NHS

South East Coast Ambulance Service

NHS Foundation Trust

Chief People Officer

Candidate information pack

October 2024

Hunter Healthcare

Welcome from the CEO

We are delighted that you are interested in applying for the role of Chief People Officer at South East Coast Ambulance NHS Foundation Trust (SECAmb).

In this pack, I hope you will get a strong sense of us and the importance of this role to our future success, but I'd like to briefly give you a feel for our progress as a Trust and this opportunity to join us a full voting member of our Board.

Over the past year, we are pleased with the many things we have been able to achieve as a team. Amongst other highlights, we moved to our multi-million pound Hub at Medway - bringing together operational, 999 Emergency Operations Centre and NHS 111 colleagues under one roof for the first time. We broke even financially, despite a challenging local and national environment. We widely engaged to develop a new Trust strategy, which will shape our future and help us to provide the response for our patients moving forwards. And we saw significant improvements in all areas of the national staff survey, reflecting lots of work that has gone into making SECAmb a better place to work for our people.

Looking to the immediate future, it is our ambition, in January 2025, to exit the Recovery Support Programme (RSP) - a national programme that provides focused and integrated support for those with increasing, complex challenges.

We have a future that is full of potential.

To realise that potential, we are seeking a Chief People Officer who will offer strategic guidance to the Board and harness the opportunity to develop a cutting-edge People Directorate that creates the conditions for a positive culture right across the Trust, underpinned by our values.

We are an ever-evolving Ambulance Service. If you believe you have the skills and experience to help shape our future, we would be delighted to hear from you.

Yours sincerely

Simon Weldon
Chief Executive Officer
South East Coast Ambulance Service
NHS Foundation Trust

About us

We are **South East Coast Ambulance Service**, providing 999 Services across **Kent**, **Surrey**, **Sussex** and **North East Hampshire**, as well as 111 services across Kent and Sussex.

We answer over **2 million calls** each year through our 999 and 111 services – that's more than 4 calls every minute.

Our people work from more than **100 sites across the region**, including twelve Make Ready Centres. We were one of the first ambulance services to introduce the Make Ready system which sees specialist teams clean, check and re-stock our vehicles.

We employ more than **4,300 people** – 80% provide direct care to our patients and are supported by strong corporate teams.

The communities we serve are diverse, including areas of affluence as well as some of the most deprived areas in the country.

We are truly lucky to be supported by more than **400 volunteers** including CFRs, Chaplains, Welfare Volunteers and Governors. They give thousands of hours every year to support our patients and our colleagues.

Our values

At SECAmb, our values are more than just words – they are the principles that guide our actions and influence how we behave, both internally among our teams and externally in how we deliver our services.

They shape how we want people to experience our organisation, ensuring that every interaction reflects the high standards we uphold. Our commitment to these values fosters a positive, fair, and equitable culture, essential for delivering outstanding patient care and creating a supportive workplace.

We advocate with **courage**, serve with **kindness**, and uphold **integrity** for **exceptional healthcare**.

Kindness

Being compassionate, caring, and respectful towards others

At the heart of SECAmb, kindness defines our approach to care. We are committed to being compassionate and respectful in every interaction, ensuring that every patient, colleague, and community member feels valued and supported.

Courage

Standing up for what is right and treating everyone fairly to ensure exceptional patient care

At SECAmb, courage is fundamental to delivering exceptional care. It means standing up for what is right, advocating for fair treatment, and striving for excellence in patient care.

Integrity

Being accountable, honest, and doing the right thing

Integrity underpins every aspect of SECAmb, ensuring we act with honesty and transparency. We are committed to making fair and ethical decisions, maintaining consistency in our practices. By embedding integrity in all we do, we uphold the highest standards of care and build trust with everyone we serve.

Vision and Strategy

Our vision is to transform patient care by delivering prompt, standardised emergency responses while enhancing care navigation with seamless, accessible virtual services for non-emergency patients.

Purpose

Saving Lives, Serving Our Communities

Our Strategic Aims

Delivering High Quality Care

We are committed to delivering high quality care, ensuring every patient receives the best possible treatment and onward health management.

Our People Enjoy Working at SECAmb

We strive to make SECAmb a great place to work by promoting a supportive and rewarding work environment where all team members feel valued and motivated.

We are a Sustainable Partner

We are committed to being a sustainable partner within an integrated NHS, focusing on practices that enhance system integration and promote long-term resilience & efficiency.

Download our full strategy document **here**

Job description

Purpose

Our work environment is demanding, high intensity and rewarding in equal measure and spans four Integrated Care Systems requiring a high degree of resilience and a commitment to collaborative working both within and outside the Trust.

The post holder will occupy a key role within the organisation with responsibility for leading the strategic direction of all people related activities and working collegiately to support the overall development of the Trust.

Being responsible for delivering the people elements of our strategy, sharing corporate responsibility for strategic planning, policy-making and achieving the Trust's objectives while providing professional advice to the organisation.

A vital focus for the role will be the delivery of a positive culture across the Trust by driving initiatives that enhance the employee experience and foster inclusion and promote diversity. Ensuring fairness is a golden thread through the management of our staff and drive the professionalisation of management which is consistently underpinned by our values.

Providing strategic guidance to the senior leadership on the people matters within the Trust strategy and act as the senior escalation point for complex employee relations matters.

The post is a full voting member of the Trust Board and is expected to contribute and fully engage in the full activities of the Board including, strategic direction, quality and governance of the Trust.

NOTE: At the time of review (October 2024) the responsible director role is assigned to several corporate functions. These are Recruitment, Employee Relations, TU Partnerships, Equality, Diversity and Inclusion, Organisational Development. These may change as the Trust undertakes its review of structure. The principles of this job description will apply to any changes in functional lead.

What you'll do

Domain 1:

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.'

- A commitment to delivering a significant step change in HR service quality and develop a supportive HR operating model that is visible and responsive to organisational and departmental need
- Ensure the new operating model consistently maintains a supportive approach through collaborative working across directorate boundaries and advising and empowering individual managers so they can thrive and deliver the best for their people and their patients
- Ensure the organisation is prepared for an empowered operating model and that managers are adequately prepared and supported to play their role in the transformation
- Delivery of the people elements of the Trust strategy to ensure long term viability and stability of the people resource, supported by a sound recruitment and retention framework and effective arrangements for people governance
- Be responsible for all aspects of HR management. This specifically includes the design and stewardship of the workforce strategy and people policies, procedures, practices and the associated assurance through to the Board of Directors
- A commitment to treat everyone fairly and inclusively and to observe for significant deviations from the Trust values and in collaboration with the Head of Communications and Engagement ensure these are challenged, explained and appropriate remedial action is taken
- Provide advice to the Chief Executive, Board of Directors and Executive Colleagues on people related legal requirements
- Be the executive lead for employee relations and to advise and escalate to the CEO as appropriate and to assure the Board that the Trust is compliant with legislation, internal policy and guidance
- Interpret and anticipate national, regional and local health policies to ensure the implementation of the Trust's strategy is consistent with the NHS People Plan
- Work with Director colleagues and Heads of Service to ensure necessary people improvements are identified and programmes are put into place to deliver on improvements and their achievement is monitored and assured
- Provide critical challenge and support to director colleagues in the people issues/risks associated with the delivery of clinical services
- Be responsible for setting and monitoring workforce standards and work collaboratively with director colleagues to ensure the oversight is aligned with those standards
- Shaping and using high quality data to inform workforce planning, monitoring, decision-making and risk identification
- Responsibility for professional leadership of HR directorate staff within the organisation, serving as an advocate for the continued development of the staff, their roles within the service and wider healthcare environment
- Working with the Chief Clinical Officers you will support the measuring of the Trust's current level of quality and support the ambition to improve patient outcomes and experience
- Ensure all functions within the directorate are ambitious in their performance and that published research and best practice guidance is reviewed and adopted
- Collaborate closely with relevant system and sector leaders to ensure a collaborative approach to workforce which is as seamless as possible with no surprises to any of the parties
- To ensure that improvement activities translate into benefit for staff and patients and improve efficiency and staff and patient experience
- Work collaboratively with the Director of Operations and the Director responsible for Performance to ensure workforce requirements remain innovative, responsive and productive

Domain 2:

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.'

- The Trust is in transition and its ambition is to move towards a more empowered workforce. As part of this transition there will be a drive to move decision making as close to the point of need as possible and some corporate functions may move directorates. You will need to participate in the opportunities and challenges that this presents
- Ensure all departmental work, such as workforce design, is supportive to the Trust's strategy and ensure external influences, such as the NHS Long Term Workforce Plan are incorporated into the implementation and any implications or conflicts are fully understood by the Executive team
- To work with the board and with executive team colleagues to facilitate a service improvement culture that leads to improved outcomes, staff and patient experience, and value for money
- Develop and maintain close working partnership with Executives to shape and deliver on the Trust's strategic ambitions and ensure an appropriately skilled and experienced workforce at all levels while reducing reliance on agency and contractual staffing
- Create an environment where directorate staff see change as an essential element of healthcare, demonstrated through a quick and positive response in the face of the need for change
- Ensure the HR transformation plan supports the Trust's strategy and vision for an empowered workforce and clearly identifies how the aspirations of a high performing people directorate will lead the supporting culture
- Driving reform and supporting organisational change and uptake of initiatives that support improvements in people management across the Trust

Domain 3:

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.'

- Committed to leading and promoting equity, anti-racism and tolerance across the organisation
- Improving the Trust's position in recruiting and promoting a workforce that is diverse and reflective of the population
- Be the executive lead for the Trust's equality, diversity and inclusion (EDI) work and ensure that the organisation complies with equal opportunities legislation and good practice and makes continuous improvements in Workforce Race Equality Standards (WRES) and Workforce Disability Equality Standards (WDES)
- To ensure the Trust is compliant with national returns for EDI data
- Maintain a live EDI improvement plan that is engaging and primarily driven by the lived experience of staff working at the Trust
- Develop a curiosity in diversity across the Trust where both cognitive and cultural diversity are valued and seen as beneficial
- To work with the Director for Corporate Governance & Company Secretary to ensure developed guidelines and policies are inclusive and, where possible, are inclusive in their reach
- Model the Trust's commitment to partnership values both internal and external, ensuring an inclusive and diverse approach to decision-making
- When considering resources, to work collaboratively with system partners to address population health and wellbeing
- To ensure that we nurture talent at all levels in the workforce and across all functions and actively aim to create a leadership structure across field delivery that is more representative to the gender and ethnicity of our workforce
- To have focus on improving the overall health of our workforce working with relevant executive colleagues
- To be the Executive lead for the Trust staff networks

Domain 4:

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 principle 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.'

- Ensure there are effective systems of audit and oversight and that the Board's People Committee is provided with appropriate support and assurance
- Maintain a system to monitor the views of staff and ensure the senior leadership and the Trust board are connected to the lived experience of our staff and understand what it is like to work for the Trust
- Work with the Chair of the People Committee to ensure, where possible, information is triangulated with the lived experience of Trust staff to offer assurance that improvements are making a positive difference for our staff
- Act as principal source of workforce advice in respect of relevant issues and the professional voice of the relevant groups represented to the Board and the Executive Team
- Be the nominated responsible officer for all HR staff within the organisation
- To lead workforce planning and contribute to safe staffing assurance processes
- Responsible for setting and managing directorate budget covering all functions of your own directorate within foundation Trust governance rules
- In collaboration with the Director of Corporate Governance & Company Secretary to ensure all relevant policies are within date and ensure activity is captured in the Trust's policy assurance process
- To ensure the risk register adequately reflects workforce risk and to work collaboratively with the Director of Corporate Governance & Company Secretary to ensure all departmental risks are aligned to the risk policy and are actively used to prioritise workload and inform annual objectives
- To support the Board and Chief Executive, as a key member of the executive team, in the discharge of their statutory duties and to ensure that all strategic and corporate objectives are met
- Provide confidential advice and support to the Appointments and Remuneration Committee

Domain 5:

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.'

- Act as a collective champion for organisational culture by ensuring this is consistently considered in departmental work
- Provide visible leadership for all staff, championing Trust values and promoting an empowered leadership style to maximise team performance to deliver great patient care
- Help develop the skills and capabilities of operational teams to deliver the people strategy and ensure a talent pool is in place to meet strategic needs
- Ensure the culture within the directorate is supportive and is not unintentionally disempowering by ensuring corporate systems don't unnecessarily disempower skilled managers
- Take a pro-active role in modelling the desired leadership behaviours to ensure the Trust creates and maintains the culture and conditions to empower people to work across organisational boundaries, in multi-disciplinary teams, in service of our strategic priorities and our patients
- In collaboration with executive colleagues, participate in the delivery of plans to engage with our staff and support the Trust's ambition to be a Great Place to Work with an inclusive and positive culture, ultimately ensuring the aims of the Chief Executive Officer and the Trust are achieved
- Ensure appropriate provision of learning, coaching and development and education function for departmental staff

Domain 6:

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.'

- Further develop effective partnerships with a specific focus on union partnerships and to identify opportunities to strengthen the Executive confidence and competence in union negotiations
- Continue to develop partnerships with all relevant organisations, through sharing of appropriate information and improved planning processes
- To represent the Trust externally and to work where appropriate with stakeholders to establish good working relationships with the local, and where appropriate, national People leads
- To develop relationships and communication with other People Directors and to share learning and opportunities
- To work in partnership with peers, leadership teams and regional stakeholders to deliver successful outcomes taking time to understand others' perspectives and objectives and using your skills to influence effectively
- You will develop and maintain a strong working relationship with the Chief People Officer (England) participating on behalf of the Trust in the relevant regional forums
- To support the development with clinical and executive colleagues, transformational models of care in conjunction with our ICBs and the region

Essential Requirements

- Professional HR qualification
- Undergraduate degree
- Post graduate qualification
- Master's degree or the ability to clearly demonstrate self-direction, team working, research awareness, specialisation and presenting a complex argument
- Significant people management experience and evidence of continuous professional development
- Experience in leading organisational and structural change, with evidence of delivering creative people solutions to meet clinical service needs
- Clear evidence of developing and implementing inclusive people and organisational development strategies, aligned with a shared vision across an organisation
- Robust knowledge of NHS processes, relationships and culture
- Robust understanding of the operation of a unitary Board with significant exposure to Board and sub-committee working
- Demonstrable experience as a senior leader and delivery of change and transition whilst maintaining workforce standards
- A track record of direct responsibility and accountability for workforce planning and personal resilience for managing the tension between the delivery of high quality services and the people resourcing pressures
- Experience of developing the services of an organisation to deliver long-term sustainable and customer focused provision
- Strong exposure and knowledge of workforce legislation and the identification of workforce risks
- A supportive, nurturing, and facilitative approach to the portfolio that allows others to come forward and succeed
- Demonstrate compassionate leadership and a commitment to leading with cultural inclusivity
- Knowledge and understanding of CIPD Professional Map

Key Outputs & deliverables

The top priority for this post **over the first 12 months** is to maintain an abolute focus on the leadership and delivery of the transformation of our HR service according to the agreed plan and milestones. This includes:

- Developing a set of KPIs for the transformation plan
- Thorough appraisal to the Executive and Trust Board on progress
- Defining the new operating model for the directorate
- Full ER Training roll out
- Revised Joint Partnership Forum
- Implementation of a new mediation service
- Reduction in ER case load through an improvement in local resolution solutions
- Developed plans for leadership development and talent management
- In collaboration with the CEO continue to build new working relationships with staff side representatives
- Oversight of the required workforce plans in order to support the delivery of the Trust strategy
- Working with executive colleagues to lead the shaping of the Trust's plans for the sustainable culture transformation programme

How to Apply

The closing date for applications is **14 November 2024**.

Applications should be made by submitting a full and up-to-date CV, with a covering letter of no more than two sides of A4. Your supporting statement should give evidence of how you meet the requirements of the person specification relating to the role.

Along with your application please include:

- Contact details for up to four referees (who will not be contacted without your permission)
- A contact email address and telephone number
- A completed **Diversity Monitoring Form** and **Fit and Proper Person Monitoring Form**.

All applications should be sent to: **apply@hunter-healthcare.com**. All applications will be acknowledged.

For an informal conversation about the post, please contact Matt Simpson at our recruitment partners, Hunter Healthcare by email: **msimpson@hunter-healthcare.com** or phone: 07739 649791

Key dates:

EVENT	DATE
Application deadline	14 November 2024
Pre-screening calls	19 November 2024
Shortlist	20 November 2024
Stakeholder events	25 November 2024
Interviews	3 December 2024

NHS

South East Coast Ambulance Service

NHS Foundation Trust

Hunter Healthcare