received from healthcare professionals booking transport to support patient transfers from one healthcare facility to another.

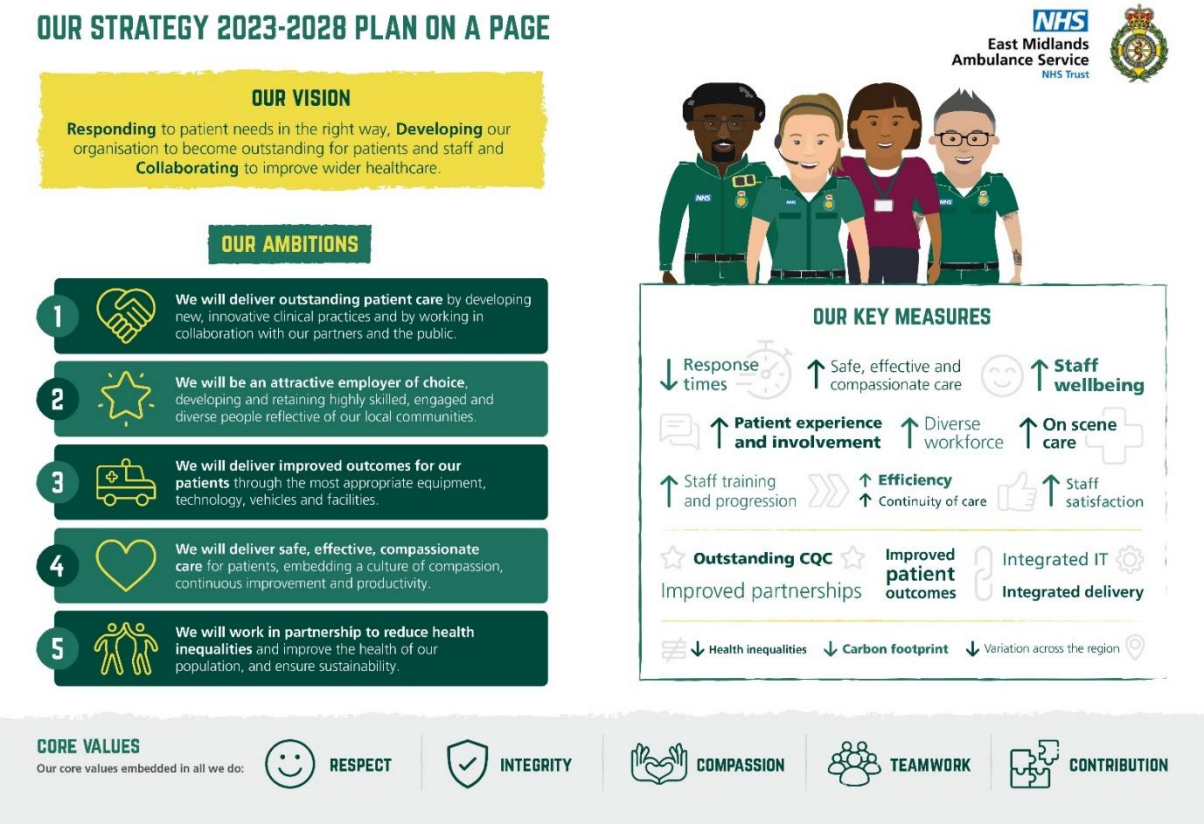
EMAS Vision and Values

Five-year strategy

EMAS launched a new EMAS Strategy 2023 to 2028 in June 2023 following the involvement of Board members to set five draft strategic ambitions for the organisation, and then significant engagement with staff, partners, and the public.

Feedback was used alongside national direction, local integrated care board strategies and our local EMAS context to develop the final strategy. Continuous

oversight of the Board, and engagement with the senior leadership team throughout development has ensured that the document is aligned to the Board aspirations and is deliverable.



EMAS Vision

EMAS vision is to be "Responding to patient needs in the right way, developing our organisation to become outstanding for patients and staff, and collaborating to improve wider healthcare."

The Big 3: Respond | Develop | Collaborate

- Respond: We will respond to patient needs in the most appropriate way.
- Develop: We will develop our organisation to become outstanding for patients and staff.
- Collaborate: We will collaborate with partners and other organisations to reduce healthcare demand and improve wider healthcare.

EMAS core purpose is:

- To respond appropriately
- To respond quickly
- And to deliver high quality care

EMAS Ambitions

The strategy sets out five strategic ambitions:



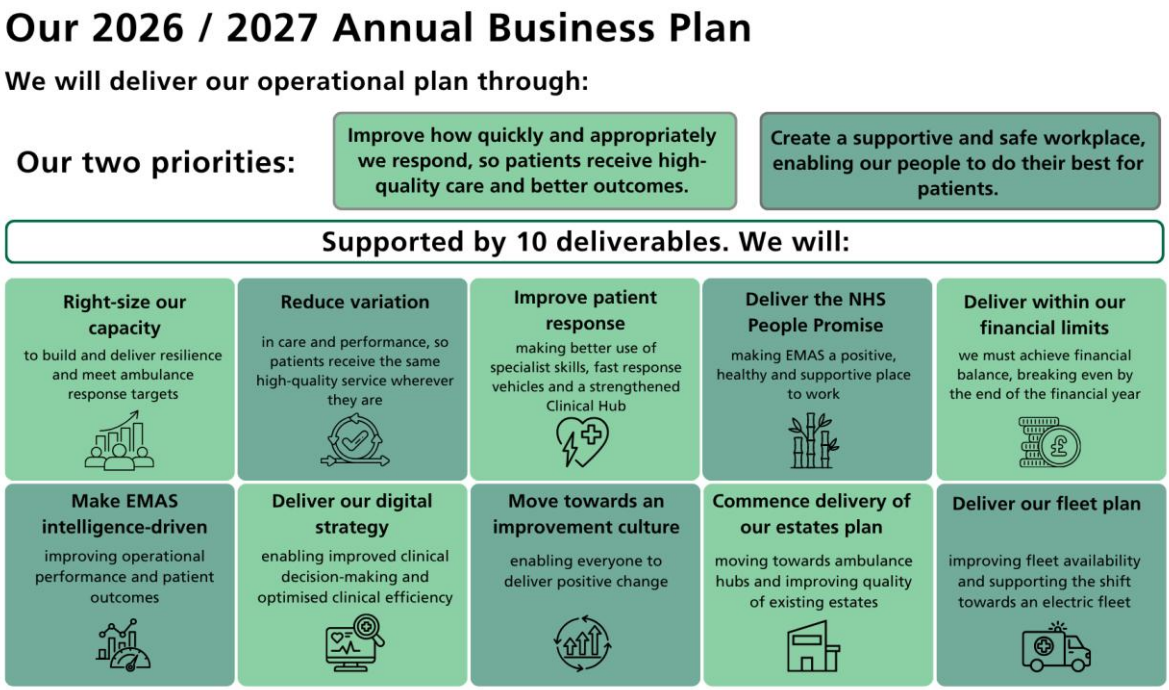
EMAS Values

EMAS values underpin everything, including the way services are delivered and how colleagues work together. By living these values and supporting others to do the same, we will help to make sure that EMAS is an organisation we can all be proud of.



4. Key priorities and challenges

The Trust's priorities for 2026/27 are summarised in our 2026/2027 Annual Business Plan shown below:



EMAS, like the wider NHS, is operating in challenging times that are demanding more than ever from our staff and our service. EMAS has several critical challenges over the forthcoming years including:

- Maintaining and improving safety and quality against the backdrop of system pressures, hospital handover delays, and increased demand.
- Delivering more care to more patients with the resources we have, through increasing productivity and efficiency and finding new ways of managing demand on our service.
- Delivery of the Ambulance Response Programme standards.
- Focussing on developing our organisation to be an anchor institution of the East Midlands and being an outstanding place to work.
- Developing our workforce model, including a focus on our clinical career pathways and a clinically endorsed skill-mix approach to operational staffing in line with our Clinical Strategy.
- Continuing to build our Emergency Preparedness, Resilience and Response (EPRR) capability.
- Ensuring financial value for money, by continued streamlining of our services and delivering our efficiency plans; and agreeing with system partners appropriate funding to ensure delivery of a safe service.
- Developing and further refining how we add the most value to patients with the NHS Integrated Care System structures, including our delivery model in Place Partnerships and Provider Collaborations.

Appendix 1: Values and concepts from NHS Leadership Competency Framework

Our people promise:

- We are compassionate and inclusive
- We are recognised and rewarded
- We each have a voice that counts
- We are safe and healthy
- We are always learning
- We work flexibly
- We are a team

NHS values

- Working together for patients
- Respect and dignity
- Commitment to quality of care
- Compassion
- Improving lives
- Everyone counts

Our leadership way

We are compassionate

- We are inclusive, promote equality and diversity, and challenge discrimination
- We are kind and treat people with compassion, courtesy and respect.

We are curious

- We aim for the highest standards and seek to continually improve, harnessing our ingenuity
- We can be trusted to do what we promise

We are collaborative

- We collaborate, forming effective partnerships to achieve our common goals
- We celebrate success and support our people to be the best they can be

Health and Care Act 2022

- Collaborate with partners to address our shared priorities and have the core aim and duty to improve the health and wellbeing of the people of England.

- Improve the quality, including safety, of services provided.
- Ensure the sustainable, efficient use of resources for the wider system and communities

Seven principles of public life

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

Appendix 2: More information

For information about the Trust, such as business plans, annual reports, and services, visit their website. Follow the links for more information about:

- **Support to prepare candidates to apply for a non-executive vacancy including:**
  - About the NED role
  - Building your application
  - Sources of information and useful reading
  - Eligibility and disqualification criteria
  - Terms and conditions of chair and non-executive director appointments
  - How we will handle your application and information
- **View all current chair and non-executive vacancies**
- **Sign up to receive email alerts on the latest vacancies**
- **Contact details for the Senior Appointments and Assessment Team**

NHS England respects your privacy and is committed to protecting your personal data. We will only use personal data where we have your consent or where we need to comply with a legal or statutory obligation. It is important that you read this information together with our privacy notice so that you are fully aware of how and why we are using your data.

Appendix 3: Making an application

For more information, you can get in touch with:

- We strongly recommend an informal and confidential discussion with Jeff Worrall, the Chair of the Trust. Please contact Katy Gee, PA to the Chief Executive and Chair by emailing katy.gee@emas.nhs.uk

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 as well as previous employer(s) from the past six consecutive years. They should also cover 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
- If you have previously held a Director, Chair or Non-executive Director position in an NHS funded organisation or a regulated services organisation (see list below), a Board Member Reference (BMR) will also be requested from your former organisation(s), for posts ending after September 2023:
    - NHS Trusts and Foundation Trusts
    - Integrated Care Boards
    - NHS England (national and regional teams)
    - Arm's Length Bodies if they deliver regulated services
    - Independent providers commissioned by the NHS (e.g. private hospitals, social enterprises)
    - Community Interest Companies (CICs) delivering NHS-funded care
    - Joint ventures or partnerships involving NHS statutory bodies
- In accordance with NHSE's FPPT framework if appointed your references and other background checks will be shared with the Trust
- please complete and return the monitoring information form which accompanies this pack
- tell us about any dates when you will not be available

Appendix 4: Key dates

- **closing date for receipt of applications**: **15 December 2026 at 11am**. Please forward your completed application to england.chairsandneds@nhs.net quoting reference **M3798**

- **Interview date: January 2027 – tbc**

- **Proposed start date: tbc 2027**

NHS England
E: england.chairsandneds@nhs.net
W: england.nhs.uk

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