



Devon Air Ambulance Trust

Registered Charity No: 1077998



**DEVON AIR
AMBULANCE**

TRUSTEE APPLICATION PACK

Become a DAA Trustee and be part of this incredible local charity, providing emergency pre-hospital critical care to the people of Devon.

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@DevonAirAmb



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devonairambulance



www.daat.org



INTRODUCTION

Margaret Davies - Chair of Trustees



Thank you for your interest in becoming a Trustee at Devon Air Ambulance.

Trustees are an essential part of Devon Air Ambulance, which is funded by and for the people of Devon. This is an outstanding charity that saves lives all year round by administering the highest quality pre-hospital emergency critical care, often in the most difficult of circumstances.

Trustees are the ‘eyes and ears’ of the public. It is our job to hold the leaders of DAA to account, making sure the money that is donated is put to the best possible use, as well as ensuring the charity meets the legal obligations set by the Charity Commission, the Civil Aviation Authority and the Care Quality Commission.

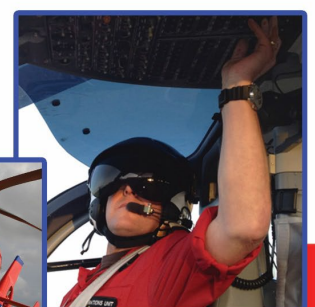
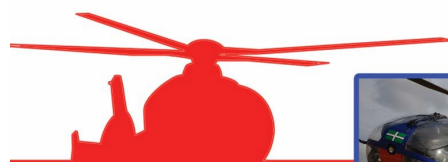
Being a Trustee means committing time and energy to Devon Air Ambulance, but it’s worth it! Trustees have the chance to make a real difference, learn new skills along the way and spend time with our fantastic team of people. Getting to know how the charity operates and becoming familiar with the unusual combination of helicopters, doctors and paramedics, is very rewarding. By supporting specific initiatives, such as our Green Team, helping at fund-raising events or visiting our shops, Trustees get to be part of the Devon Air Ambulance team.

Heléna Holt – Chief Executive

Over the past few years, Devon Air Ambulance has experienced steady growth and operational development culminating in being awarded our own Air Operator’s Certificate in 2014. The most fundamental change for 2019 was becoming clinically independent, meaning that we now directly employ our clinical staff. This has involved registering with the Care Quality Commission as an Independent Healthcare Provider. This gives us full control of the continuing clinical development of the service and freedom to recruit, manage, train and retain our own staff.



Early in 2019 we were delighted to extend our flying hours from midnight until 2am, which means we are able to reach even more patients in time-critical situations. In 2020, we welcomed a new, larger H-145 helicopter, introduced two new rapid response critical care cars to our operations and introduced a Public Access Defibrillator initiative across the county. Looking further ahead, we are in the early stages of planning a purpose-built combined Head Office and airbase near Exeter for 2024 that will enable DAA to achieve greater operational effectiveness and cost optimisation





ABOUT DEVON AIR AMBULANCE

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In 1986 founder Ann Thomas's world was shattered when her 18-year-old son, Ceri, was knocked from his bicycle and sustained life-threatening injuries. Sadly, he died later in hospital.

Naturally, Ann wanted to know if there was anything that might have saved her son. The consultant explained that the quicker a patient receives essential medical treatment, the more likely they are to survive. This stayed with her and, after a while, she started to research how life-saving treatment could be administered more quickly. She found out about Air Ambulances and that, in fact, there were already two operating in the UK, in Cornwall and Kent.

Ann set about campaigning and fundraising to set up the Devon Air Ambulance Trust. On 27th August 1992, Devon's first Air Ambulance mission was flown. A proud achievement and a comfort for Ann as she knew that Ceri's legacy would save thousands of lives to come.

The Devon Air Ambulance group incorporates Devon Air Ambulance Trust; the fundraising charity, and Devon Air Ambulance Trading Company Limited; a wholly owned subsidiary of the Trust and the employer of our clinical staff and pilots. Devon Air Ambulance today encompasses three broad areas of activity: fundraising, retail and operations. Our Strategic Plan sets out how we expect our income generation activities will support delivery of our operational objectives. With an annual turnover of over £8.5million in 2018, over 140 staff employed by both Trust and Trading Company, and over 600 volunteers, Devon Air Ambulance is one of the largest and most successful organisations in Devon.

The Devon Air Ambulance Trust is an independent charity and the money needed each year to keep its helicopters and critical care cars responding, comes from the community, businesses and friends of Devon.

Devon is a large sparsely populated rural county which poses many challenges to people in an emergency. With two helicopters at its disposal, the service can reach over 90% of Devon within 10 minutes and the remainder within 20 minutes. The journey to the Major Trauma Centre at Derriford, Plymouth from the most remote areas of Devon could take up to 2 hours by road, but just minutes by air ambulance. Our air ambulances convey patients to the right hospital for their needs rather than the nearest.

In 2021, Devon Air Ambulance was tasked to 1900 missions and treated 1191 patients. The types of incident attended vary greatly; from someone who has fallen from a horse, involved in a road traffic collision, a sporting injury (e.g. while playing rugby) or suffering a medical emergency, e.g. a cardiac arrest or stroke.

Our Head Office is based in Exeter and we have two airbases: one at Exeter Airport and the second at Eaglescott Airfield in North Devon. We have 19 charity shops located in towns across Devon, including two specialist vintage and variety shops.





OUR VISION,
MISSION &
VALUES

CATHERINE MARRON
MEDICAL CARE INSTRUCTOR

OUR VISION, MISSION AND VALUES

Vision

To end preventable death, disability or suffering from critical illness or injury.

Mission

Delivery of exemplary time-critical care.

Our Guiding Principles

Our Guiding Principles incorporate our core values. These are important to us because they inform our actions and behaviours.

Exemplary Patient Care

- caring;
- patient led;
- evidence led; and
- developed through experience

Community

- owned by and for the people of Devon;
- locally engaged; and
- committed to regional and national collaboration

A Safe and Just Culture

- transparent;
- fair and inclusive; and
- ethically aware

Excellence

- professional;
- innovative;
- effective; and
- committed to robust governance

OUR STRATEGIC PLAN / ANNUAL REPORT & ACCOUNTS

Strategic Plan

Our strategic plan underpins the direction of our organisation. It helps us to work together towards hitting objectives that help us achieve the best outcomes for our future patients. Find out more at <https://www.daat.org/strategic-plan>.

Annual Report & Accounts

The 2021 Annual Report & Accounts is available at <https://www.daat.org/annual-statement>



THE DAA FAMILY

THE DAA FAMILY

Everyone who works at Devon Air Ambulance is very proud of the Charity and how we look after our supporters and employees.

Our Trustees are a vital and integral part of the DAA family.

All our roles help save lives

We're motivated by shared values as well as the knowledge that our work makes a real difference to people's lives. Because of our values and our culture, we believe it's important to attract, inspire and develop the best staff.

We offer our team many opportunities to grow and develop, whether that is in the pursuit of a relevant professional qualification in support of the development of a role, academic qualifications, field-specific training or attending talks, workshops or conferences.

The Charity rigorously complies with the rules and regulations of the Civil Aviation Authority, the Care Quality Commission and the Charity Commission among other bodies.

"We believe in investing in our staff, from ensuring they have the right equipment to undertake their role to the right training and development to further grow and expand within it. I'm very proud of the team; every member knows the role they play in helping to save lives. We never rest on our laurels though, and are always working to improve across all our activities."

– Heléna Holt, Chief Executive

Championing Digital

We are enthusiastic in supporting digital transformation and ensuring our staff are upskilled and able to respond to the challenges of the digital age. As such we are proud to have several Digital Champions to ensure the Charity's continued development.

Apprenticeship

The Charity was nominated for the Education and [Training Skills Employer of the Year Award](#) thanks to its support of staff members in assisting with the updating of their knowledge.

Supporting Training and Education

The Charity was nominated for the Education and Training Skills Employer of the Year Award thanks to its support of staff members in assisting with the updating of their knowledge.

Having a Just Culture

Our staff are a key component in maintaining the professionalism and the reputation of the Charity and we proactively nurture a working environment that is both safe and just through promoting transparency, fairness, inclusivity and ethical awareness. We also ensure our supporters are protected by looking after their data securely and fostering a culture of mutual respect.



Volunteers

As a charity, we rely on a large number of dedicated volunteers who provide invaluable support across a wide range of functions and business areas within the Charity. This includes helping at Head Office, representing DAA at events and attending cheque presentations, giving talks on the Charity's operations and servicing our collection boxes. At the end of 2021, we have over 700 volunteers.



A Living Wage Employer

We are a Living Wage Employer and hold a Silver Award in the Defence Employer Recognition Scheme, awarded to employers who wish to pledge their intention to support defence and take a positive stance towards employing personnel who are or were members of the Armed Forces community.

A Mindful Employer

Devon Air Ambulance is a Mindful Employer, which means that the Charity is empowered to take a lead in supporting the mental wellbeing of staff.

We have signed up to *The Charter for Employers who are Positive about Mental Health*, which is a voluntary agreement that seeks to support employers in working within the spirit of its positive approach.

The Charter is one element of the MINDFUL EMPLOYER® initiative, which is aimed at increasing awareness of mental health in the workplace and supporting businesses in recruiting and retaining staff.

“We are committed to looking after and retaining those we recruit and to be the best employer we can be. Sickness and losing good, well-trained staff is costly to the Charity, but also to the individual. Therefore it is our corporate and social responsibility to comply with legislation and make the workplace as healthy for everyone as we can.”

– Heléna Holt, Chief Executive



A Diverse Employer

Devon Air Ambulance is committed to maintaining a diverse, equitable and inclusive workplace. Our aim for the Charity is to be truly representative of all sections of society and those we serve, and for every employee to feel respected and able to give their best.

While Government data shows that the southwest is amongst the least ethnically diverse areas of the UK, diversity is a topic broader than ethnicity itself. DAA recognise diversity in the following areas:

- Race and Ethnicity
- Age and Generation
- Gender and Gender Identity
- Sexual Orientation
- Religious and Spiritual Beliefs
- Disability
- Socioeconomic Status and Background

Charity Leaders' network, ACEVO, and the Institute of Fundraising, are asking members and leaders across the charity sector, and those in wider civil society organisations that want to improve diversity, equity and inclusion, to sign up to eight principles.

1. Acknowledge that there is a problem with racial diversity in the charity sector and commit to working to change that.
2. Recognise the important role leaders have in creating change by modelling positive behaviour and taking action.
3. Learn about racial bias and how it impacts leadership decisions.
4. Commit to setting permanent and minimum targets for diversity that reflects the participants, donors, beneficiaries and the population of the area that my charity operates in.
5. Commit to action and invest resources, where necessary, in order to improve racial diversity in my charity.
6. View staff as the sum of many parts rather than a single entity and recruit to build a diverse group of talented people collectively working towards a shared vision.
7. Recruit for potential, not perfection.
8. Value lived experience, the ability to draw from one's lived experience and to bring insights to an organisation that can develop its work.

We welcome applications from individuals whose lived experience will enrich the work of our Charity.

An Award-Winning Employer

In 2021, Devon Air Ambulance celebrated its Two Star accreditation, which recognises outstanding levels of employee engagement, also securing its place at number 24 in the Best Companies list to work for in the UK for the Charity sector.

The Charity was shortlisted for the [PwC West of England Business of the Year Awards](#) in 2018 after having won the Business of the Year Award (turnover below £30m category) in 2015.





GOVERNANCE AND LEADERSHIP

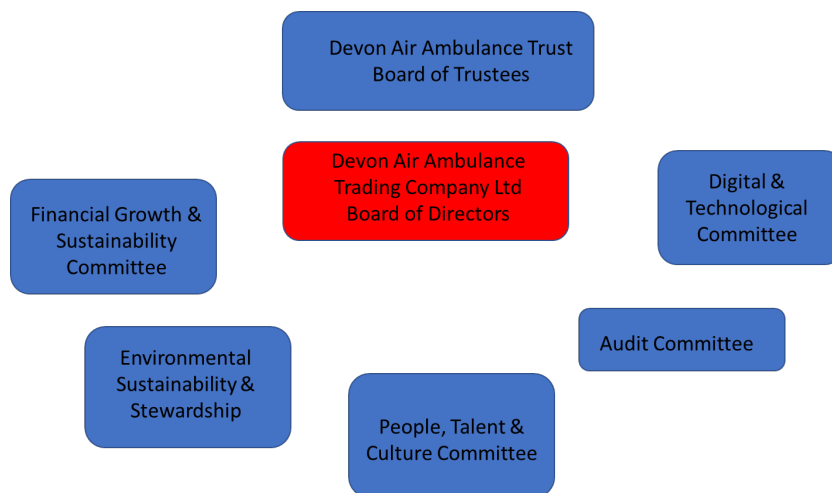
GOVERNANCE AND LEADERSHIP

Robust, impartial and strong governance, and strong leadership, is key to the successful running of Devon Air Ambulance Trust.

Our trustees act as the 'eyes and ears' of the public, holding the Charity to account, ensuring our money is spent appropriately and that we act ethically.

Devon Air Ambulance is made up of the Trust (Charity) and the Trading Company (a limited company wholly owned by Devon Air Ambulance Trust).

The Trading Company was set up in order for the service to be granted its own Air Operating Certificate from the Civil Aviation Authority (this cannot be awarded to a charitable organisation).



Each individual member of the trustee board has a responsibility to contribute to the discharging of the board's duties:

- To maintain an awareness of the business of the Charity;
- To fully understanding the role and commitment of the trustees;
- To develop and ensure delivery of the organisational strategy;
- To behave with integrity and be open and accountable;
- To prepare for, and regularly attend, board and committee meetings;
- To participate in an annual board away-day;
- To actively contribute to all discussions;
- To monitor whether the Charity complies with its governing document;
- To monitor the financial position of the Charity;
- To ensure it operates within its means and objects, and within clear lines of accountability for day-to-day financial management;
- To support the development of the Charity through participation in agreed projects;
- To maintain confidentiality about any sensitive information received in the course of duties as a trustee.

The Senior Leadership Team

Leadership and day-to-day running of the Charity is delegated to the Chief Executive through a Scheme of Delegation. The Chief Executive, in turn, leads a Senior Leadership Team.

- Helena Holt, Chief Executive / Accountable Manager
- Caroline Creer, Deputy Chief Executive / Income Generation Director
- Martin Bell, People Director
- Nigel Hare, Operations Director
- David Hawes, Finance & Infrastructure Director
- Capt. Steve Rush, Helicopter Services Director

The Essential Trustee – What you need to know, what you need to do

The following guidance from The Charity Commission contains useful information on being a trustee and the key duties and responsibilities involved.

<https://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3/the-essential-trustee-what-you-need-to-know-what-you-need-to-do>



TRUSTEE PROFILE

Trustee Profile

Devon Air Ambulance is committed to providing the very best pre-hospital clinical care to everyone across Devon and the Southwest, and we would therefore welcome applications from people who live or work locally in Devon or neighbouring counties.

We are keen to hear from you if you have an understanding of governance (charity, public or private) although this is not a pre-requisite. We are also happy to explore with individual Trustees ways in which we can support their own development, and enhance the core competencies they may already have, which will benefit both them and the Board of Devon Air Ambulance. We are therefore particularly interested in potential trustees who can demonstrate strong competencies in:

- Leadership
- Strategic and critical thinking
- Relationship building and conflict resolution
- People and organisational culture
- Research Institutes
- Voluntary and community organisations
- Social enterprises and cooperatives

Within the Board, we also do value representation from people with specialist skills applicable to an air ambulance operation, looking to achieve a balanced Board with knowledge of a number of wider charity, professional and business sectors such as:

- Emergency medicine
- Helicopter services/aviation
- Fundraising
- Marketing and communications
- Law
- Finance and investment
- Charity retail
- Facilities and property management
- Fundraising and Income Generation
- IT / Digital transformation

Commitment to a Diverse Board

Devon Air Ambulance is committed to ensuring diversity among our board of trustees. As with our workforce, we aim to be truly representative of all sections of society and those we serve, and for every employee, trustee, volunteer and supporter to feel respected and able to give their best. As an active supporter of diversity, Devon Air Ambulance are looking for Trustees regardless of age, gender, sexuality, disability, race or religion.

Trustee Role Description

Role of the Trustee

Trustees are the people who have overall control of a charity and are responsible for making sure the charity is doing what it was set up to do. The term Trustee relates to the trust that is placed in them to lead the charity and decide how it is run. Being a Trustee means making decisions that will impact on the community of Devon and our patient's lives.

While role specific competencies are important, our main focus is on ensuring a diverse range of views, experiences and life skills to ensure the Board benefits from having the widest breadth of knowledge available and can be a critical friend who is comfortable contributing and challenging in order to support a charity of this complexity.

Skills and Development

You will develop or enhance a broad range of skills through your work as a Trustee including leadership, strategic planning, knowledge of charity and healthcare sector governance, decision making, communication skills and building new networks. You will be supported in your Trustee development through training and support from the Chair of the Board and fellow Trustees.

Main Responsibilities

The Charity Commission sets out guidance for Trustees in its document "[CC3: The essential trustee: what you need to know, what you need to do](#)". There are 6 headline duties:

- Ensure your charity is carrying out its purposes for the public benefit
- Comply with your charity's governing document and the law
- Act in your charity's best interests
- Manage your charity's resource responsibly
- Act with reasonable care and skill
- Ensure your charity is accountable

Expectations

In order to discharge these responsibilities Trustees need to meet the following expectations:

- Ensure your charity is carrying out its purposes for the public benefit
 - Understand the organisation's purposes
 - Plan what the charity will do, and what you want it to achieve
 - Be able to explain how all the charity's activities are intended to further or support its purposes
 - Understand how the charity benefits the public by carrying out its purposes
- Comply with your charity's governing document and the law
 - Make sure that the charity complies with its governing document ((Memorandum & Articles of Association)
 - Comply with charity law requirements and other laws that apply to your charity
- Act in your charity's best interests
 - With other co-Trustees decide will best enable the charity to carry out its purposes
 - With other co-Trustees, make balanced and adequately informed decisions, thinking about the long term as well as the short term

- Avoid putting yourself in a position where your duty to your charity conflicts with your personal interests or loyalty to any other person or body
- Not receive any benefit from the charity unless its properly authorised and is clearly in the charity's interests; this includes anyone who is financially connected to you, such as a partner, dependent child or business partner
- Manage your charity's resource responsibly
 - Make sure the charity's assets are only used to support or carry out its purposes
 - Avoid exposing the charity's assets, beneficiaries or reputation to undue risk
 - Not over-commit the charity
 - Take special care when investing or borrowing
 - Comply with any restrictions on spending funds or selling land
 - With co-Trustees, ensure appropriate procedures and safeguards are in place and take reasonable steps to ensure the above points are followed.
- Act with reasonable care and skill
 - Use your skills and experience to inform decision-making
 - Take advice when required, for example when buying or selling land, investing funds, high value contracts or legal action
 - You should give enough time, thought and energy to your role, for example by preparing for, attending and actively participating in all Trustee's meetings
 - Act quickly to address problems, ensuring serious incidents are reported to the Charity Commission
 - Maintain confidentiality about any sensitive information received in the course of duties as a trustee
- Ensure your charity is accountable
 - With co-Trustees to be able to demonstrate that the charity is complying with the law, well run and effective
 - Ensure it complies with accounting requirements
 - Ensure it is accountable to donors and beneficiaries
 - Ensure accountability within the charity, particularly where you delegate responsibility for particular tasks or decisions to staff or volunteers
 - Ensure matters delegated to the Chief Executive are clear and ensure these are properly exercised, asking questions and holding them to account

Person Specification

Each individual Trustee brings their own skills and qualities to the board, adding to the collective knowledge and experience.

Given the scope of Devon Air Ambulance Trust's activities, Trustees should have current or previous significant organisational or management responsibility in the private, public or voluntary sectors.

All Trustees must:

- Fully understand the role and commitment of the Trustees
- Behave with integrity and be open and accountable
- Be prepared to hold other Trustees, the Chief Executive or other Executive Directors to account
- Be able to commute to Devon based locations periodically for DAA meetings/events

Trustees should:

- Make best endeavours to attend all meetings and notify the Chair of absence as early as practical when this is not possible
- Prepare for meetings including reviewing relevant materials which will be available a week before the meeting
- Review prior meeting minutes and feedback where required to allow sign-off at the following meeting
- Participate in meetings, attempting to assist in resolving all issues where the Board's decision, view or advice has been requested or is required and actively contribute to all discussions



WHY BECOME A
TRUSTEE FOR DEVON
AIR AMBULANCE?

WHY BECOME A TRUSTEE FOR DEVON AIR AMBULANCE?

Benefits for us – Benefits for you

There are many benefits to becoming a Trustee for Devon Air Ambulance – not only because you will make an invaluable contribution to the successful running of this inspiring local charity, but because it also has benefits for your personal and professional development by increasing skills and broadening your professional networks.

"Having been air-lifted following an awful accident and suffering traumatic injuries, my main motivation for acting as Trustee is to support the Charity as much as I am able. The role also provides me with opportunities to develop and learn, some of which are transferable into other roles I hold.

My skills and experience in digital skills and strategy have already been put to good use at DAAT, along with my experience and knowledge in governance and strategy development.

DAAT will become even stronger with Boards of good levels of diversity. And not just of person-types, but of opinion, expectation, ambition and challenge. We will all bring our own insights, experiences and ideas and provide the executive team with support and motivation too".



Julie Hawker



William Matthewman

"My trusteeship at DAAT is my first role of this kind and is already proving an invaluable learning opportunity. Whilst the role brings with it significant levels of responsibility, I see this as a great chance to develop within the position, as well as honing a variety of transferrable skills for my day-to-day job.

It can often take years to advance far enough within your career to have a genuine impact on the company you work for. With my trustee role, however, I feel I can already make a real difference and my input is appreciated. A diversity of viewpoints is integral to a successful board and offering a different perspective as a new trustee is seen as highly valuable".



WHAT'S INVOLVED

WHAT'S INVOLVED – TIME, COMMITMENT AND REMUNERATION

The role of Trustee is vital to the effective running of the Charity, and so we ask all Trustees to make a commitment in terms of time and engagement. Attendance at Board meetings is mandatory, and we also encourage all Trustees to sit on, or Chair, at least one of our committees. We expect Trustees to fully engage with the Charity, ensuring they give sufficient time to prepare for meetings and participate with all discussions, debates and decision making.

Board Meetings

Trustees are required to attend four Board meetings per annum. These take place every quarter – in March, June, September and December. They are normally held on the last Thursday of each of those months (except December which is held earlier in the month). Each meeting starts at 4pm and lasts approximately two hours. Meetings are currently held virtually via Microsoft Teams but may on occasion be held in person.

Committee Meetings

There are four Trust Committees and a Trading Company Board meeting, which take place in the same quarter as the Board Meeting (see Governance Structure). The exception to this is the Audit Committee which convenes twice a year.

Each Trust committee meeting is chaired by a Trustee and is made up of members of the Senior Leadership Team, Trading Company Directors, external consultants (as required) and Trustee representation.

The Trading Company Board meeting is chaired by a Trading Company Director and is made up of members of the Senior Leadership Team, Trustees, external consultants (as required) and Trading Company Director representation.

Cultural Induction

All new Trustees are invited to attend a half-day 'Culture Induction' at the Head Office in Exeter or virtually. This provides important information about the Charity's history, brand, culture and expected behaviours as well as giving an oversight of the Charity's aims and objectives as detailed in the Strategic Plan. The session also looks at the role of volunteers and the Supporter Promise within the organisation, as well as the importance of relationships with key stakeholders and partners, and the Charity's focus on a 'Just Culture' and 'Digital First'. The morning ends with a practical session, delivered by our Critical Care Paramedics, on basic life-support techniques.

Annual Trust/Trading Company 'Away Day'

All the Trustees, together with the Trading Company Directors, Senior Leadership Team and Head's of Department, attend a full-day meeting at which they focus primarily on the strategic direction of the Charity.

Airbase Visit

In line with any Covid restrictions applicable at the time, all new Trustees are asked to visit DAA's airbases in Exeter and Eaglescott, accompanied by either the Operations Director or Helicopter Services Director. These visits will be arranged shortly after appointment, and enable new Trustees to see our facilities, learn more about our operations and meet our pilots and clinical teams, all of which helps them gain a greater understanding of Devon Air Ambulance.

Trustee and Governance Training Day

We hold a day of Trustee and governance training at our Head Office in Exeter, delivered annually by nationally renowned expert Dorothy Dalton. We alternate this training between general governance and finance for non-financial managers.

Remuneration

The role of Trustee is voluntary, but we are happy to pay reasonable expenses.

Additional voluntary engagement with DAA

Although we realise that Trustees often have very busy work and professional lives, we would encourage all Trustees to be as involved as possible by taking part in our charity activities and events.

Participation in DAA Charity Events

A key aspect of our income generation are the DAA community events such as the Dragonboat Festival, the Commando Challenge and topical events to support DAA's 30th Anniversary. We would welcome any Trustee who would like to take part in any of these events or provide voluntary support on the day.

Other

From time to time, we may also ask trustees to participate in short-life working groups designed to address specific time-limited pieces of work that require board level input.



CE

THE APPOINTMENT PROCESS

THE APPOINTMENT PROCESS

Stage 1:

If you wish to be considered to be a Trustee of Devon Air Ambulance, we will ask you to submit an Expression of Interest. This should be no more than one-page of A4 paper, giving us details about you as a person, any relevant qualifications or experience and, importantly, what you feel you can bring to the board and what you are looking for from us!

Stage 2:

We will ask you to come to Devon Air Ambulance Head Office in Pinhoe, Exeter, to meet with our Chair of Trustees and CEO or virtually via Microsoft Teams (as appropriate) for an interview, and to gain a wider understanding of our operations and the commitment required.

Stage 3:

If both parties agree to progress, you will then be invited to attend a Board meeting as an 'observer'.

Stage 4:

If you wish to proceed with your Trusteeship, you will be invited to the following Board meeting, where the board of Trustees will get an opportunity to discuss your appointment before this is finally approved.

INTERESTED?

If you are interested in becoming a Trustee with Devon Air Ambulance or would like to discuss the role further, please send an Expression of Interest to our Recruitment team (contact details below).

If you would like further information before submitting an Expression of Interest, please contact our Recruitment team (recruitment@daat.org) who will arrange a suitable time for you to speak with Margaret Davies – Chair of Trustees.

Expressions of Interest will be considered by the Chair of Trustees and Chief Executive before any application is progressed.

Send your Expression of Interest to recruitment@daat.org



Devon Air Ambulance Mission Facts 2021

