

Trustee Appointment Brief



Introduction

Kent, Surrey and Sussex Air Ambulance (KSS Air Ambulance) is a life-saving charity that provides helicopter emergency medical services (HEMS) across Kent, Surrey, and Sussex. We respond to patients in serious medical emergencies, operating 24 hours a day and covering an area of 3,600 square miles. Our team of highly trained pilots, skilled doctors, and world class paramedics, transport patients safely to regional major trauma centers and often provide specialist care at the scene, while our dispatchers screen an average of 1,500 emergency 999 calls by day and 1,000 by night. Our 24-hour HEMS service was also the first of its kind in the UK.

Since our inception in 1989 we have grown our services with the help of our partners, Specialist Aviation Services, and taken significant steps towards improving our infrastructure and providing world class training for our crews.

We continue to develop our infrastructure and enhance and improve our clinical outcomes. In November of this year we will start operating our services from our base in Redhill and over the next 5 years we will look at acquiring additional capability enabling us to fly in any and all weather conditions.

As a charity we are funded almost entirely through donations from the public and through fundraising. Without this kind support, we simply could not continue our life-saving work.

We have a highly capable leadership team that continues to evolve, adapt and drive our future strategy and we are now seeking to recruit a number of dynamic Trustees to join our Board.

We have highlighted within this appointment brief the key skills and kind of experience we are looking to add to our board. We hope you are as enthused as we are about our future and our ambitions, and if you have the passion and drive to really add value and make a difference, then please read on.

Background and Context



We have been providing HEMS in Kent, Surrey, and Sussex since 2007, following an expansion of the Kent Air Ambulance services. The organisation's highly experienced crew and medical staff transport patients to hospitals in emergencies and save countless lives, carrying out an average of 2-3 missions each day with the use of two helicopters. Kent Air Ambulance Trust was founded under the name of the South East Thames Air Ambulance in November 1989 by Kate Chivers, and carried out its first mission in December of that same year. Within its first week of operating, the crew went on 8 missions, flying out from Rochester Airport. McAlpine Helicopters Ltd provided the Regional Health Authority with the use of a helicopter and crew for free for 6 months while they worked to budget the provision of the service and launch the Air Ambulance Appeal. The appeal went on to raise £200,000 a year in order to keep the service running.

In September 2013, after 3 years of research, we launched a 2 year Night HEMS operational trial. The trial concluded that the 24/7 HEMS operation should continue, as it is justifiable, resilient, and sustainable for the organisation.

Since our inception, we have attended over 25,000 incidents. We have also expanded our research into innovative improvements to outcomes for patients. We take clinical governance very seriously and work closely with our partners within the NHS to improve our response times and the types of critical care we provide both on the scene and in transit. Crews and medical staff undertake demanding induction courses and rigorous training on the job, developed in consultation with world class emergency medicine professionals.

In order to fund our services, we spend approximately £6.5 million each year. As a registered charity, we rely almost entirely on donations from the public and fundraising efforts in order to raise this income. Revenue from our trading subsidiary company, air ambulance Promotions Ltd (AAPL), makes up a little over half of our income. The company runs a highly successful weekly lottery draws, raffle campaigns, and a scratch-card lottery. We have a staff team of 42 employees and rely on over 200 dedicated volunteers.

Case Study: Joe Goodchild

As way of an example of the benefits we bring to people's lives, here is a brief case study.

14 year old Joe was cycling to his auntie's house, with his mum and grandmother following in the car. Joe was a little way ahead when he suddenly collided with a car. Joe's heart had stopped pumping blood and he was not breathing; a result of his multiple traumatic injuries which included a fractured skull and severe chest injuries.

Joe's mum and grandmother approached the scene of the accident, and were horrified to realise it was their Joe who had been hurt. The air ambulance was immediately dispatched. Once on scene, our specialist medical crew performed a rapid assessment of Joe.

Whilst his family looked on, our medical crew were able to successfully resuscitate Joe at the roadside. They then anaesthetised him to minimise swelling to his brain, thus reducing the risk of further potential damage. Joe also had air trapped around his lungs, which for him was an immediately life-threatening injury. Our crew performed a thoracostomy; a surgical procedure which allowed this trapped air to escape from his chest.

After being treated at the scene, he was flown directly to the Royal London Hospital major trauma centre, a journey which took just 10 minutes.

Following Joe's treatment by our crew, and his subsequent airlift to London, he has since made a fantastic recovery, and is now back at school. Joe and his family visited the air ambulance base to meet Doctor Anthony Hudson and Critical Care Paramedic Natalie Brodrick, and express their gratitude for saving him. His mum said, "Considering we were told in hospital that if he survived he could have severe brain damage, it is quite unbelievable



Our Helicopters

Since the beginning of the century, we have been flying an MD902 Explorer helicopter in Kent. The second MD Explorer helicopter began operating when the service expanded into Surrey and Sussex and was later replaced with a night capable MD902.

The MD Explorer helicopter is an innovative aircraft that uses twin engines and travels at average speeds of up to 150mph. While it remains one of the most advanced aircraft available for Air Ambulance work, we've recently announced that we will be replacing our older MD902 helicopter with a new AW169.



The AgustaWestland AW169 helicopters are faster, have better endurance, and perform better in emergency situations. These aircraft are also larger, allowing us to explore the potential of in-cabin interventions or in-air interventions.

This will save us time and help us provide a much higher quality of care for our patients. While we are constantly challenged by our limitations in the services we provide, such as limited fuel capacity and restricted fuel supply points at night, the AW169 will help us improve our night HEMS operations.

If we are granted the appropriate planning permission to establish a service delivery hub at Redhill aerodrome, our new AW169 aircraft could begin operating by the end of the year.

Further Reading

For a copy of our latest Published Accounts, click [here](#)

For a copy of our latest Impact Report, click [here](#)

For details of our latest CQC inspections, click [here](#)

For more information on how people fundraise for us, click [here](#)

Our Board and Committees

The Board is responsible for ensuring we fulfill our charitable objectives. The Board drives our strategic direction and keeps a close eye on our clinical outcomes and our overall performance. The Board currently has eight members and meets four times a year. The Board has three Committees (listed below) which meet either three or four times a year. As a trustee we would hope that in addition to being a member of the Board you would serve on at least one of the following committees.

Income Generation

This committee provides assurance to the Board in relation to the Charity's fundraising strategy, as developed by the management team. It supports the Board in relation to the development of the Income Generation strategy and future plans for the Charity. It advises the Board on the income generation planning, budgeting, and performance processes and considers whether financial and staff resources are properly and effectively allocated and efficiently and ethically managed in the execution of the agreed strategy and plans.

Planning, Finance, and Resources

This committee advises the Board on the planning, budgeting, and performance and risk management processes. It also considers whether financial and operational resources are properly and effectively allocated and efficiently managed across the Charity.

Clinical Governance and Service Delivery

The purpose of this committee is to support the Board in relation to the primary purpose, i.e. the delivery of a complex emergency service to badly sick and injured patients in the pre-hospital environment. The Charity adheres to a robust Quality Governance Framework and we ensure that Quality underpins everything we do. This means that the Board should be sufficiently aware of potential risks to quality and has the necessary leadership, skills and knowledge to ensure delivery of the quality agenda as well as promoting a quality-focused culture at all times.

Key Responsibilities of a Trustee

Overview

To support the Chair in providing strategic leadership to the Board and the Chief Executive. Trustees will focus on strategy, governance, performance, clinical outcome and sustainability. Trustees will be expected to bring a broad range of insights and give both challenge and support as appropriate.

Main Duties

- To help set a clear vision, mission and strategic direction for the Charity and ensure that the necessary resources are deployed to deliver the strategy
- To monitor and evaluate the performance of the Charity against its strategic aims and operational plan, ensuring that its objectives are achieved
- Working with the other Trustees, ensure that the Charity operates in accordance with the law and best practice
- Work with the other members of the Board to safeguard an effective business plan and agree the overall annual income and expenditure budget for the Charity
- Ensure the organisation's financial performance, clinical outcomes and overall delivery of its services are effectively monitored and scrutinised
- To receive regular reports from the Chief Executive on progress towards agreed strategic priorities and hold the Chief Executive to account for the management and administration of the Charity
- Be aware of and ensure that regulation and standards set by regulatory bodies such as the Fundraising Regulator, Aviation Regulators, the Charity Commission, or the Care Quality Commission are being adhered to
- Ensure risk and performance are effectively monitored, managed, and scrutinised, including adequate internal controls and managing a risk register
- Build and maintain relationships with staff and stakeholders, reflecting KSS Air Ambulance charitable values and protecting the interests and reputation of the organisation
- Reflect annually on the Board's performance (and individual Trustees' performance) and participate in individual and collective development and training of Trustees
- Prepare for all meetings, briefings, development activities, or the Strategy Day by reviewing all necessary documentation beforehand

Person Specification for a Trustee

We have listed below some of the key skills and experience you might have;

1. A proven track record of achievement within your own field of expertise
2. Successful experience of operating at a senior level within either the public, private or not for profit sectors
3. A strong understanding of governance and the respective roles of the Chair, Trustees/Non Executives and the CEO
4. Confident and effective communication skills with the ability to support and challenge in a constructive way
5. Well networked with experience of building and sustaining relationships with key stakeholders
6. An understanding and appreciation of risk
7. Financial literacy and commercial acumen
8. An alignment and commitment to the values and purpose of KSS Air Ambulance
9. In addition to the above, a background in one or more of the following areas would be welcomed;
 - a. Strategic communications
 - b. Digital communications, sales and marketing, and social media
 - c. Income generation and strategic fundraising
 - d. Clinical governance and commissioning within the NHS
 - e. Operating within a regulatory framework
 - f. Research and health outcomes
 - g. Knowledge of the key geographical areas we serve

How to Apply

If you are interested in applying for this role, please do so via the Attenti website:

<http://attenti.co.uk/jobs/kssaa/>

- Please ensure you provide the following: A comprehensive CV including details of your achievements in each role.
- If you would like to provide a short supporting statement, please feel free to do so, this is not mandatory at this stage but would be helpful.

Please ensure that you indicate in your application any dates when you will not be available, or where we might have difficulty in contacting you.

All applications will be acknowledged.

Attenti will respect the privacy of any initial approach or expression of interest in this role, whether formal or informal.

Please let us know of any accessibility accommodations you may require.

Closing date for applications: **Sunday 10th September**

Final Panel interviews will be taking place on Monday 9th October and Wednesday 11th October.

For an informal and confidential discussion, please contact our advising consultants Jim Banks, David Fielding, or Andreea Pohus at Attenti on 020 7422 0621.