



National Ambulance
Resilience Unit
NARU



Annual Business Plan 2021-2022



Version 2.0



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01 FOREWORD

Looking Back

Along with the rest of the NHS, NARU has faced the most challenging period in its history. The COVID-19 emergency required us to reprioritise our work and focus on supporting the NHS response to this devastating event. However, 'resilience' is what we do best and I am immensely proud of what NARU has achieved over the last 12 months.



Our successes have included:



Establishing and operating the National Ambulance Coordination Centre to provide daily COVID-19 impact analysis for the Ambulance Sector.



Developing and implementing mitigation provisions to allow HART, SORT and MTA assets to provide increased support to the COVID-19 response effort.



Implementing additional capabilities to manage High Consequence Infectious Disease (HCID patients).



Nationally coordinated contingency arrangements for the 999 call handling system across the country to mitigate the impact of COVID-19 staff absences and the significant increase in call volumes.



Providing national support to NHS surge contingencies including helping to implement the Nightingale hospital arrangements.



Provided national support and coordination for the transfer of critical care patients ensuring the surge in patient numbers was effectively mitigated.



Securing national funding to implement a new £12 million capability to meet the increasing risk from CBRN and MTA related terrorist attacks.



Securing access for the Ambulance Sector to the Next Generation PPE solution.



Continued enhancements the national safe system of work for specialist Ambulance responders.



Adapting our model of delivery to ensure world class education and training for specialist Ambulance responders and commanders has been maintained throughout the disruptive challenge of the pandemic.



Publishing updated national guidance for the Ambulance Sector, including radiation, CBRN and command guidance materials.



Providing subject matter expertise and support to the Manchester Arena Public Inquiry.



National Ambulance
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Whilst doing this we also coordinated and nationally maintained the Ambulance Service's interoperable capabilities which responded to over 19 thousand incidents over the last 12 months.

The COVID-19 emergency has tested our business continuity arrangements to the maximum but we have managed to keep our staff and service users safe.

We have adapted to deliver our support and services through new ways of working.

We have maintained our critical functions and provided a significant contribution to the national emergency.

NARU staff have responded with professionalism, determination and a commitment to work which goes well beyond normal expectations.

And we remain resilient.

Looking Forward

This is our Business Plan for the next 12 months and it contains an ambitious programme to deliver all the requirements in our core contract with NHS England & NHS Improvement.

- First and foremost, we will continue to support the COVID-19 response and we will learn lessons in preparation for winter 2021.
- We have undertaken a comprehensive review of our resources and implemented a revised organisational structure for 2021/22. This includes the creation of a new Operations Department which will oversee standards, operational effectiveness, planning and improvement. It is also better placed to continue our vital role of maintaining the safety of Ambulance Staff during high-risk deployments whilst enabling them to deploy faster and more effectively to save life and improve clinical outcomes.
- We will continue to deliver our world class education and training programmes to prepare specialist Ambulance Staff and Commanders to deliver care in the most challenging of circumstances. Significant work has gone into making our training activity COVID-19 safe whilst not diminishing its quality. We also have an ambitious programme to develop additional training provisions to meet the needs of the Ambulance Service.
- We will welcome a new Medical Advisor into our team this year who will continue to ensure all our activity and outputs are centred on the needs of patients.
- Following our successful business case and the support of NHS England and NHS Improvement, we will nationally coordinate the implementation of a new Specialist Operations Response Team capability. This £12 million project will significantly enhance the Ambulance Service response to CBRN (Chemical, Biological, Radiological and Nuclear) and MTA (Marauding Terrorist Attack) incidents.

- We will continue to work in close consultation with Ambulance Service leaders and emergency preparedness specialist to ensure they can steer and inform our work. We will also continue to consult with our wide range of stakeholders.
- The ongoing public inquiry into the tragic events at the Manchester Arena in 2017 is conducting a detailed review of the response by the emergency services. It is due to deliver its report in this financial year and we anticipate significant findings for the emergency services. NARU continues to support the inquiry through the provision of independent subject matter expertise and we will ensure any recommendations are used to further enhance patient care and joint emergency service working.
- The comprehensive work programme detailed in this plan will make a vital contribution to the Ambulance Service's ability to deal with the risks contained in the National Risk Register for Civil Emergencies. Fundamentally, we will succeed in our strategic aim to:

➤ ***Support the NHS Ambulance Service to maintain an effective and consistent response to high-risk or complex emergencies improving clinical outcomes.***



Keith Prior

Keith Prior QAM
NARU National Director



HART and MTA teams were deployed at the scene of the Manchester Arena bombing in 2017, NARU are supporting the inquiry with their expertise.



Delivering world class education and training programmes within a COVID-19 safe environment whilst not diminishing its quality or content.



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 & NHS Improvement 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 & NHS Improvement 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.



ANNUAL UTILISATION SUMMARY FOR INTEROPERABLE CAPABILITIES

Reporting Period: 2020 – 2021 Financial Year.

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

➤ Total Responses All mobilisations of interoperable capabilities within the reporting period.	19,787
DEPLOYMENT	NUMBER OF RESPONSES
➤ Total Utilisations Number of incidents where interoperable capabilities were deployed at the scene.	11,877
➤ Total Stand Downs Total responses resulting in a 'stood down' en-route.	7,910
➤ Total Reactivations Assets were initially stood down but then had to be reactivated or remobilised due to being required at the scene.	11,877

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 & NHS Improvement.
- 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 & NHS Improvement 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 & NHS Improvement 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.



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:

4.1.1.

➤ *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 2021/22

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 & NHS Improvement 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 & NHS Improvement as part of the contract mandate.

- 6.4. NHS England & NHS Improvement 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.

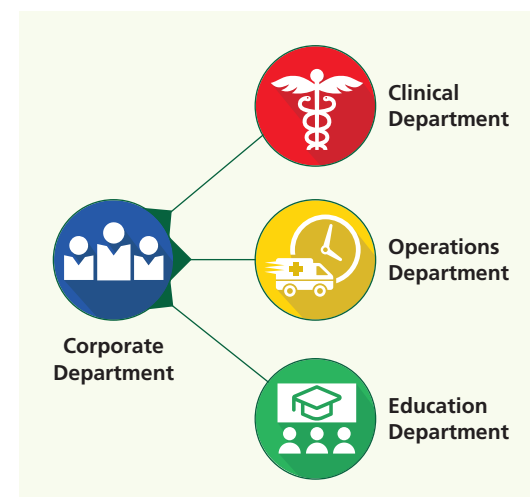
- 6.5. The host Trust 'administrates' NARU and oversees performance of its obligations under the contract. This includes administering the NARU finances on behalf of NHS England and facilitating various procurement processes. The host Trust also facilitates the secondment or fixed term contracts used 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 2021/22:

- 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 & NHS Improvement's 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 2021/22:

- 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 2021/22:

- 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.

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 2021/22:

- 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 & NHS Improvement 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 & NHS Improvement Clinical Reference Group (CRG) and the National Ambulance Service Medical Directors Group (NASMeD). Our Medical Advisor 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 the NARU Education Centre to develop and assess 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.

12 KEY CONSULTATION GROUPS

- 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.



12.1. 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 & NHS Improvements 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.
- U.K. 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.

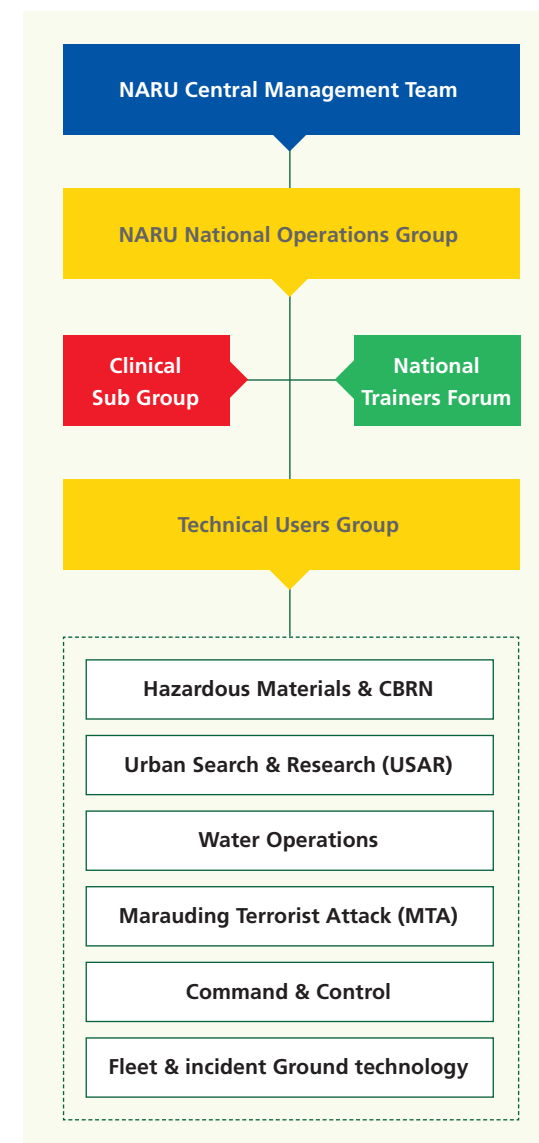
12.3.2. The National Operations Group comprises managerial representation from all English NHS Ambulance Trusts and the Devolved Administrations. Members of the group are Trust leads for the interoperable capabilities. The National Operations Group supports the maintenance and operational effectiveness 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 and NHS Improvement. 		
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



The National Ambulance Resilience Unit (NARU) Annual Business Plan 2021-2022

For further information please contact:

National Ambulance Resilience Unit (NARU)

Website: www.naru.org.uk