



National Ambulance
Resilience Unit
NARU



Annual Business Plan 2022-2023



Version 2.0



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01 FOREWORD

Looking Back

COVID-19 continued to pose real challenges last year as well as a significant increase in call-outs to hazardous areas while one of the many positive highlights was helping transfer Ukrainian children with cancer to receive NHS treatment.

Not only did the demand for paramedics trained to work in hazardous situations rise by 18.2% last year, but the pandemic meant we adjusted to new restrictions in how we delivered vital education and training as well as working closely with ambulance trusts to ensure all 10 maintained their required interoperable capabilities.

NARU is also a key player in ensuring high profile events have the high-level support that is required. We coordinated mutual aid from multiple trusts for global events including the G7 Summit in Cornwall and CoP26 in Glasgow.

We continued to offer our expertise to coroners' inquiries and major investigations, including the independent Manchester Arena Inquiry, which is investigating the 2017 Manchester Arena terror attack.

During the year NARU continued to ensure that the NHS ambulance service is effectively trained and fully equipped to provide the best front-line healthcare during the most complex incidents.

Our education centre trains hundreds of ambulance personnel each year through engaging courses that use subject matter experts and table-top exercises designed to equip paramedics to deliver improved patient care during major incident responses. The centre achieves this through bespoke training that is both innovative and realistic.

Last but not least, NARU has set up a national working group to improve gender equality. This aims to ensure female voices are heard and everything is done to ensure the working environment supports the goal to increase the numbers of women working in HART teams, such as commissioning bespoke equipment for female operatives. This drive is already seeing real success with some teams having an equal balance of male and female paramedics for the first time.





National Ambulance Resilience Unit **NARU**



Our successes have included:



Last year we recorded a record 18.2% rise in HART call-outs with 23,558 mobilisations with 14,128 deployed at scene and 9,359 stood down on route. This amounts to an average 271 teams working in challenging environments, including hazardous areas and high consequence infectious disease (HCID) transfers, up and down the country each week.



A total of 43 courses to equip newly recruited HART paramedics with the skills they need were held between April 2021 and March 2022, training 643 delegates from trusts across the country. The number of HART delegates trained was 97 and the combined evaluation scores were impressive alongside highly positive feedback from delegates.



Assurance inspections conducted for every English ambulance trust, including reviewing over 2,000 items of evidence and conducting interviews with over 1,000 staff involved in the frontline delivery of interoperable capabilities.



Support to the Manchester Arena Public Inquiry including the provision of multiple expert reports along with oral evidence.



National roll out of an enhanced capability across English ambulance trusts to significantly improve the response to terrorist incidents including Marauding Terrorist Attacks (MTA).



Support to the G7 world leaders' summit in Cornwall and the COP26 climate change summit in Glasgow.



Worked with all trusts to improve the quality and safety of physical competence assessments for HART and Special Operations Response Teams (SORT) staff.



NARU worked closely with government agencies and five ambulance services to transfer Ukrainian children undergoing treatment for cancer, together with their immediate family members, to NHS treatment centres. The former Secretary of State for Health Sajid Javid thanked NARU for this.

Looking Forward

Our business plan for the next 12 months is ambitious and will deliver the requirements set out in our core contract with NHS England. NARU staff are responding with professionalism, determination and a real commitment to excellence.

As we come out of the unprecedented challenges posed by COVID-19, NARU continues to ensure the NHS remains resilient with the sole goal of improving clinical outcomes for patients in the most challenging emergency environments.

As part of this, NARU has supported NHS England's review of major incident triage across the UK, including carrying out exercises to test both the new Major Incident Triage Tool (MITT) and the new Ten Second Triage tool for mass casualty incidents.

- Monitoring and maintaining the national state of readiness of interoperable capabilities including trust liaison.
- Learning and implementing lessons learnt from major events including the Manchester Arena enquiry and COVID-19.
- Review, maintain and improve current educational and training standards, support national and local exercises and deliver the full range of our courses.
- Participate in the planning and delivery of national workshops, including with multiagency partners, debriefs and external training events as well as developing and updating online training and awareness aids and implementing any recommendations.
- Ensure all policies and procedures applicable to interoperable capabilities support the delivery of expected standards of clinical care under the constraints of challenging environments.
- Implement recommendations from our newly set up national NARU working group for female operatives that deliver the interoperable capabilities to identify and resolve gender related issues and ensure stronger representation of female views in all aspects of capability developments.

➤ *We're determined to deliver world class training to ensure our that our operatives are equipped with the best equipment, including PPE, and training to work in highly dangerous situations to save lives and improve clinical outcomes.*



Keith Prior QAM
NARU National Director



One of NARU's fundamental functions is to nationally maintain and coordinate a set of 'interoperable' capabilities.

02 THE NATIONAL AMBULANCE RESILIENCE UNIT (NARU)

2.1. The mandate for NARU comes from four primary sources:

- 2.1.1. The Civil Contingencies Act 2004 and its legislative requirements for specified responders, including NHS Ambulance Services, to be prepared for complex and major incidents.
- 2.1.2. The National Risk Register which identifies the main risks or threats to the United Kingdom that emergency services, among others, should prepare to deal with effectively.
- 2.1.3. The NHS England Emergency Preparedness, Resilience and Response (EPRR) Core Standards. These include contractual obligations for the Ambulance sector.
- 2.1.4. The NARU Contract which formally constitutes our organisation and specifies what services we need to deliver within the context of the three principal documents set out above.

- 2.2. NARU has a key strategic role in supporting the NHS Ambulance Services to provide an effective response to the major or complex emerges, envisaged in the national risk register.
- 2.3. One of NARU's fundamental functions is to nationally maintain and coordinate a set of 'interoperable' capabilities. These represent specialist capabilities designed to provide life saving emergency care to patients caught within high-risk situations.
- 2.4. NARU is hosted by an English NHS Ambulance Trust which helps to administrate the organisation under the contract with NHS England & NHS Improvement. Our host is West Midlands Ambulance Service University NHS Foundation Trust.

- 2.5. NARU receives its funding from NHS England under the provisions of the contract. The majority of our funding is transitioned through NARU to support the effective maintenance of the interoperable capabilities by each of the English NHS Ambulance Services. The funding retained by NARU allows us to deliver the national services specified in the NARU contract including the work programme detailed in this Annual Business Plan.





2.6. The Interoperable Capabilities

2.1.1. The National Risk Register details a range of threats to society. These include accidental, environmental and malicious hazards.

2.1.2. The NHS is obligated to provide care to those caught inside the inner cordon of high-risk emergencies. Ambulance personnel cannot rely on other responding agencies to provide clinical care and extrication from these environments. Hence, a series of special capabilities allow the NHS to extend its reach into high-risk environments which is essential to save life and improve clinical outcomes.

2.1.3. In extending its reach, the NHS has also extended its legal duty of care, both to employees and to those critically in need of its services. It has simultaneously increased its exposure to risk. The capabilities that facilitate this care must, therefore, be subject to clear standards and a consistent safe system of work.

2.1.4. These capabilities have been commissioned nationally to be 'interoperable'. They remain consistent across Ambulance Trusts so they can be combined to create a unified response to a national incident.

2.1.5. The benefits of interoperability:



2.1.6. A fundamental part of NARU's role is to provide the national coordination required to ensure these capabilities remain interoperable. Our coordination activities include:

- Specifying the capabilities through national contract standards.
- Developing and maintaining the national safe system of work for each capability.
- Providing national training and education to ensure consistency in the competence of specialist responders and commanders.
- Specifying safety critical equipment and maintaining national buying frameworks.
- Supporting a range of inspection and assurance activities.

2.1.7. In England, the NHS Ambulance Services have 15 interoperable capabilities that are coordinated nationally by NARU:

NARU Interoperable Capabilities

| | | | | | |
|--|---------------------------------|--|--|--|--|
| | Water Operations. | | Support to Security Operations. | | Hazardous Materials / CBRN: Extended Duration Breathing Apparatus and Gas Tight Suits. |
| | Safe Working at Height (SWaH). | | Marauding Terrorist Attack (MTA). | | High Consequence Infectious Disease (HCID). |
| | Confined Space Operations. | | Chemical Biological Radiological Nuclear (CBRN) Casualty Decontamination. | | Command and Control. |
| | Unstable Terrain. | | Hazardous Materials / CBRN: Powered Respirator Protective Suits (PRPS). | | Mass Casualties. |
| | All-Terrain Vehicle Operations. | | Hazardous Materials / CBRN: Next Generation Personal Protective Equipment. | | Small Unmanned Aircraft (SUA / Drone) Operations. |



National Ambulance
Resilience Unit
NARU



The National
Ambulance Resilience
Unit (NARU)

02

ANNUAL UTILISATION SUMMARY FOR INTEROPERABLE CAPABILITIES

Reporting Period:

01/04/2021 to 22/03/2022 (12 months)

Note: Excludes Command and control which is used extensively for all capabilities.

➤ Total Responses

All mobilisations of HART
within the reporting period.

23,558

DEPLOYMENT

NUMBER OF RESPONSES

➤ Total Utilisations

Number of incidents where
HART was deployed at
the scene.

14,128

➤ Total Stand Downs

Total HART responses resulting
in a 'stood down' en-route.

9,359

➤ Total Reactivations

HART assets were initially stood
down but then had to be
reactivated or remobilised due
to being required at the scene.

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03 BUSINESS PLANNING

- 3.1. The NARU contract lasts for three years with an option to extend for a further two years.
- 3.2. The latest contract was awarded to West Midlands Ambulance Service University NHS Foundation Trust to host NARU from March 2020 to March 2023 with the option to extend for two further 12 month periods.
- 3.3. Our business planning is based on both the contract provisions and its term.
- 3.4. A five-year **strategic aim** is agreed with NHS England.
- 3.5. NARU then undertakes a comprehensive review of the contract provisions within the context of the National Risk Register and develops a set of **strategic objectives** for each financial year. These objectives are designed to meet our obligations under the contract.
- 3.6. We then develop a further set of **key deliverables** aligned to each strategic objective. These deliverables represent our key outputs for each financial year.
- 3.7. The strategic objectives and key deliverables are reviewed by NHS England and approved for each financial year.
- 3.8. Each NARU department then translates their allocated key deliverables into several **work streams**. These work streams represent our comprehensive work programme in any given year.
- 3.9. Each NARU department produces work stream trackers that can be used to monitor progress through the year. These trackers are also formally reviewed monthly by NHS England through our contract meetings.
- 3.10. Due to the COVID-19 emergency, some of our work streams from last year had to be reprioritised and have been carried forward into this year's work programme. They are identified in the work stream trackers for each department.
- 3.11. In addition to our 'business as usual' work programme, we also have several key improvement projects to deliver over the next 12 months.

These include:

- SORT capability enhancement
- Implementation and roll out of next generation PPE (personal protective equipment)



- Comprehensive review of contract standards relating to the interoperable capabilities (the EPRR Core Standards).
- The National safe system of work enhancement programme.
- The HART 3rd generation fleet and incident ground technology replacement project.
- Implementation and roll out of the new mass casualty capability.
- Implementation and roll out of new physical and psychological assessment standards for HART and SORT staff.
- Introducing Highly Contagious Infections Diseases (HCID) critical care transfers for patients.



04 STRATEGIC AIM

4.1. Our strategic aim is set for the duration of our contract term as part of the five-year strategy (see Appendix 1).

It therefore remains unchanged from last year:

5.2.1. Our strategic aim is to support the NHS Ambulance Service to maintain an effective and consistent response to high-risk or complex emergencies, improving clinical outcomes.

➤ *Our strategic aim is to support the NHS Ambulance Service to maintain an effective and consistent response to high-risk or complex emergencies, improving clinical outcomes.*



05 STRATEGIC OBJECTIVE FOR 2022/23

5.1. Corporate:

- 5.1.1. Provide a well governed, patient focused, service that offers value for money and is delivered through a motivated workforce.

5.2. Operations:

- 5.2.1. Maintain the nationally interoperable capabilities ensuring they remain safe and operationally effective.

5.3. Education & Training:

- 5.3.1. Increase Ambulance Service preparedness for dealing with major and complex emergencies through the provision of high-quality training and education aligned to the national risk register and current doctrine.

5.4. Clinical:

- 5.4.1. Ensure all NARU activity remains patient focused and promotes the best patient outcomes.

06 ORGANISATIONAL STRUCTURE

- 6.1. The NARU service is constituted under a contract between NHS England and a host Ambulance Trust, currently West Midlands Ambulance Service University NHS Foundation Trust (WMAS).

- 6.2. The Chief Executive of the current host Ambulance Trust is also the National Strategic Advisor of Ambulance Services.

- 6.3. This annual business plan, including its strategic objectives and key deliverables are agreed with NHS England as part of the contract mandate.

- 6.4. NHS England monitor the NARU service and its outputs via a Steering Group and a Contract Management Group. These groups meet quarterly and monthly throughout the year.

- 6.5. The host Trust 'administrates' NARU and oversees performance of its obligations under the contract. This includes administering the NARU finances on behalf of NHS England and facilitating various procurement processes. The host Trust also facilitates the secondment or fixed term contracts used to employ NARU staff. These administration functions are managed through monthly meetings of the NARU Delivery Board.

- 6.6. The day-to-day management of NARU, including its agreed work programme, is managed by the NARU Central Management Team (CMT), Chaired by the NARU Director.

- 6.7. NARU has four departments based on our four strategic objectives.

- 6.8. The Heads of each department make up the NARU Central Management Team.





Our new structure will better align our resources to our key deliverables and maximise our organisational efficiency.

6.9. This year has seen a significant restructure of NARU. The key drivers for this were:

- The new NARU contract requirements.
- The planned retirement of several NARU staff.
- The extensive challenges we have faced over the last 12 months.

6.10. The main feature of our restructure is a merger of the previous Capabilities Department with the Quality and Improvement Department to create a new, single Operations Department.

6.11. Our new structure will better align our resources to our key deliverables and maximise our organisational efficiency. It will also put us in a better position to deliver a high-quality service and meet future challenges.

07 CORPORATE DEPARTMENT



7.1. Department Strategic Objective:

➤ *Provide a well governed, patient focused, service that offers value for money and is delivered through a motivated workforce.*

7.2. Department Key Deliverables for 2022/23:

- Deliver the service requirements of the NARU contract and improve clinical outcomes.
- Ensure robust corporate governance and financial efficiency for NARU and its services.
- Maintain an effective NARU workforce through professional support and development.
- Support the Ambulance Sector to maintain effective emergency preparedness arrangements.

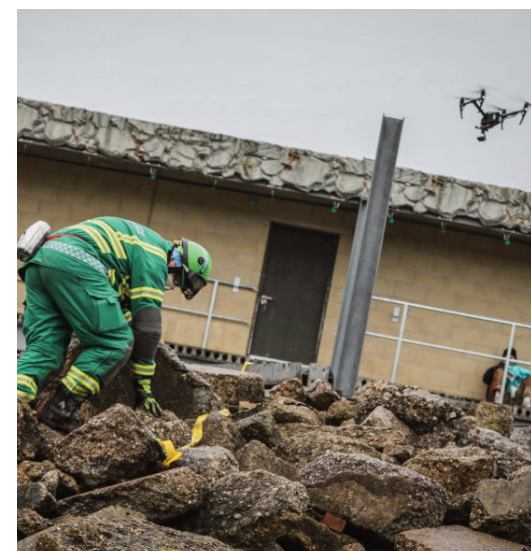
7.3. Department Overview:

The Corporate Department is led by the National Director. It manages all matters relating to the effective running of the organisation and its corporate governance.

Included within the department's functions is the Central Management Team (CMT) which supports the director to manage the day-to-day activities of NARU. CMT comprises the Director (acting as Chair) and the three other department heads. CMT is also supported by finance and procurement leads from the host Trust as well as NARU's own administration staff.

The Corporate Department is also responsible for supporting and briefing key strategic stakeholders, including:

- NHS England National EPRR Team.
- The National Strategic Advisor of Ambulance Services.
- The National Ambulance Commissioning Network.
- The Association of Ambulance Chief Executives.





08 OPERATIONS DEPARTMENT



8.1. Department Strategic Objective:

- ***Maintain the nationally interoperable capabilities ensuring they remain safe and operationally effective.***

8.2. Department Key Deliverables for 2022/23:

- Maintain national standards and consistency across the interoperable capabilities.
- Maintain operational effectiveness for NARU and the interoperable capabilities.
- Ensure robust emergency preparedness through national planning and business continuity.
- Continually review and improve the interoperable capabilities.

8.3. Department Overview:

The principal focus of the Operations Department is to develop and maintain the standards needed to effectively operate the interoperable capabilities. The department includes some of the country's leading subject matter experts. In addition to working very closely with operational leads in each Ambulance Service and our multiagency partners, the department also supports regulators, commissioners, and legal inquiries with matters of governance and performance management.

The department is led by the National Head of Operations and its main office is collocated with the College of Policing at Ryton in Coventry.

The department has an extensive national remit centred around the following four portfolios:

Standards

- Contract Standards & Service Specifications
- Safe System of Work Provisions
- Risk Management

- Guidance & Publications
- Performance Monitoring & Reporting
- Audit, Inspections & Reviews
- Support to Regulators & Commissioners

Operations

- Operational State of Readiness (Interoperable Capabilities)
- National Ambulance Coordination Centre
- National On-Call Provision
- Mutual Aid
- Multi-Agency Engagement
- Interfaces with the Joint Emergency Services Interoperability Principles (JESIP)
- Interfaces with the National Interagency Liaison Officer (NILO) networks
- National Logistics Coordination

Planning

- COVID-19 Recovery Coordination
- National Operations Planning
- Analytics & Forecasting
- Business Continuity
- Education and Clinical Interfaces
- National Funding Provisions
- Internal department planning

Improvement

- Quality Assurance
- Change Management
- Safety Alerts
- Legal Compliance
- Coordination of Lessons
- Research
- Business Cases & Policy Development
- Service Improvement Projects





09 EDUCATION DEPARTMENT



9.1. Department Strategic Objective:

- ***Increase Ambulance Service preparedness for dealing with major and complex emergencies through the provision of high-quality training and education aligned to the national risk register and current doctrine.***

9.2. Department Key Deliverables for 2022/23:

- Develop national competencies and training standards for interoperable capabilities in accordance with established legal and professional obligations.
- Develop, produce and deliver a range of national training courses or products to achieve the required obligations set out in the NHS England EPRR Core Standards and national doctrine.

- Support and coordinate local level training and exercising for interoperable capabilities to enhance Ambulance Service emergency preparedness.
- Manage the NARU Central Stores and logistic evaluations.

9.3. Department Overview:

The Education Department is led by the National Head of Education. It includes a highly regarded Education Centre which is accredited to provide training and education to the health sector. The centre is co-located with the military's Defence CBRN Centre at Winterbourne Gunner in Wiltshire.

The principal function of the Education Department is to maintain consistency and quality of training across the Ambulance Service interoperable capabilities. As well as delivering world class training courses for the Ambulance Sector, the department also works closely with Trust training managers to develop and enhance locally delivered training.

The department is responsible for all NARU activities at our Winterbourne Gunner site. In addition to the provision of training, this includes close liaison with multi-agency training providers and managing NARU's central stores.

As part of its extensive training delivery function, the department also supports the Technical User Groups to evaluate new procedures, training provision and equipment prior to them being adopted in the operational arena.

The Education Department also undertakes research and development activity to support enhanced training and competence among Ambulance responders.

The extremely realistic training scenarios facilitated by our Education Centre are focused on challenging Ambulance clinicians to provide emergency care in the some of the most extreme circumstances they could face.

Together with the NARU Medical Advisor, further development and field testing of the major incident triage tools.

10 CLINICAL DEPARTMENT



10.1. Department Strategic Objective:

➤ ***Ensure all NARU activity remains patient focused and promotes the best patient outcomes.***

10.2. Department Key Deliverables for 2022/23:

- Review and develop clinical provisions associated with the interoperable capabilities to ensure they meet the requirements of NARU's objectives.
- Facilitate an effective interface between key clinical stakeholders including; NHS England Clinical Reference Group (CRG) and the National Ambulance Service Medical Directors Group (NASMeD).

10.3. Department Overview:

The Clinical Department mainly comprises the work of the NARU Medical Advisor.

Our Medical Advisor is a specialist doctor nationally recognised as a subject matter expert in pre-hospital medicine.

In addition to providing clinical advice to NARU, the Medical Advisor Chairs our Clinical Sub-Group which is responsible for supporting clinical standards and developments across the interoperable capabilities.

The Medical Advisor is also a member of both the NHS England Clinical Reference Group (CRG) and the National Ambulance Service Medical Directors Group (NASMeD). Our Medical Adviser ensures these groups are briefed on the interoperable capabilities and works with them to ensure the Ambulance response to high-risk incidents remains clinically effective.

The Medical Advisor also works closely with NARU education to develop and deliver clinical scenarios for our specialist responders.





11 OUR CULTURE

11.1. The values at the core of NARU's culture match those of the NHS:

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

11.2. How We Will Succeed:

11.2.1. Patient Centred:

- We will ensure that the patient remains at the centre of our activities.
- We will respond to the needs of patients, with a particular focus on those that may be caught in high-risk situations or complex pre-hospital emergencies.
- We will ensure that the interoperable capabilities and Ambulance deployments within

high-risk areas (the inner cordon) remain consistent with our legal duty of care to patients.

11.2.2. High Quality Service:

- NARU staff will include national subject matter experts who can demonstrate the highest levels of credibility and competence in their specialist areas.
- We will maintain a nationally accredited Education Faculty to promote and maintain the highest standards of training for specialist Ambulance capabilities.
- We will commission research and development activities to ensure we are the cutting edge of innovation and improvement.
- We will maintain a quality management system for the National Safe System of Work and our associated activities to ensure they remain legally compliant and represents industry best practice.
- We will specify and procure quality equipment for the

interoperable capabilities which meets the requirements of our staff and patients.

- We will use our resources carefully, making sure we provide the most cost-effective high-quality service.
- We will work hard, and our staff will remain fully committed to delivering our outputs.
- We will learn from successes and mistakes made across the sector to ensure we continually improve. This will include positive engagement with single sector and Joint Organisational Learning activities.
- We will take pride in the service we provide.

11.2.3. Communication and Partnership Working:

- We will be transparent with our staff and our contract holders on our performance against deliverables and objectives.

- We will be open and honest with our staff and our stakeholders.
- We will listen and respond to feedback from service users.
- We will work closely with our multi-agency stakeholders in accordance with the principles set out under the Joint Emergency Services Interoperability Principles (JESIP).
- We will work in close partnership with other NHS organisations.
- NARU staff will work as an effective team, showing dignity and respect for everyone.
- We will handle data carefully and in compliance with our associated obligations.



12 KEY CONSULTATION GROUPS

12.1. Essential to NARU service delivery is close consultation with Ambulance Service providers and other key stakeholders.

12.2. Our consultation activity can be separated into three principal levels:

12.2.1. Our strategic interfaces with the health sector.

These include:

- NHS England National EPRR Team.
- The National Strategic Advisor of Ambulance Services.
- The Association of Ambulance Chief Executives.
- The National Ambulance Commissioning Network.
- The Care Quality Commission.
- The National Institute for Health Protection.

12.2.2. Multi-agency and stakeholder engagement.

These include:

- Supporting the JESIP programme (Joint Emergency Services Interoperability Principals).
- The National Interagency Liaison Officer (NILO) networks.
- Formal links with the National Police and Fire Chiefs Councils and their associated sub-groups.
- Formal links with various Armed Forces working groups.
- The National CBRN Centre.
- UK Search and Rescue.
- Flood and Water Rescue Groups.
- And many other stakeholder organisations.

12.2.3. NARU's own Central Management Team sub-groups.

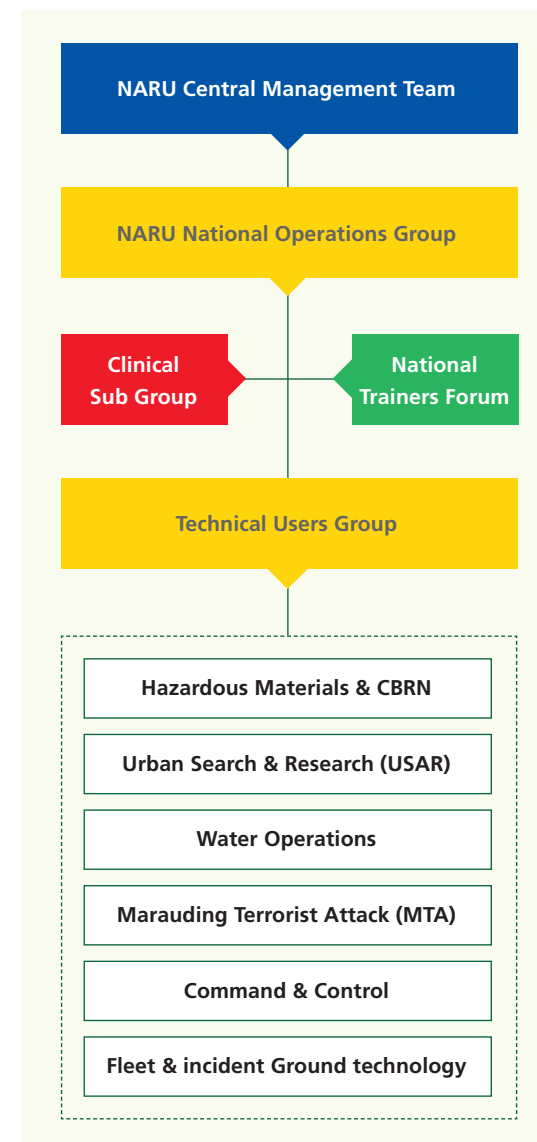


12.3. CMT Sub-Groups

- 12.3.1. NARU's Central Management Team has several sub-groups which help support and develop the work of NARU.
- 12.3.2. The National Operations Group comprises managerial representation from all English NHS Ambulance Trusts and the Devolved Administrations. Members of the group are Trust leads for the interoperable capabilities. The National Operations Group supports the maintenance and operational effectiveness of these capabilities. They have a specific role to review and approve the national standard operating procedures and risk assessments.
- 12.3.3. The National Trainer's Forum comprises Training Leads for interoperable capabilities from each Trust. This group reviews education and training provisions ensuring national consistency and the maintenance of competency standards.
- 12.3.4. The Clinical Sub-Group is Chaired by the NARU Medical Advisor and comprises selected clinical specialists. Its role is to

continually review the clinical provisions provided through the interoperable capabilities to ensure effective patient care is maintained. This group also reports up to the National Ambulance Service Medical Directors group (NASMeD) and the NHS England and NHS Improvement Clinical Reference Group (CRG) for clinical matters arising from the interoperable capabilities.

- 12.3.5. A set of Technical User Groups (TUGs) are also maintained to provide a forum for Ambulance practitioners. Members of these groups are subject matter experts and experienced practitioners in the specialist areas. These groups play a critical role in reviewing the national provisions maintained by NARU including procedures, training, equipment, and risk assessments. These groups also review safety alerts and change requests from the perspective of the operational practitioners. The groups provide regular feedback, reports and recommendations to the decision-making bodies.



APPENDIX 1: NARU FIVE YEAR STRATEGY

| Strategic Aim | | 5 Year |
|---|---|--------|
| Support the NHS Ambulance Service to provide a consistent and effective response to complex emergencies ensuring that our staff are protected and that we save as many lives as possible. | | |
| Strategic Objectives | | 5 Year |
| Corporate | Provide a well governed, patient focused, service that offers value for money and is delivered through a motivated workforce. | |
| Quality & Improvement | Maintain the nationally interoperable capabilities to ensure they remain safe, effective and compliant with relevant legislation. | |
| Education | Increase Ambulance Service preparedness for dealing with major and complex emergencies through the provision of high-quality training and education aligned to the national risk register and current doctrine. | |
| Capabilities | Support an effective Ambulance Service response to major and complex emergencies by maintaining and enhancing the interoperable capabilities and national coordination arrangements. | |
| Clinical | Ensure all NARU activity remains patient focused and promotes the best patient outcomes. | |
| Key Deliverables | Annual | |
| <ul style="list-style-type: none"> Each 'Strategic Objective' has a sub-set of 'Key Deliverables'. These are updated each year. Key Deliverables are defined in the NARU Annual Business Plan and agreed annually with NHS England. | | |
| Our Core Values | | |
| <ul style="list-style-type: none"> Working together for patients. Respect and dignity for everyone. Commitment to quality care. Innovating and improving patient access to care. Prepared and resilient. | | |
| Department Workstreams | Annual | |
| <ul style="list-style-type: none"> At department level, each 'Key Deliverable' is broken down further into a set of individual 'Workstreams'. These workstreams define our day-to-day activity. Each department maintains a 'Workstream Tracker'. The trackers are used by the NARU Central Management Team to monitor performance. | | |
| How We Will Succeed | | |
| <ul style="list-style-type: none"> Patient centred. High quality service. Communication and partnership working. Robust governance. Effective and motivated workforce. | | |
| Strategic Governance | | |
| Contract Management | Monthly meetings between NHS England (the contracting Authority), the host Trust (West Midlands NHS University Foundation Trust) and NARU. Oversees performance of the contract. | |
| Delivery Board | Monthly meetings between NARU and our host Trust. Allows the host Trust to administrate the NARU budget and key deliverables under the contract. | |
| Central Management Team (CMT) | Monthly meetings of NARU's senior team. CMT manages the day-to-day work of NARU and monitors performance using the workstream trackers. | |



National Ambulance
Resilience Unit
NARU



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