London’s Air Ambulance

Chief Operating Officer

Appointment Brief

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Appointment Brief

London’s Air Ambulance, Chief Operating Officer

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Thank you for your interest in becoming London’s Air Ambulance’s new Chief Operating Officer. We are the charity that delivers an advanced trauma team to the 10 million people who live, work and travel within London each day, inside the M25. This year is our 25th anniversary, celebrating 25 years of saving lives and serving London. We have treated over 30,000 critically injured patients since our inception.

Our mission is to provide our patients with the world’s most innovative and effective pre-hospital care. We have embarked on a strategy to grow our organisation, enabling us to raise our profile, continue to innovate what we do and to serve more people. To support our aspirations, we are now seeking an experienced Chief Operating Officer to join our top team.

As our new COO, you will work hand in glove with me as Chief Executive and will deputise when necessary. You will have a wide breadth of influence and responsibility, covering Operations, Finance, Human Resources, Facilities, PR & Communications and acting as our AOC (Air Operations Certificate) Accountable Manager, having responsibility for our aviation function. Intensive training and support for this latter component will be provided if you have not previously worked within aviation.

You will be joining us at a very exciting time and be key in helping us to drive and fulfill our mission. We have a highly committed and passionate workforce and this role will provide reward and challenge in equal measure.

I hope you find this appointment brief inspiring and I look forward to meeting you within the process.

Kindest regards,

Graham Hodgkin
Chief Executive Officer
About London’s Air Ambulance

London’s Air Ambulance is the charity that delivers an advanced trauma team to critically injured people in London. The service provides pre-hospital medical care at the scene of the incident and serves the 10 million people who live, work and commute within the M25. Based at The Royal London Hospital and founded in 1989, the service operates 24/7, with the helicopter running in daylight hours and rapid response cars taking over at night.

The team, which at all times includes an advanced trauma doctor and paramedic, perform advanced medical interventions, normally only found in the hospital Emergency Department, in time critical, life threatening situations. Missions commonly involve serious road traffic collisions, falls from height, industrial accidents, assaults and injuries on the rail network.

London’s Air Ambulance has an international reputation for clinical excellence and delivers pioneering procedures which have been adopted across the world.

Its clinical team has performed life-saving procedures at the scene, including anesthesia, blood transfusion and even open chest surgery, often in extreme circumstances.

The average flight time is six minutes and the air ambulance can be anywhere in London within 12 minutes. On average, they treat six seriously injured people in London every day.

This year is the London Air Ambulance’s 25th anniversary, 25 years of saving lives and serving London, having treated over 30,000 critically injured patients since its inception.

Mission

To provide our patients with the world’s most innovative and effective pre-hospital care

Values

Exceptional care in exceptional circumstances requires exceptional people and our values sit at the centre of everything we do, with our patients being the consistent focal point of our activities:

Passion
We believe that our passion drives us and makes our organisation unique

Teamwork
We each perform a critical role but only by working together can we provide our world-leading pre-hospital care
**Professionalism**
We each strive to be the very best in our field and to deliver it in the best way possible

**Excellence**
We constantly innovate in order to achieve excellence in all that we do

**Resilience**
We demonstrate flexibility and strength in our determination to achieve our goals

**Transparency**
We demonstrate honesty and integrity through the openness of our communication

**Strategy**

Looking forward for the new financial year, our strategy focuses on four key areas.

**Operational Strategy**

Our operational priorities are to operate within extended daylight hours – we will be trialing this during summer 2014 and working in full daylight hours in 2015. We want to acquire a relief helicopter and, subject to planning approval and stakeholder funding, want to be operating the helipad 24 hours a day. Our last operational priority is to secure suitable charity premises for at least 5 years from January 2016.

**Clinical Strategy**

Although the helicopter service focuses on trauma, we also operate a land-based Physician Response Unit (PRU), staffed again by a senior doctor and an advanced paramedic. We want to secure long term paramedic resources for the existing PRU with a view to introducing a second unit later this year. We are also reviewing the requirement to gain independent CQC registration for our clinical activities. Finally we wish to formalise and enhance our Injury Prevention and Outreach Programmes.

**Governance Strategy**

With regard to our governance, we will be implementing a Board Composition Review to ensure we have the right mix on the board and that it is structured in the most effective way. We also want to carry out a Memo and Arts review to ensure that it covers our ever increasing range of services and activities.

The fourth key area of our strategy for 2014/15 is to focus on the Institute of Pre-Hospital Care, having launched this is a world’s first in the first quarter.
The Institute of Pre-Hospital Care

The Institute of Pre-Hospital Care at London’s Air Ambulance was founded in 2013 to build on and expand on the influence we have had to date through our research, innovation and education activities, as well as professional affiliations and publications of our clinical leadership. We have influenced clinical guidelines, governance standards and the practice of air ambulances in the UK, Europe and Australia.

The Institute’s mission is to drive excellence in pre-hospital care standards and practice through research, innovation and education; and by fostering collaboration across medical disciplines dedicated to improving outcomes for people afflicted by critical injury and illness.

The Institute remains closely aligned with London’s Air Ambulance, sharing its clinical and organisational leadership teams, drawing on its case studies to inform priorities; and collaborating to develop new clinical interventions, conduct research and educate the next generation of pre-hospital care experts. As Chief Operating Officer you would work closely in partnership with the Institute to ensure its ongoing operational and commercial success.

London’s Air Ambulance in the Media

We are a high profile service with a range of significant supporters, admirers and donors from all fields, with a genuine reputation as leaders in our field globally. Here are a few links to different kinds of coverage we often have.

- YouTube video channel: https://www.youtube.com/user/londonsairambulance1
- Channel 5 Trauma Doctors: http://www.channel5.com/shows/trauma-doctors
Role Profile

Role Overview

To be responsible for the development of London’s Air Ambulance’s financial management strategy, the efficient running of its aviation and road operations and will contribute to the development of the organisation’s wider strategic goals.

The COO will be charged with developing and implementing policies and procedures across the finance, operational and premises functions. The role will also include responsibility for Human Resources and PR and Communications.

You will also be Director and COO of the Lottery Holding Company and the newly launched Institute for Pre Hospital Care.

Key Responsibilities

The Chief Operating Officer has the following primary areas of responsibility:

AOC Accountable Manager

The Accountable Manager is accountable to all relevant aviation regulatory authorities (including the CAA and EASA) for maintaining safety standards. The post requires the appointed person to be acceptable to the CAA and to gain approval and ongoing oversight from these authorities and to establish and maintain an effective management system. Support and training would be given to the new COO in order for them to formally become the Accountable Manager if they came to this role with no experience of aviation. The Deputy Chief Executive has agreed to remain the Accountable Manager until the new COO is in a position to do so. Duties include:

- Ensuring that all operations and maintenance system activities are can be financed and carried out to the standard required in accordance with the applicable requirements.
- Managing the relationship between London’s Air Ambulance and the CAA/EASA to ensure full regulatory compliance.
Maintaining a strong understanding of regulatory practices and principles to a level which permits them the Accountable Manager to 1) pass the initial be acceptable to the CAA acceptance meeting to be approved as an AOC Accountable Manager; and 2) hold an annual meeting with the CAA and implement proposed improvements and 3) prepare for and implement recommendations from any required audits.

- Exercising executive oversight of the internal compliance monitoring system and ensuring that all audit and inspection corrective actions, necessary as a result of findings, are implemented promptly.
- Working with external contracted consultant(s) to ensure that London’s Air Ambulance is fully compliant with all existing and new future regulatory requirements, including EASA changes and multi-crew regulations.
- Working with external suppliers contracted maintenance organisations to ensure any mechanical faults technical defect rectification or and planned scheduled maintenance aircraft services are is carried out in an efficient and fully compliant manner, in line with appropriate Quality Compliance Monitoring Systems, whilst maximising aircraft uptime availability.
- Maintaining the London’s Air Ambulance Safety Management System and all associated documentation and manuals
- Ensure ensuring the correct adequate staffing of persons nominated posts within the organisation
- Chairing appropriate safety committees and overseeing the accident prevention programme and the disaster recovery planning
- Maintain an independent viewpoint such that charity and clinical needs can be balanced with regulatory and safety requirements

Operations

To directly manage the Chief Pilot, Senior Fire Officer and Helipad Manager to ensure the smooth running of all aviation, car and helipad operations. Also to accept reports from the Continuing Airworthiness Manager, the Compliance Monitoring Manager and the Safety Manager. Duties include:

- Ensuring the correct staffing of persons in the organisation with designated responsibilities for standards under the relevant regulatory material
- Ensuring that appropriately qualified persons are appointed to the nominated regulatory posts in accordance with the requirements of the AOC.
- Managing the contracts for the contracted aviation consultants (Continuing Airworthiness and Compliance Monitoring).
• Ensuring that, where necessary, specialist training is made available to staff members that require it.
• Maintaining an appropriate system of policies, standard operating procedures (SOPs) and internal controls, with an integral focus on our Safety Management System.
• Chairing operational meetings and SMA committees as required.
• Responsibility for project managing the transition to extended daylight flying hours, and a second helicopter.
• Overseeing the rota process and ensure appropriate staffing levels at all times.
• Overseeing the rapid response car fleet to ensure that we are optimally operational at all times.

Finance

To manage the Financial Director and his team to develop a culture of financial transparency and control. Duties include:

• Managing the Reporting and Financial Management Strategy.
• Alongside the Finance Director and CEO, planning, coordination, and execution of the annual budget process.
• Providing reporting to CEO, Trustees and External Stakeholders, as required.
• Representing the organisation externally, as necessary, particularly in banking, commercial and lease negotiations.
• Ensuring that London's Air Ambulance is adhering to its strategic plan, delivering status reports to the CEO and board.
• Evaluate any and all investment opportunities ensuring they meet the investment return criteria as set by Trustees.
• Ensuring Compliance with all statutory requirements in relation to Companies Act, Charity Commission, Gambling Commission, Health and Safety and Data Protection.

Human Resources

To manage the HR Consultant and ensure effective delivery of all people related matters. Duties include:

• Driving a high performance culture, linking organisational strategy to individual performance.
Developing leadership capability and succession planning
Building a compelling employee value proposition and employee engagement strategy
Overseeing all aspects of Recruitment, Development, Compensation and Employee Relations
Overseeing the HR aspects of setting-up and running the Institute for Pre-Hospital Care

Facilities

To manage the Helipad Manager, Helipad Coordinator and City Office Manager to ensure the efficient operation and planning of all IT and premises. Duties include:

- Overseeing helipad maintenance and ensure all premises meet required professional and regulatory standards
- Developing and implementing a medium and long term IT and information security strategy
- Managing leases, vendors and contracts with a view to maximizing cost efficiency and developing a medium-term buildings and premises strategy
- Developing and implementing appropriate business continuity plans for both sites, to include human, system and IT resources.

PR & Communications

To manage the Head of PR & Communications and PR & Communications officer in developing a long-term brand management and PR and Communications strategy. Duties include:

- Carrying out a brand and perceptions audit to establish current market position
- In conjunction with the CEO and Director of Development, developing and evolving a detailed PR & Communications Strategy, fully aligned to Development and Marketing activities.

Broader Leadership Responsibilities (across all areas)

Given the COO role is responsible for a significant part of the charity, the incumbent will be expected to have impact and positive influence across the wider organisation, and with a range of external stakeholders. We would envisage you will;
• Promote a culture of high performance and continuous improvement that values learning and a commitment to quality
• Ensure staff members receive timely and appropriate training and development
• Establish and monitor staff performance and development goals, assigning accountabilities, setting objectives, establishing priorities, conducting annual performance appraisals and administering salary reviews
• Mentor and develop staff using a supportive and collaborative approach

As the organisation evolves and changes so will this role. The above list therefore is not exclusive or exhaustive and the job holder may be required to undertake such other duties as may reasonably be required.

Person Specification

You should be able to demonstrate and provide evidence of the following criteria listed under Part One within your written application. These will be tested further at the preliminary interview stage, along with the criteria listed under Part Two:

To be successful in this role you will be able to provide examples of:

Part One

• Proven track-record of successful strategic leadership
• Significant and successful experience of managing complex operations
• Strong corporate leadership skills with significant experience of working with a board
• Proven track record of managing progressive organisational and cultural change
• Excellent communication skills with the ability to motivate, engage and inspire a range of internal and external stakeholders
• Proven negotiation and influencing skills; displaying good judgement and creative problem solving abilities
• Significant experience of shaping, motivating and developing multi-disciplinary teams
• Strong commercial acumen, significant financial literacy with a proven track-record of presenting complex financial reports to multiple audiences, whilst promoting financial transparency
• Significant experience of developing and executing strategic business plans and subsequent operation plans
• Experience of logistics and a deep empathy and understanding of the management of risk and safety
• Significant experience of operating within a regulated environment and the ability to interpret complex aviation regulations
• A sophisticated understanding of PR, Communications, Business Development and Fundraising

Part Two

• Passion and ability to ‘go the extra mile’
• An intuitive leader with significant levels of emotional intelligence
• The ability to think and act both strategically and tactically
• Comfortable with the big picture and the detail
• A positive attitude toward aviation safety and balance this with charity and clinical demands
• The ability to deputise for the CEO and represent LAA externally across the spectrum of stakeholders, to include the media

Timetable

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<tr>
<th>Event</th>
<th>Dates</th>
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<tr>
<td>Closing date for all applications</td>
<td>Sunday 11\textsuperscript{th} May</td>
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<tr>
<td>Preliminary interviews at Attenti</td>
<td>w/c 2\textsuperscript{nd} June and 9\textsuperscript{th} June</td>
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<tr>
<td>Informal meetings between shortlisted candidates and the CEO</td>
<td>Wednesday 25\textsuperscript{th} June</td>
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<tr>
<td>Referencing and due diligence</td>
<td>w/c 23\textsuperscript{rd} June</td>
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<tr>
<td>Final Panel Interview</td>
<td>Wednesday 2\textsuperscript{nd} July</td>
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Terms and Conditions

**Salary:** Circa £85K

**Leave:** 25 days annual leave

**Other benefits include:** Child Care Vouchers, Interest Free Season Ticket Loan and a Bike Loan

This is a full time permanent role with a six month probationary period.

We would envisage you will split your time between our HQ which is based at 7-8 Philpot Lane, City of London, London, EC3M 8AA and our Helipad which is based at The Royal London Hospital, Ashfield St, London E1 1BB.
How to Apply

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

www.attenti.co.uk/LAACOO

Please ensure you provide the following:

- A supporting statement. This should clearly set out how you meet each of the criteria set out in the person specification. You should provide evidence in your statement; and not simply a broad claim to have done it - give us examples and dimensions; tell us what this achieved and how it helped meet your organisations' goals.

- A comprehensive CV including details of your achievements in each role.

- Details of two referees, one of whom should be your current or most recent employer, and let us know whether you would be happy for us to contact them as part of the process. Referees will not, of course, be contacted without your prior consent.

Please also download and complete the equal opportunities form, saving it to your computer and then uploading it with the other documents as above as part of your application.

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, which coincide with the appointments timetable.

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.

Closing date for applications: **Sunday 11th May**

For an informal and confidential discussion, please contact our advising consultants Jim Banks and David Fielding at Attenti on 020 7422 0620.