

RECRUITMENT PACK 2024 - VOLUNTARY BOARD ROLES
Midlands Air Ambulance Charity (MAAC) - Trustee
Midlands Air Ambulance Trading Ltd (MAATL) - Director



OVERVIEW

Midlands Air Ambulance Charity is seeking to appoint the following Board positions - to enhance the skills, experience and diversity of our Boards, and to accommodate recent growth and governance needs:

- **Two new Trustees for the parent charity's Board of Trustees, Midlands Air Ambulance Charity.** Specialisms desired (see Appendix 1 for further detail) =
 - **Income generation**, in particular, high net worth donors; corporates; commercial including sales and negotiation expertise.
 - **Healthcare** - Pre-hospital emergency care expertise and/ or Care Quality Commission regulation experience and/ or NHS and health care commissioning experience.
- **One new Director for the charity's trading subsidiary Board of Directors, Midlands Air Ambulance Trading Ltd.** Specialism desired (see Appendix 2 for further detail) =
 - Retail sector experience, with charity retail experience desirable.

Our MAAC Trustees and MAATL Directors are volunteers and are highly valued for their contribution to the Charity. Becoming a MAAC Trustee or MAATL Director will provide you with the opportunity to use your professional skills and life experiences to make a demonstrable impact - helping us to provide outstanding helicopter-led medical services now and in the future.

The closing date for applications is Monday 1st July 2024.



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WHO WE ARE AND WHERE WE OPERATE

The MAAC Group consists of:

- The parent charity **Midlands Air Ambulance Charity (MAAC)**, governed by the MAAC Board of Trustees.
- The charity's wholly owned trading subsidiary **Midlands Air Ambulance Trading Ltd (MAATL)**, governed by the MAATL Board of Directors.

Midlands Air Ambulance Charity (MAAC)

MAAC was formed in 1991 and provides a well-established, long serving, pre-hospital, helicopter-led emergency medical service across the six counties 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.



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. MAAC currently funds its services entirely by fundraising - raising circa £15 million each year to meet that cost. However, MAAC's five year strategy requires income growth and includes further income diversification.

We are a forward thinking, fast paced organisation comprising of many parts. We operate:

- **By air and land as a healthcare provider specialising in pre-hospital emergency medicine (PHEM) with our fleet of 3 helicopters that are supported by our fleet of critical care rapid response vehicles.**
- As a **registered charity**, our lifesaving service is enabled via a broad range of income generation activities, volunteering and corporate partnerships;
- As a **retail business with an expanding portfolio of shops across the region** and online sales platforms via our trading subsidiary MAATL.

In 2024 we celebrated our 33-year anniversary. **We are an independent healthcare provider registered with the Care Quality Commission (CQC) with an Outstanding rating across all of our airbases.** We employ our own Doctors and Critical Care Paramedics. In July 2023, we moved into our new purpose-built airbase and charity headquarters and in January 2024 we extended our operating hours to 24/7 - reaching more patients in their critical hour of need across the whole of the Midlands region.



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Midlands Air Ambulance Trading Limited (MAATL)

MAATL is a private limited company and a wholly owned subsidiary of the parent charity Midlands Air Ambulance Charity (MAAC). Profits from MAATL charity shops play a vital part in funding MAAC's helicopter-led emergency medical service.

MAATL celebrated its 12th anniversary in 2024 and has grown to currently nine stores i.e. **Gloucester, Merry Hill, Newcastle-under-Lyme, Shrewsbury, Walsall, Wellington, West Bromwich, Stoke and Hereford.** MAATL's retail portfolio also includes online operations (second hand goods e.g. eBay; MAAC merchandise sales). MAATL has ambitious plans to expand further.

MAATL's stores are managed by the Head of Retail and two Area Managers (North and South), and are resourced by employees (Shop Managers, Assistant Shop Managers, Sales Assistants) and volunteers. MAATL is a member of the Charity Retail Association.



MAAC GROUP VISION, MISSION AND VALUES

Our Vision

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

Our Mission

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



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MAAC GROUP STRATEGIC OBJECTIVES

We are in the middle of an exciting time in our organisation's development having launched a rolling five-year strategy in 2022. We are on a journey of significant transformational change and 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

OUR IMPACT

We are committed to providing the region's population with the best possible pre-hospital emergency medical service by land and air. We benefit the lives of six million people across all age groups, supporting diverse communities across a six-counties, comprising of urban conurbations and isolated rural areas.

Since 1991, we have responded to more than 75,000 missions, averaging 4,500 per year. On average, we reach patients within ten minutes, bringing the following interventions to the incident scene and giving patients the best chance of survival and recovery:

- 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



As part of our ongoing innovation, we recently introduced the following new equipment and drugs to expedite treatment and enhance patient care: Neonatal Resuscitation Equipment Bag; Prefilled syringes of Ketamine, Fentanyl and Metaraminol; Butterfly ultrasound devices; Platform iPhones – enabling diagnostics and patient record keeping.

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OUR GOVERNANCE

MAAC's Board of Trustees is responsible for ensuring the parent charity MAAC is effectively governed and run, and that it achieves its charitable purposes for the public benefit.

As MAAC 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 on-going 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; HR 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 MAATL. As part of their duties, 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 for MAAC, and its effectiveness in doing this is naturally monitored.

MAATL Board of Directors is responsible for ensuring the charity's trading subsidiary company MAATL is effectively governed and run, and that it achieves its objectives. MAATL Directors are beholden to company law, including company director duties and responsibilities.

Whilst one of MAATL Directors duties is to promote the success of MAATL (e.g. increase profit), MAATL Directors must also be mindful of the implication of their decisions on the parent charity's objectives, brand and reputation.

You can view MAAC's current Board of Trustees and MAATL's current Board of Directors here:
<https://www.midlandsairambulance.com/about-us/trustees/>

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 £15m 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:
www.midlandsairambulance.com/about-us/senior-leadership-team

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HOW TO APPLY

1. **Please read the role descriptions (Appendix 1) and Appendix (2) and decide whether a MAAC Trustee role or MAATL Director role is best for you** (based on your skills, experience and knowledge). Please note the essential and desirable qualities.
2. **Please submit two documents via email to Nicola.Rees@midlandsairambulance.com - making it clear on your email whether you are applying for a MAAC Trustee or MAATL Director role. If you are applying for a MAAC Trustee role, please make clear whether you are applying for the Income Generation or Healthcare Trustee role.**
 - **Document One = Answers to the following two questions (300 word limit to each question)**

MAAC Trustee applicant questions:

- Based on your knowledge of MAAC, what do you understand may be the biggest risks and opportunities facing our charity during the next five years? Please base your answer on the specialism you are applying for i.e. Income Generation or Healthcare.
- Considering the complexity of an air ambulance charity and the role of a Trustee, how can you help MAAC achieve its strategic objectives? Please include information on the relevant strengths and experience you can bring to the Board, including any Board/ Senior Leadership Team experience.

MAATL Director applicant questions:

- Based on your knowledge of MAATL, what do you understand may be the biggest risks and opportunities facing the wider charity retail sector and our retail operation during the next five years?
- We are currently developing a new retail strategic plan in line with our aspiration to grow the shop portfolio. As a MAATL Director, how could you contribute to the development and achievement of this strategic plan? Please include information on the relevant strengths and experience you can bring to the Board, including any Board/ Senior Leadership Team experience.

Note - reading our Annual Report will help with answering the questions above:

<https://register-of-charities.charitycommission.gov.uk/charity-search/-/charity-details/5019996/accounts-and-annual-returns>

- **Document Two = Your CV**

Please note that our application process is designed to remove bias from the hiring process. Please answer the two questions as fully as possible, within the 300 word limit to each question, as this is the information that the Recruitment Panel will use to shortlist applications. Your CV will only be seen after the shortlisting process is complete.

The closing date for applications is Monday 1st July 2024. Please inform us of any dates that you may not be available or might have difficulty with (based on the indicated timetable further below). If you require any special provision should you be called to interview, please do let us know.

If you would like an informal conversation with a relevant contact before you apply, please e-mail or call Nicola Rees (Company Secretary) who will liaise to arrange, for example, an informal phone-call with MAAC Board Chair or Trustee; MAATL Board Chair or Director; CEO.

Nicola.Rees@midlandsairambulance.com, 07736 923546

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APPLICATION PROCESS AND PLANNED TIMELINE

To ensure a fair and balanced process, the application process is overseen by a Recruitment Panel.

- MAAC Trustee Recruitment Panel = MAAC Board Chair, one MAAC Trustee, MAAC's CEO.
- MAATL Director Recruitment Panel = MAAC Board Chair, MAATL Board Chair, MAAC's CEO

APPLICATION STAGES AND BOARD MEETING DATES	PROPOSED DATES
Closing date for applications.	Monday 01/07/2024
Shortlisted applicants confirmed and contacted.	Friday 12/07/2024; Monday 15/07/2024
Informal virtual catch up with an existing MAAC Trustee or MAATL Director (as relevant and if desired).	Mid-July onwards
In-person interview at MAAC HQ (Midlands Air Ambulance Charity, Airbase Avenue, Neachley, Shifnal, TF11 8UR).	MAAC Trustee interviews = Thursday 01/08/2024 MAATL Director interviews = Thursday 08/08/2024
Applicants contacted with regards to outcome of interviews, followed by issue of Appointment Letters to selected individuals.	Friday 30/08/2024 and/ or Monday 02/09/2024
Fit and Proper Person Checks (including DBS).	September/ October 2024
Induction commences.	September 2024
New MAAC Trustees and MAATL Director invited to join MAAC Board Away Day - being held at MAAC HQ.	Friday 11/10/2024, 09:00 to 16:00

For information, please find meeting dates below (for period between October 2024 and March 2025):

MAAC Board Meeting dates (in person at MAAC HQ):

- Tuesday 26/11/2024, 10:00 to 13:00
- Tuesday 04/03/2025, 10:00 to 13:00

MAATL Board Meeting dates (virtual, or in person at MAAC HQ if desired):

- Tuesday 19/11/2024 -
- Tuesday 25/02/2025

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Midlands Air Ambulance Charity (MAAC) - Trustee Role Description

Midlands Air Ambulance Charity (MAAC) is both a registered charity and a Company Limited by Guarantee (i.e. a charitable company) therefore Trustees have duties and responsibilities as a Charity Trustee and Company Director (working to charity and company law). The Board of Trustees core role is a focus on governance, oversight, strategy, performance and assurance (not day to day management, which is delegated to the executive team).

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.

Example responsibilities include:

- Developing and approving the charity's strategic aims and objectives.
- Approval of the annual operating and capital expenditure budgets and any material changes to them.
- Approval of the annual report and accounts.
- Evaluating the charity's impact by measuring and assessing results, outputs and outcomes.
- Monitoring performance against the charity's strategic aims, objectives, business plans and budgets and ensuring that any necessary corrective action is taken.
- Oversight of the charity's operations, ensuring competent and prudent management; maintenance of sound management, planning and internal control systems; adequate accounting and other records; and compliance 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, in person at MAAC HQ, 10:00 to 13:00 (week days)
- Annual Board Away Day (MAAC Trustees and MAATL Directors together with the Senior Leadership Team).
- 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).

MAAC Trustee - Essential and Desirable Qualities

Essential

We are looking for individuals who are able to make a real contribution to the organisation. You will be:

- **Committed** - to MAAC Group's purpose vision and value, and able to devote necessary time and effort to carry out MAAC Trustee responsibilities effectively.
- **Value-driven** - with a belief in relevant values and leading by example.

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- **Collaborative** - a strong team player who can work with other Trustees to make decisions collectively to advance the best interests of MAATL and MAAC.
- **Strategic, forward-thinking and analytical** - with the capacity to look at situations objectively and analytically (drawing on multiple perspectives) and to apply good, independent judgment.
- **Aware** - some understanding of governance, relevant legal duties and responsibilities (although training will be given).

Desirable

To be considered for this voluntary role, it would be helpful if you have **Trustee, Board level or Executive/ Senior Management level experience**. Furthermore, it would help if you **live in, work in or are closely connected with the geographical areas that MAAC serves**.

With regards to ensuring a diverse and balanced board, we are looking for specific skills and experience in the following areas.

- **Income generation**, in particular, high net worth donors; corporates; commercial including sales and negotiation expertise.
- **Healthcare** - Pre-hospital emergency care expertise and/ or Care Quality Commission regulation experience and/ or NHS and health care commissioning experience.

Alongside the above specialisms being a priority, we welcome applications from all backgrounds and are committed to equality, diversity and inclusion.

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Midlands Air Ambulance Trading Ltd (MAATL) - Director Role Description

MAATL Board of Directors is responsible for ensuring the charity's trading subsidiary company MAATL is effectively governed and run, and that it achieves its objectives. MAATL Directors are beholden to company law (including company director duties and responsibilities). MAATL Board of Directors' core role is a focus on governance, oversight, strategy, performance and assurance (not day to day management, which is delegated to the executive team).

As a MAATL Director, you will work collectively with other Directors to ensure the charity's trading subsidiary is fulfilling its purposes as effectively as possible with responsible use of the resources available.

Example responsibilities include:

- Developing and approving MAATL's strategic aims and objectives.
- Approval of the annual budgets and any material changes to them.
- Approval of the annual report and accounts.
- Monitoring performance against MAATL's strategic aims, objectives, business plans and budgets and ensuring that any necessary corrective action is taken.
- Oversight of MAATL's operations, ensuring effective management, planning and internal control systems; adequate accounting and other records; and compliance with MAATL's governing document, statutory and regulatory obligations. Approval of policies where required.
- Ensuring effective risk management - including receiving reports on, and reviewing the effectiveness of, MAATL's risk and control processes.
- Be accountable for the solvency of MAATL, generating annual profit to contribute direct to MAAC to support the main purposes of the charity.
- Ensuring the charity's values are reflected in all of its work, and that the ethos and culture of the MAAC Group underpin the delivery of all activities.

We estimate the time commitment equates to circa 6 days per year, as outlined below:

- Four Board meetings a year, mixture of virtual and in person attendance at MAAC HQ, currently 10:00 to 12:30 on a week day - plus time to read Board papers in advance.
- Annual Board Away Day (MAAC Trustees and MAATL Directors together with the Senior Leadership Team).
- Ad hoc commitments (as chosen) e.g. attending events.

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

MAATL Director - Essential and Desirable Qualities

We are looking for individuals who are able to make a real contribution to the organisation.

Essential

We are looking for individuals who are able to make a real contribution to the organisation. You will be:

- **Committed** - to MAAC Group's purpose vision and value, and able to devote necessary time and effort to carry out MAATL Director responsibilities effectively.
- **Value-driven** - with a belief in relevant values and leading by example.

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- **Collaborative** - a strong team player who can work with other Directors to make decisions collectively to advance the best interests of MAATL and MAAC.
- **Strategic, forward-thinking and analytical** - with the capacity to look at situations objectively and analytically (drawing on multiple perspectives) and to apply good, independent judgment.
- **Aware** - some understanding of governance, relevant legal duties and responsibilities (although training will be given).

Desirable

To be considered for this voluntary role, it would be helpful if you have **Trustee, Board level or Executive/Senior Management level experience**. Furthermore, it would help if you **live in, work in or are closely connected with the geographical areas that MAAC serves**.

For the MAATL Director role, we are looking for retail sector experience, with charity retail experience desirable.

Alongside the above specialisms being a priority, we welcome applications from all backgrounds and are committed to equality, diversity and inclusion.

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