



Midlands
Air Ambulance
Charity®

Candidate Information Pack

Charity TRUSTEE / NON-EXECUTIVE DIRECTOR



INVESTORS IN PEOPLE®
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REGULATOR**

WELCOME FROM THE CHAIR OF BOARD OF TRUSTEES

Thank you for your interest in becoming a Trustee for Midlands Air Ambulance Charity. Joining our Board offers an exciting opportunity to help shape the future of one of the UK's leading pre-hospital emergency care charities, ensuring our vital service continues to save lives across the region and beyond.

For over 30 years, Midlands Air Ambulance Charity has been at the forefront of delivering rapid, lifesaving care. Operating three air ambulances and a fleet of critical care cars and rapid response vehicles, our highly skilled clinicians respond to some of the most serious and time-critical emergencies, providing advanced medical interventions that improve patient outcomes. Remarkably, this is all funded by the generosity of the communities we serve, as we receive no government or NHS funding for our daily operations.

As a Trustee, you will play a central role in ensuring the continued success and sustainability of our charity. Working closely with the Chief Executive, senior leadership team, and fellow Trustees, you will provide strategic direction, robust governance, and expert insight to help us deliver on our ambitious plans. From contributing to the development of innovative fundraising strategies to overseeing service enhancements, your contributions will directly impact the lives of those in need.

We are seeking individuals who share our passion for saving lives and who can bring diverse skills and experiences to our Board. Whether your expertise lies in digital transformation, marketing or fundraising, we are eager to harness your unique perspective to strengthen our governance and support our dedicated teams. In addition to professional skills, we value Trustees who are collaborative, committed, and enthusiastic about the vital work we do.

By joining Midlands Air Ambulance Charity, you will become part of an inspiring organisation with a dedicated workforce, committed volunteers, and strong community support. You will have the chance to help shape our future direction, ensuring that we can continue to adapt to the ever-changing demands of pre-hospital emergency care.

This is a rewarding role, offering the opportunity to make a lasting difference in the lives of countless individuals and their families. If you share our passion for saving lives and are excited about the opportunity to contribute to our mission, we would be delighted to hear from you.

Thank you once again for considering this role. I look forward to the possibility of welcoming you to our Board of Trustees.

Keith Marriott
Chair of Board of Trustees



1. INTRODUCTION

THE ROLE

Midlands Air Ambulance Charity is seeking to appoint a new **Trustee/ Non-Executive Director** – to enhance the skills, experience and diversity of our Board, and to support recent growth and governance needs.

We're looking for an individual who can bring the following attributes:

1. The ability to make a strong contribution to the governance and success of Midlands Air Ambulance Charity (with a track record of successful leadership, and experience of operating at board level or the ability to contribute at board level).
2. An experienced leader with income generation experience – charity or commercial sector,

AND/OR

An experienced leader within the digital marketing/ social media sector, with the ability to enhance the charity's digital marketing engagement strategy and capabilities (including data and analytics, and innovations in this space such as AI).

Our Trustees are volunteers and are highly valued for their contribution to the charity. Becoming a Trustee for Midlands Air Ambulance Charity will provide you with the opportunity to use your professional skills and life experiences to make a demonstrable impact, and help us to provide outstanding helicopter-led medical services now and in the future.

Our Trustees bring expertise and perspectives from a range of sectors and disciplines to the Board and charity. This enables us to provide outstanding lifesaving care to patients in critical need.

It is essential that new appointees are individuals of the highest calibre and standing in their particular discipline or field, and have a willingness to give the time required to contribute effectively to the work of the Board and charity.

In addition to those already listed, the key attributes we are looking for in a Trustee are:

Committed – to Midlands Air Ambulance Charity's purpose, being able to devote the necessary time and effort to carry out Trustee responsibilities effectively.

Value-driven – with a belief in relevant values and leading by example.

Collaborative – a strong team player who can work with other Trustees and the Senior Leadership Team to make decisions collectively to advance the best interests of the charity.

Strategic, forward-thinking and analytical – with the ability to contribute to strategic thinking and decision-making at Board level, as well as to question intelligently and challenge constructively.

Aware – some understanding of governance, relevant legal duties and responsibilities (note – induction and training will be given).

Please see section 9 for information on what will be expected of you.

THE APPOINTMENT PROCESS

The appointment process is being managed by a Nominations Panel – including shortlisting and interview.

- **Closing date for applications is Friday 7th February 2025.**
- Interviews will be held in February/ March 2025.
- Formal appointment will commence from Tuesday 1st April 2025.
- Induction includes a 'Welcome and Induction Pack' and a variety of activities to be delivered over the first year of your Board term. We want to ensure that you feel valued and welcome, and that you have the information, help and support that you need to be effective in your Board role.

2. WHO WE ARE AND WHERE WE OPERATE

Midlands Air Ambulance Charity (MAAC) is an independent health care provider and is rated outstanding by the Care Quality Commission (CQC). We are responsible for delivering a pre-hospital emergency helicopter-led service across the Midlands Region – we proudly serve the diverse communities of Gloucestershire, Herefordshire, Shropshire, Staffordshire, the West Midlands, and Worcestershire. We offer enhanced critical care provision, bringing hospital-level procedures and medicines and specialist Doctor and Critical Care Paramedic skills to the patient at the scene.

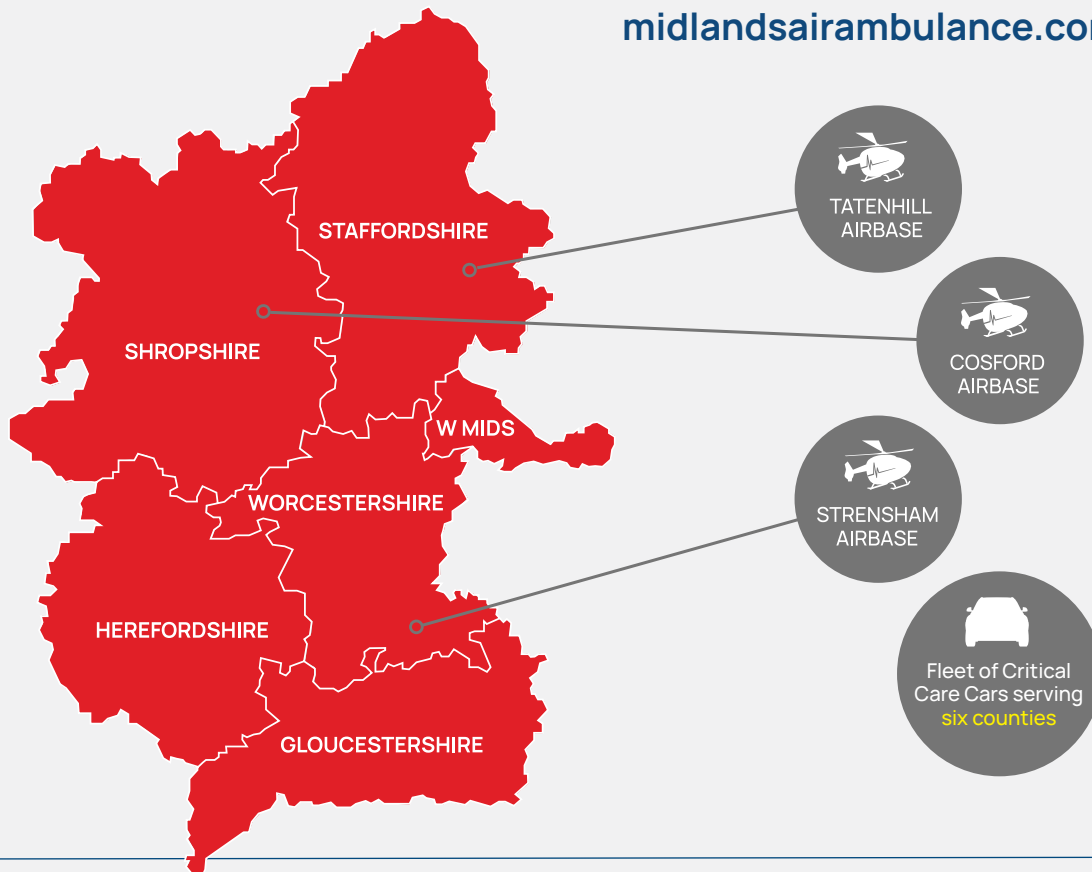
Midlands Air Ambulance Charity is the largest Air Ambulance charity in England serving a population of approximately seven million over six counties. We are an established healthcare provider with more than three decades experience (formed in 1991).

We operate three aircraft from locations across our geography, along with a fleet of Rapid Response Vehicles and Critical Care Cars in support of our mission. Alongside our core lifesaving service, our charity is committed to enhancing the lives of local people and businesses via the provision of education and training programmes as well as volunteering opportunities.

Our core organisational divisions include:

- **Emergency critical care service** - Our three airbases play a pivotal role in delivering rapid critical pre-hospital emergency medical care, by ensuring that residents across the Midlands region have access to a network of air ambulance helicopters within 10 minutes. We provide 24/7 operations, 365 days a year, to residents and visitors across the Midlands region, bringing hospital-level procedures and medicines to the patient at the scene of an accident or incident.
- **Charitable programme** - we raise funds for our lifesaving service and play an active role within the communities of the six counties that we serve. We provide education programmes, volunteering opportunities, and social engagement activities to support with community cohesion and wellbeing.
- **Training provider** - we deliver community life skill sessions, such as CPR, bleed control, and defibrillation usage alongside CPD accredited courses ranging from workplace first aid training to specialist pre-hospital clinical training.
- **Retail network** - we have a growing portfolio of charity shops which contribute towards raising funds for helicopter and critical care car missions. This operation also supports environmental and ethical causes as part of our wider societal role.

midlandsairambulance.com



3. FUNDING AND FINANCES

It currently costs circa **£16million per annum** to run our service. Our operating costs vary year on year depending on several factors, including “the rising cost of fuel” for example and the inward investment on developing our clinical operations to further enhance our services for patients. MAAC’s five year strategy involves increased costs and therefore further income growth and income diversification.

We rely on donations from the public, local businesses, and grants and trusts to operate our lifesaving service.

Each mission costs £2,950 by air ambulance and £288 by critical care car.

4. VISION, MISSION AND VALUES

Our Mission

To provide patients with outstanding pre-hospital care and life saving intervention through the operation of helicopter-led emergency medical services.

Through the provision of a regional helicopter-led emergency medical service (“HEMS”) network, our mission is two-fold: (i) to save lives and (ii) to improve survivors’ quality of life. We are committed to evolving our service, with all developments being aligned to changing patient need.

Our Vision

Saving lives by saving time, today, tomorrow and in the future.

Our Values

Our organisation is driven by a longstanding and deep-rooted ‘One Team’ ethos.

Receptive

We are open to new ideas and ways of working across our clinical and charity operations, providing total transparency to all stakeholders

Responsible

We aim to create the best possible future for everyone and strive to place sustainability at the heart of everything we do

Respectful

We are a community-based organisation with a ‘one team’ culture that embraces and encourages honesty

Recognition

We value our relationships - with staff, supporters and the wider communities we serve - working together to achieve the best possible patient outcome

Relevant

We define success as continuous improvement and aim for excellence in our lifesaving services and community projects



5. STRATEGIC OBJECTIVES

Midlands Air Ambulance Charity has a rolling five-year strategy. We have agreed some challenging ambitions – to ensure we effectively expand our activities to meet changing patient need and increasing demand for our independently funded 365-day 24/7 helicopter-led emergency medical service.

Strategic Objectives

Objective 1: Clinical excellence - To provide the best outcomes for those that are critically ill or injured, by delivering a patient focused pre-hospital emergency helicopter-led service, based on an ethos of clinical excellence across the six regions that MAAC serves.

Objective 2: Income generation - To enable business transformation over the next five years, by growing income and embracing innovation and diversification.

Objective 3: Organisational resilience - To futureproof the Midlands Air Ambulance Group by enhancing operations and processes to ensure resilience, sustainability and success.

Objective 4: Valuing our people - To place collaboration at the heart of all working practices, by developing our people and growing our regional networks to support the communities we serve.

Enabling Themes

Our four strategic objectives are supported by four enabling themes:

Innovation, Leadership, Environmental, Brand Engagement

6. OUR IMPACT AND PUBLIC BENEFIT

Our Lifesaving Service

We are committed to providing the region's population with the best possible pre-hospital emergency medical service by land and air. Our service has undertaken more than 75,000 missions during the last 33 years (MAAC formed in 1991), rapidly reaching and treating the most critically unwell and injured patients. Our service constitutes the largest operating region in England serving circa. seven million people, making us one of the UK's busiest air ambulances.

Our charitable activities focus on providing lifesaving pre-hospital emergency medicine 365 days a year across an operating region of 5,200 square miles. Our service enables patients to receive vitally important hospital-level critical care in situ, before being conveyed to the most appropriate hospital or major trauma centre for their individual needs, giving them the best possible chance of survival and recovery.

On average, we reach patients within ten minutes bringing the following interventions to the incident scene:

- Advanced clinical care and skillset via our critical care paramedics and pre-hospital emergency medicine doctors
- Enhanced medicines to further support pain relief and sedation
- Hospital-level equipment to undertake surgical procedures
- Blood products for patients who need transfusions

We benefit the lives of approximately seven million people across all age groups, supporting diverse communities within our six-county region, comprising of rural and urban conurbations. We provide patient care where advanced clinical skills are needed outside the hospital environment, such as a road traffic collision, an individual who has had a cardiac arrest or fall at home, or a trauma incident in an isolated rural area.

In July 2023, we moved into our new purpose-built airbase and charity headquarters and, in January 2024, we commenced a trial of 24-hour operations operating 3 aircraft during the day and 2 x Rapid Response Vehicles at night from the Headquarters and Strensham airbases - reaching more patients in their critical hour of need. During 2023/ 2024, we launched our patient liaison service, offering support to former patients and families following an incident - this includes signposting to wider services, plus providing them with insight into their own incident, as due to the severe nature of our missions, many patients are unconscious.

Key service outputs include:

- On average our advanced critical care clinicians attend over 4,300 missions per annum. 45% of our missions are in response to a medical case and 55% related to traumatic incidents.

- Our critical care paramedics and pre-hospital emergency medicine doctors undertake an average of 12 incidents each day and reached patients within an average of ten minutes.
- Over a quarter of patients required advanced procedures and drugs which is beyond the standard scope of the NHS ambulance service. Examples include sedative techniques and anaesthesia, plus interventions such as amputations and intubation, which enable the doctors and critical care paramedics to take over a patient's breathing and stabilise their condition giving them the best possible chance of survival and recovery.





7. OUR GOVERNANCE – MIDLANDS AIR AMBULANCE CHARITY BOARD OF TRUSTEES

Midland Air Ambulance Charity Board of Trustees is responsible for ensuring the charity is effectively governed and run, and that it achieves its charitable purposes for the public benefit.

As Midlands Air Ambulance Charity is both a registered charity and a Company Limited by Guarantee, Trustees have duties and responsibilities as a charity Trustee and Company Director, working to charity and company law.

MAAC's Board of Trustees maintain an ongoing review of good governance, including an annual Board Effectiveness Review, with reference to standards and guidance from the Charity Commission, the Fundraising Regulator, Care Quality Commission, and other key bodies. MAAC has adopted and works to the Charity Governance Code. MAAC currently has four Board Committees: Audit and Risk Committee; Human Resources and Remuneration Committee; Income Generation Committee; Clinical Standards Committee.

MAAC's Board of Trustees also have duties in regard to its wholly owned trading subsidiary **Midlands Air Ambulance Trading Ltd (MAATL)**.

- MAATL celebrated its 12th anniversary in 2024 and has grown to currently ten stores i.e. Gloucester, Hereford, Merry Hill, Newcastle-under-Lyme, Ross-on-Wye, Shrewsbury, Stoke-on-Trent., Walsall, Wellington and West Bromwich. MAATL's retail portfolio also includes online operations (second hand goods e.g. eBay; MAAC merchandise sales). MAATL has ambitious plans to expand further – including shops opening in Worcester and Ross-on-Wye, and a potential superstore. MAATL gift aids back its profits to the parent charity to help fund MAAC's helicopter-led emergency medical services
- As part of their duties, MAAC Trustees must routinely monitor the performance of MAATL, and of the parent charity's investments in MAATL, with a view to ensuring the good and proper use of the charity's assets. The key purpose of MAATL is to raise funds, and its effectiveness in doing this is naturally monitored.

You can view MAAC's current Board of Trustees here:

midlandsairambulance.com/about-us/trustees/

8. OUR CEO

Hanna Sebright started as Chief Executive of Midlands Air Ambulance Charity in 2009 and has over 15 years' experience leading one of the UK's largest Air Ambulance charities. Hanna has grown the charity from circa £5m to £16m income per annum, and led the charity through some periods of significant change and development. During this time, she has held roles of Vice Chair and Chair of the Association of Air Ambulances, the national representative body of UK Air Ambulance Charities, and more recently been a Trustee on the Board of Air Ambulances UK (AAUK). Since 2018, Hanna has also been a Trustee for the YMCA National Council (current).

You can view MAAC's Senior Leadership Team here:

midlandsairambulance.com/about-us/senior-leadership-team/



9. WHAT WILL BE EXPECTED OF YOU

As a Trustee, you will work collectively with other Trustees to ensure the charity is fulfilling its purposes as effectively as possible with responsible use of the resources available.

The Board of Trustees' governance responsibilities include:

- Developing the charity's strategic aims and objectives – in collaboration with the Senior Leadership Team.
- Approval of the annual operating and capital expenditure budgets and any material changes to them.
- Approval of the annual report and accounts.
- Monitoring performance against the charity's strategic aims, objectives, business plans and budgets and ensuring that any necessary corrective action is taken.

- Evaluating the charity's impact by measuring and assessing results, outputs and outcomes.
- Seeking assurance that the charity has robust internal control systems, and is compliant with MAAC's governing document, statutory and regulatory obligations.
- Approval of key policies.
- Ensuring effective risk management - including receiving reports on, and reviewing the effectiveness of, the charity's risk and control processes to support its strategy and objectives;
- Ensuring the charity's values are reflected in all of its work, and that the ethos and culture of the organisation underpin the delivery of all activities.

We estimate the time commitment equates to circa 10 to 12 days per year, as outlined below:

- Four Board meetings a year, preferred in person (usually held 10:00 to 13:00 on a weekday at MAAC HQ i.e. Midlands Air Ambulance Charity, Neachley Lane, Shifnal, Shropshire, TF11 8UR).
- Annual Board Away Day
- Four Committee meetings a year, mixture of virtual and in person attendance at MAAC HQ - as led by the committee chair and agenda needs, and subject to membership.
- Ad hoc commitments e.g. attending events.


Trustee appointment is for an initial term of 4 years with possible re-appointment for a further 4-year term. The Trustee role is voluntary (with reimbursement of expenses under the Trustees' Expenses Policy). Appropriate insurance is in place for MAAC Trustees (e.g. Trustee and Director Indemnity Policy).



With regards to being effective in your Board role, four key priorities are to:

- Fully understand your Board role. Always be mindful of your Board Governance remit (versus the day to day operational management of the company by the full-time executives).
- Attend and actively engage in required Board/ Committee meetings.
- Allow sufficient time to prepare for meetings and read papers - so that you can fully contribute your views and ideas, and have the information you need to make decisions collectively as a Board. Papers are issued a week before the meeting via the Board Portal Convene.
- Always be an effective advocate for Midlands Air Ambulance Charity.



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