

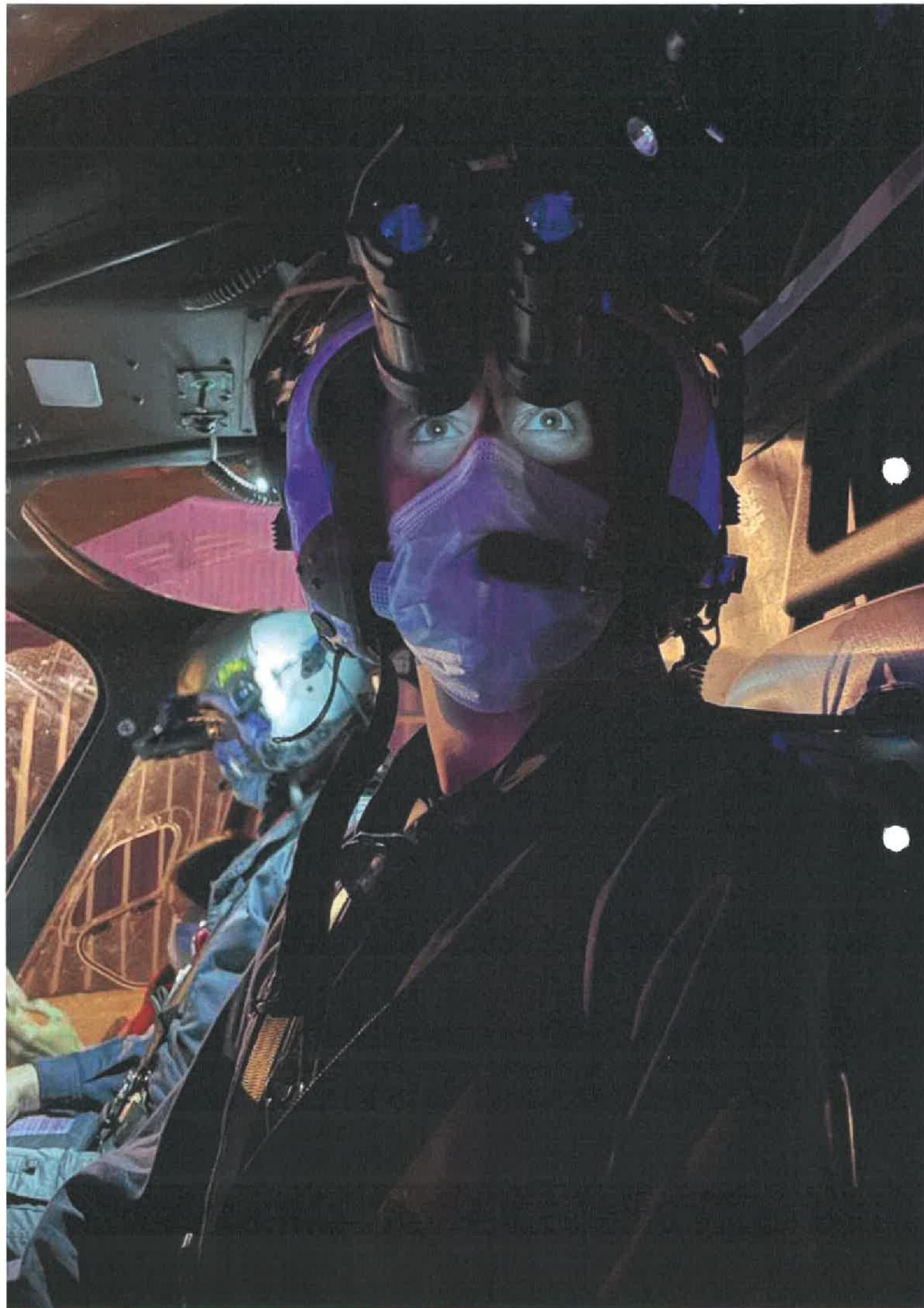


AIR AMBULANCE CHARITY
KENT SURREY SUSSEX

Annual Report and Accounts

Year ending 31st
March 2022





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Introduction from our Chair

It's an honour to present my first annual report in the role of Chair of Air Ambulance Charity Kent Surrey Sussex (KSS), following the retirement of Dr Helen Bowcock in December 2021 after seven years of service during which she helped steer KSS from strength to strength. I have been privileged to work alongside Helen on the KSS Board and look forward to continuing with the same passion and drive as we move forward to deliver our ambitious five-year strategy.



I experienced the critical, life-saving care KSS expertly provide in 2015, when I suffered a cardiac arrest whilst taking part in a half-marathon. If it hadn't been for the arrival of KSS and the incredible paramedic and doctor who gave me CPR at the scene, I might never have recovered. That experience motivates me to lead this strong Board of Trustees and the wider Executive Team to ensure KSS remains able to continue and expand their life-saving work for many years to come. There have been several changes to our wider team this year that I would personally like to acknowledge. The chair of our trading subsidiary Air Ambulance Promotions Ltd, Martin Boutcher, retired after 21 years. In his time the income from the subsidiary has grown from £41K in 2001 to £8.3M this year. Our Executive Director of Income Generation, Marketing and Communications Lynne Harris, also retired after 18 years with KSS. During Lynne's leadership, over £158M has been raised, enabling KSS to introduce new medical procedures, improve and expand our aircraft and reach even more patients. Andrew Farrant, KSS Trustee, retired after six years, but I am delighted he remains a part of the team as a supporter.

The Board carried out a skills audit in December 2021 and we are fortunate to be joined by five new Trustees, with specialist skills in communications, fundraising, paramedic science and aviation. Sue Appleby, Jane Redman, Richard Lee, Nick Hall and David Morgan have proven to be invaluable additions to our Board.

During the year, we took the opportunity to reflect on our identity and the needs of the communities we serve, as we moved to approve an ambitious five-year strategy. It became clear that, to fulfil our vision of ending preventable loss of life from medical emergency, we need to work beyond the provision of direct care, to providing education and training both within the pre-hospital care profession and, through outreach, within our communities. Our experiences during the COVID-19 pandemic also highlighted the need to be ready to support national efforts during times of crisis. With all this in mind, and with authority from the Charity Commission, we have updated our charitable objects to reflect these ambitions.

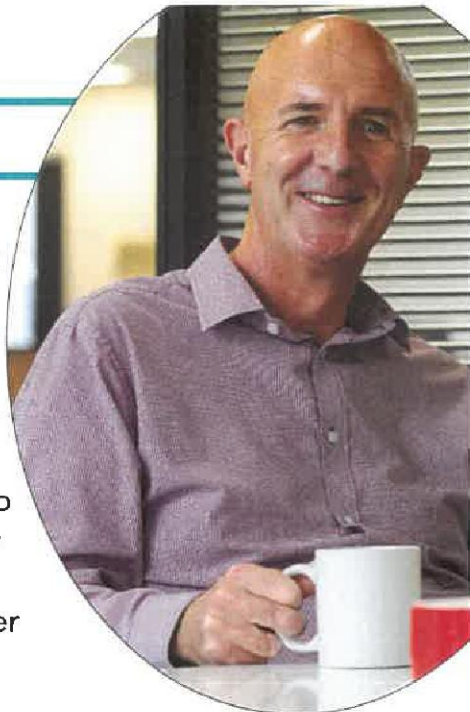
We are very proud of our charitable status and our new name ensures there is no ambiguity as to who we are. KSS only exists due to public support; whether that's through an individual carrying out a sponsored fundraising event, or a corporate partnership. We are your local air ambulance charity and will continue to work hard to make our service the best it can be.

A handwritten signature in black ink, reading 'Barney Burgess'.

Barney Burgess
Chair of Board of Trustees

Welcome from our Chief Executive

It is my great pleasure to welcome you to our annual report for 2021/2022, a year which has continued to present us with significant challenge, but in which we have come together as Team KSS to continue to deliver our very best for our patients and communities. I am immensely proud and privileged to lead and support such an incredible team and look forward to what we can continue to deliver together, as a truly people centred, purpose driven and values led charity. As always, I would like to sincerely thank every individual who has supported us in the past year – your commitment and generosity has never been more important or appreciated as we continued to deliver our 24/7 life-saving service uninterrupted throughout a further challenging year impacted by the COVID-19 pandemic.



I would like to take this opportunity to once again thank our outgoing Chair, Dr Helen Bowcock, for her committed years of service and inspired leadership and to welcome Barney Burgess to the role of Chair. I very much look forward to continuing working in close collaboration with Barney and our exceptional Board of Trustees to implement our five-year strategy and help continue to ensure the strength and resilience of our organisation.

We have all worked tirelessly to ensure that as well as continuing to be there for our patients and communities, we have looked to the future, determined and inspired to improve and innovate our treatment and care. We have created and developed our ambitious five-year strategy - Working Together to Save More Lives (2022-2027) - in which we will work as one team, Team KSS, to take bold, collaborative action to grow, innovate and save more lives. With demand for our service at an all-time high, we will develop our core Helicopter Emergency Medical Service (HEMS), grow our world-leading Research and Innovation Programme and introduce our Patient and Family Aftercare Service and community-based prevention, education and training initiatives. Through closer collaboration with the local community, the NHS, and other like-minded organisations, we remain committed to reaching more patients, improving more outcomes and working together to save more lives.

2021-2022 was our busiest ever year, with 3154 missions undertaken and £17.6M of income generated. We moved into 2022-2023 with the team, capacity and financial resilience to press on confidently with our strategy.

Ensuring the wellbeing of Team KSS remains a significant priority, and we have continued to work hard over the past year to continue to embed our inclusive, people centred culture so that everyone feels valued, supported and able to be their authentic selves.

We look to the future with real hope and determination and optimism towards what we can achieve together, for our patients and communities. On behalf of every patient we treat and care for, my sincere and heartfelt thanks to everyone who has supported us on our journey.

Your incredible support and generosity is as critical as our care. Thank you.

A handwritten signature in black ink, appearing to read 'David Welch', written over a white background.

David Welch
Chief Executive

Who We Are



Air Ambulance Charity Kent Surrey Sussex is a charitable company; a charity registered in England and Wales and a company limited by guarantee registered in England and Wales

Our registered charity name: Air Ambulance Charity Kent Surrey Sussex

Our registered company number: 2803242

Our registered charity number: 1021367

Our registered office: The charitable company is incorporated and domiciled in the UK. The address of our registered office is:

Air Ambulance Building
Rochester City Airport
Maidstone Road
Chatham
Kent
ME5 9SD



01634 471 900



hello@aakss.org.uk



aakss.org.uk

Our charitable objects

To relieve sick and injured people by the provision of specialised medicine and knowledge primarily, but not exclusively through an aeromedical service, to improve the health and medical outcomes of the wider community, primarily in South East England and surrounding areas, and nationally (or internationally) in times of need or distress



Our Board of Trustees

Our committed Board of Trustees are responsible for ensuring KSS is effectively and properly run and governed, and that we continue to work within our charitable objects. Each are elected following a careful recruitment process as outlined on page 39 and will serve up to a period of three terms of three years before retiring.

The Trustees who served during the year were as follows:



Chair

Dr H A Bowcock (retired 8th December 2021)

D H B Burgess (appointed as Chair 8th December 2021)

Trustees

M J Docherty, Vice Chair (appointed as Vice Chair 8th December 2021)

Prof A Rhodes, Vice Chair (appointed as Vice Chair 8th December 2021)

T S N Oakes, Hon. Treasurer

S E Appleby (appointed 17th June 2021)

P J Barrett MBE

A M Farrant (retired 8th December 2021)

N C Hall (appointed 9th March 2022)

R R Lee (appointed 9th March 2022)

D A J Morgan (appointed 9th March 2022)

J B Redman (appointed 9th March 2022)

P D Stewart



Thank you
to our
Trustees
who served
during this
period

Our key management personnel

The management of KSS is undertaken by our Chief Executive (CEO) David Welch and supported by a Senior Leadership Team who lead on strategic work in each of their Directorates.

The team are outlined below:

CEO
A D Welch

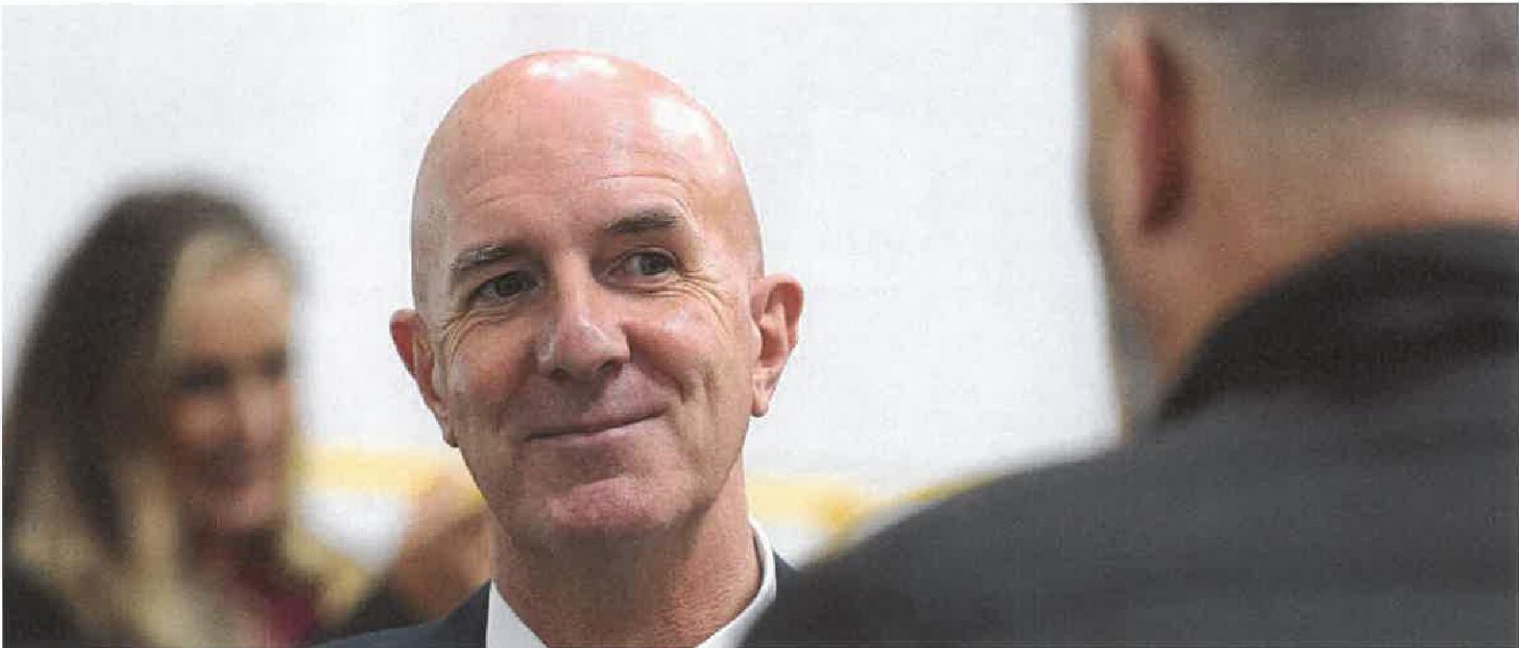
Senior Leadership Team (SLT)
L J Curtis MBE - Executive Director of Service Delivery
L D Harris - Executive Director of Income Generation, Marketing and Communications
I W Howick - Executive Director of Corporate Services
Prof. R M Lyon MBE - Associate Medical Director
Dr D J Bootland - Medical Director

Key advisors

Principal Bankers
National Westminster Bank Plc Chatham (A) Branch 148, High Street Chatham Kent ME4 4DB

Auditors
Crowe U.K. LLP Riverside House 40-46, High Street Maidstone Kent ME14 1JH

Investment Managers	
Smith & Williamson 25 Moorgate London EC2R 6AY	Ruffer, LLP 80 Victoria Street London SW1E 5JL



Activities, Achievements and Performance



The following section details our activities, achievements, and performance against our agreed set of objectives which we work towards in order to achieve our goals .

Our key achievements

In 2021-
2022



We performed a total
of 3,154 missions



We treated 1,845
patients



Our trading company (Air
Ambulance Promotions Ltd)
made a gift aided donation of
£7.0M to KSS from our
lotteries and raffles . The
lottery membership grew by
6% in this period



We raised a record
£17.5M income of
which 87% was raised
by the communities
we serve



We had 18 research
outputs



We treated 565
patients at night



Our volunteers gave
125 talks to
community groups
across our area



447 fundraisers took
part in one of our
virtual challenges



We were supported
by 168 volunteers



We had 1,032
collection boxes in the
community, raising a
total of £121K

Without our supporters and volunteers, none of this would be possible

Thank you!

The KSS Way

The KSS Way is our strategic and cultural framework; what we do to deliver on our purpose and work towards our vision, and how we do this by staying true to our values and always keeping people at the heart of all that we do.

Our purpose

At KSS, our purpose of saving lives and ensuring the best possible patient outcomes drives us every minute of every day as we proudly provide 24/7 care, 365 days a year.

Team KSS is a highly skilled, multi-disciplined team of doctors, paramedics, dispatchers, pilots, fundraisers,

marketers, communicators and operational, aviation and corporate services staff all supported by a dedicated team of volunteers. We utilise our modern fleet of helicopters and Rapid Response Vehicles (RRVs) to deliver our highly experienced doctors, paramedics, and their specialist equipment to the scene where they provide world-class, pre-hospital emergency medical treatment and care to critical patients and then ensure they are transported to the most appropriate major trauma centre or NHS hospital for their ongoing care.

Enabling the best possible outcomes for our patients drives us every day to continually learn and improve the service we provide, to reach more patients, and to have more of an impact on our communities.



Our Purpose

Saving lives and ensuring the best possible patient outcomes

Our values

We are led by our values. We stay strong to what we believe in, how we treat people, and how we behave in order to deliver on our purpose.

Our Values

We are led by our values. We stay strong to what we believe in, how we treat people, and how we behave in order to deliver on our purpose.



Caring

Caring for people and putting people at the heart of all we do



Trusted

Generating trust in everyone we engage with



Dedicated

Dedicated to ensuring the best possible outcomes for our patients and communities



Innovative

Pushing the boundaries through research and innovation to better meet the needs of our patients and expectations of our supporters



Collaborative

Embracing collaboration and partnership to achieve the best for our patients

Our vision



The world is changing, and so are we. At KSS, we believe in a better future. Our vision is **an end to preventable loss of life from medical emergency**. Our five-year strategy (2022-2027) outlines our plans for how we will reach more patients, save more lives, and further improve patient outcomes.

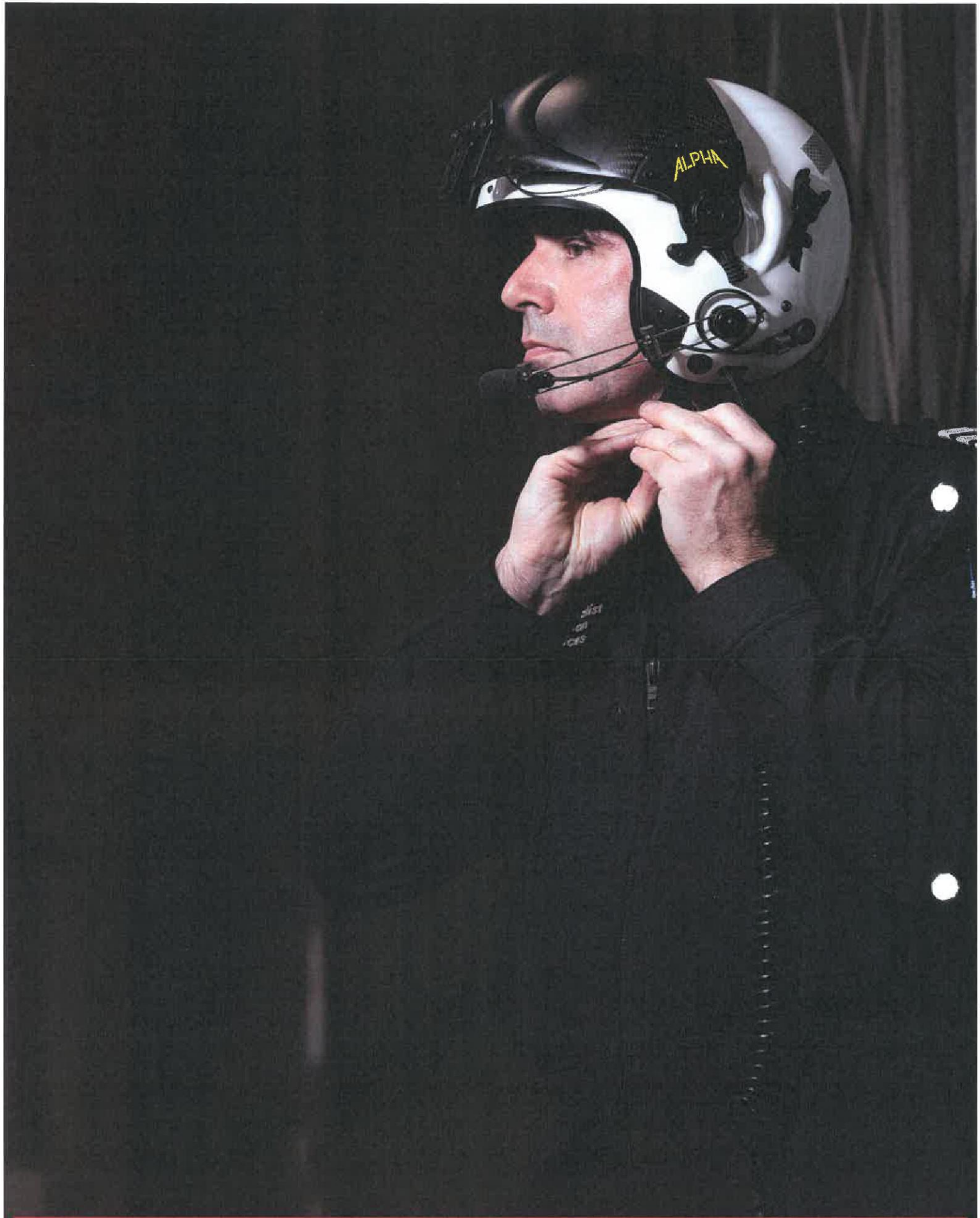
Our goals

We focus on our four goals to deliver on our purpose of saving lives and ensuring the best possible outcomes for our patients.

These are all underpinned by a set of both aggregate and summary metrics which are each given a RAG rating and are reported on at our committee and Board meetings to track and ensure transparency of progress so any challenges are identified and monitored.

This continues to be a priority as we evolve our metrics to best represent performance against our objectives.



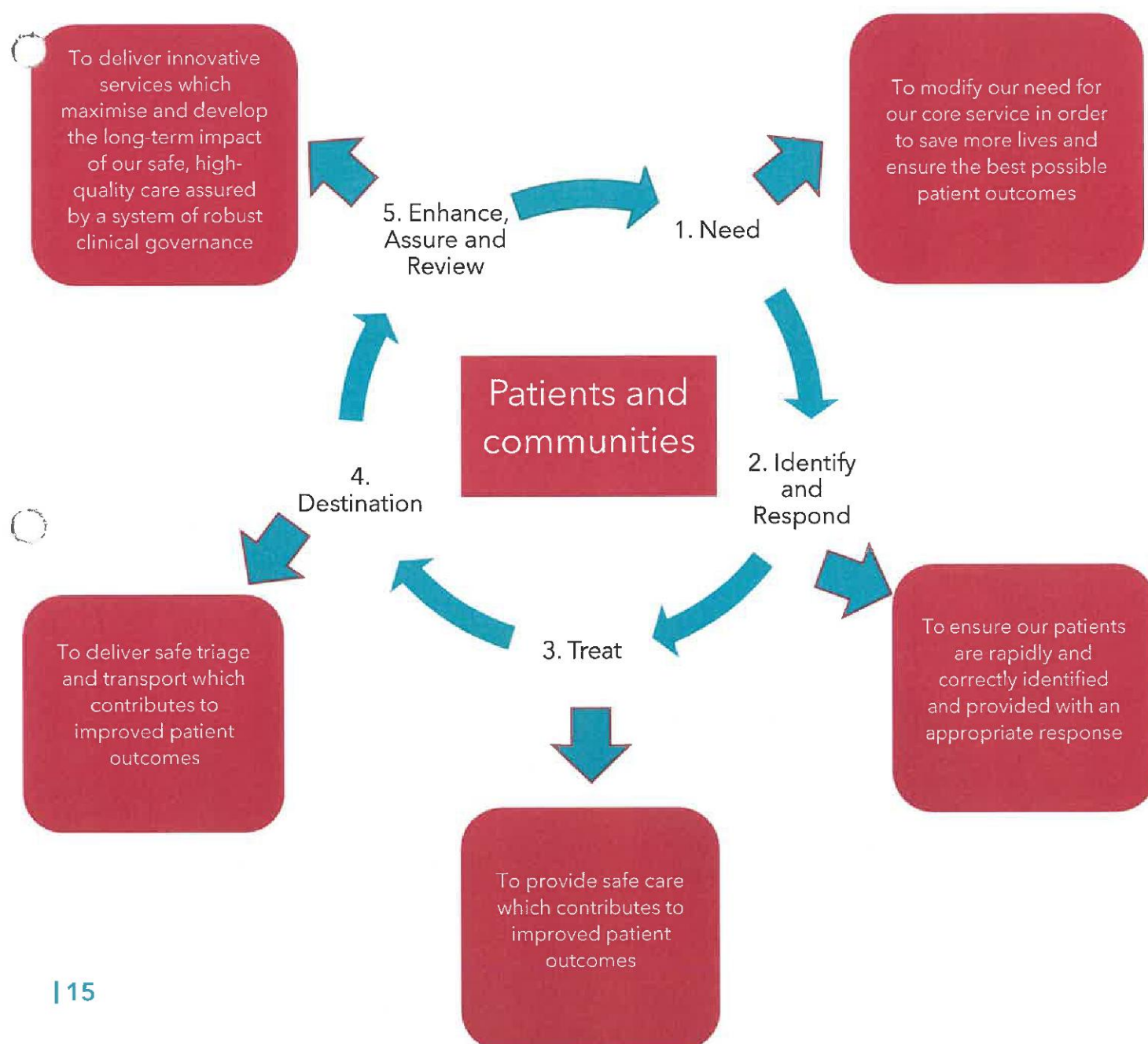


Goal: We deliver outstanding treatment and care

Our service

Our life-saving service is built around the patient journey, to ensure we meet the critical needs of our patients and enable their best possible outcome. We do this by the rapid delivery of high-quality pre-hospital care directly to the scene. Our two (plus one relief) advanced, state-of-the-art AW169 helicopters can deliver our crews to any part of our region in under 30 minutes. We also have four Rapid Response Vehicles which are vital to our 24/7 service and effectively enable us to bring the A&E department directly to the patient, no matter the weather conditions. Our highly skilled and experienced doctors and paramedics can perform life-saving hospital-level procedures at the scene of an incident, including administering general anaesthetic and undertaking surgery, often in challenging environments.

To achieve our goal of **Delivering Outstanding Treatment and Care**, we have set five objectives which align to the patient journey.

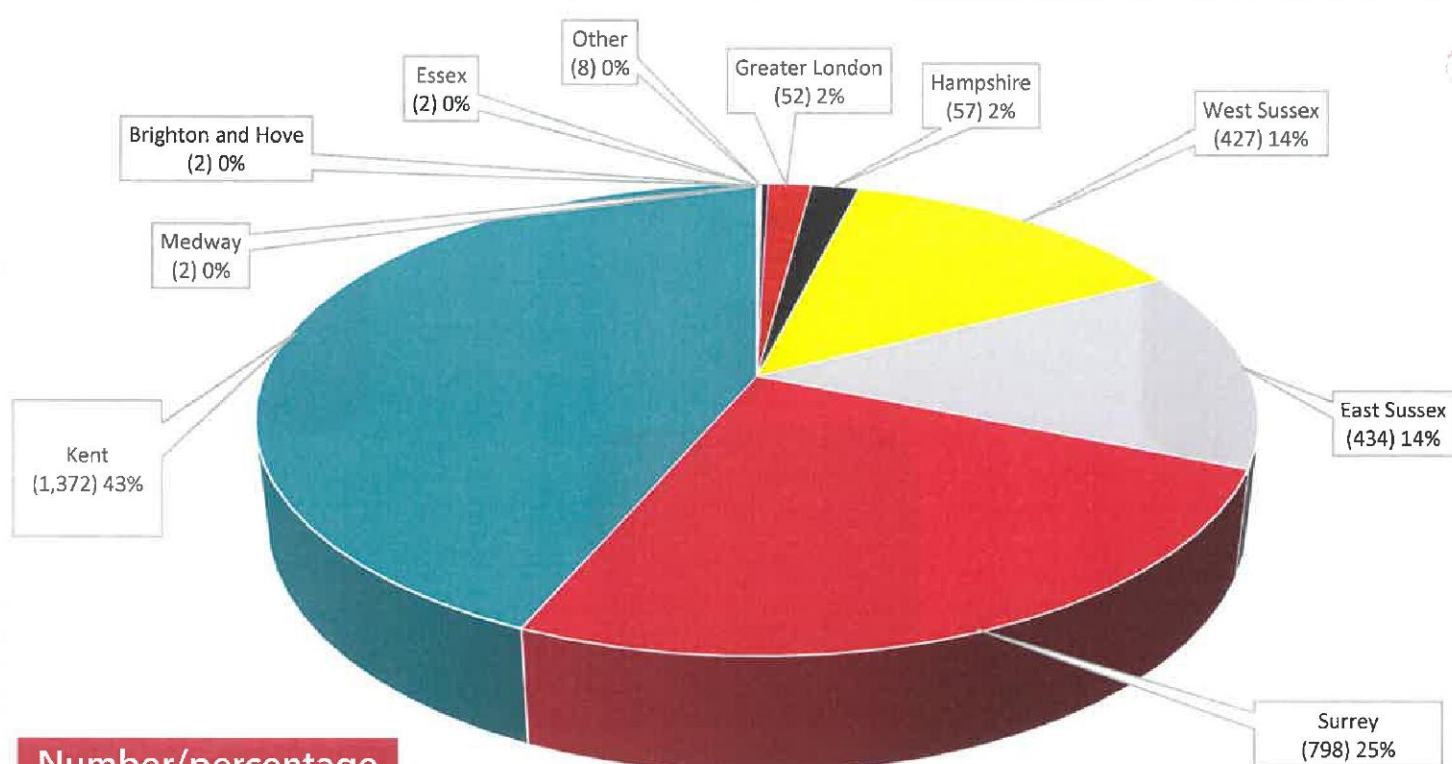
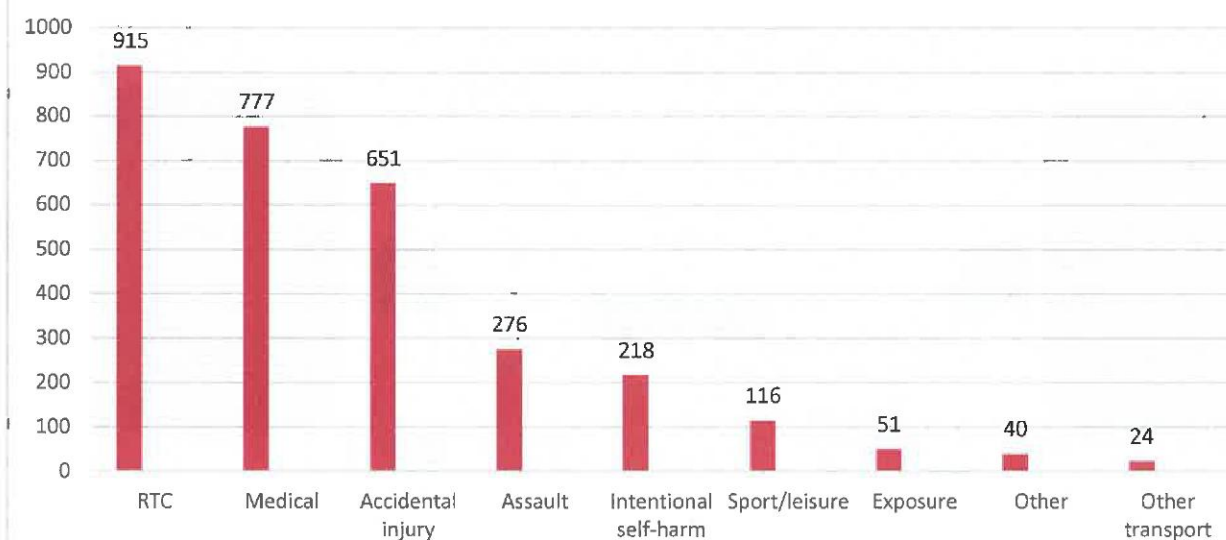




We have two full time and one relief helicopter fitted out with state-of-the-art medical equipment, and four Rapid Response Vehicles, used when circumstances prevent us from taking flight.

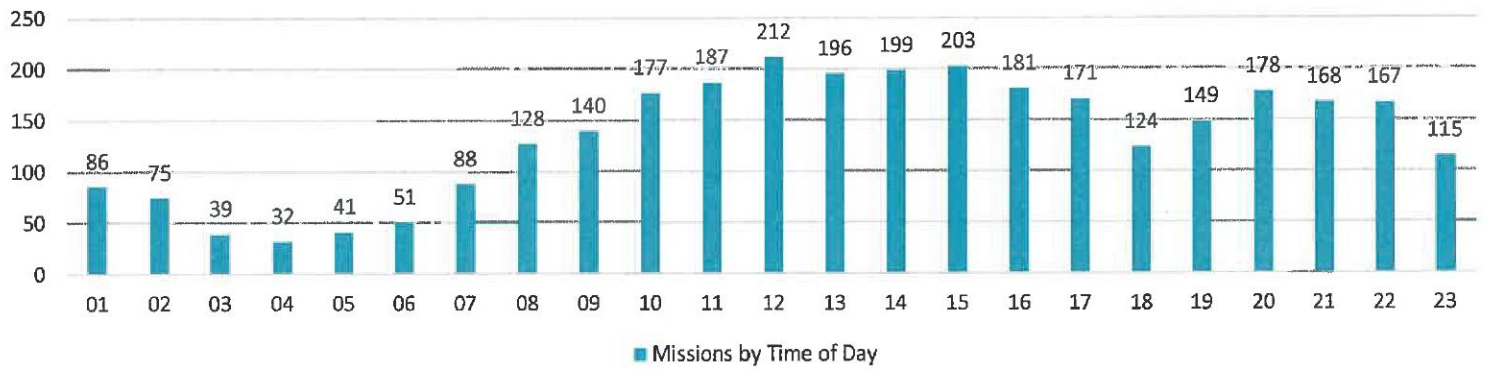


Missions by type



Number/percentage of missions by county

Missions by time of day



125 Patients required blood products (104 in 2021)



We treated 1,845 patients (compared to 1,490 in 2021)



29% of Missions were to Road Traffic Collisions



345 Patients (18.6%) suffered a cardiac arrest



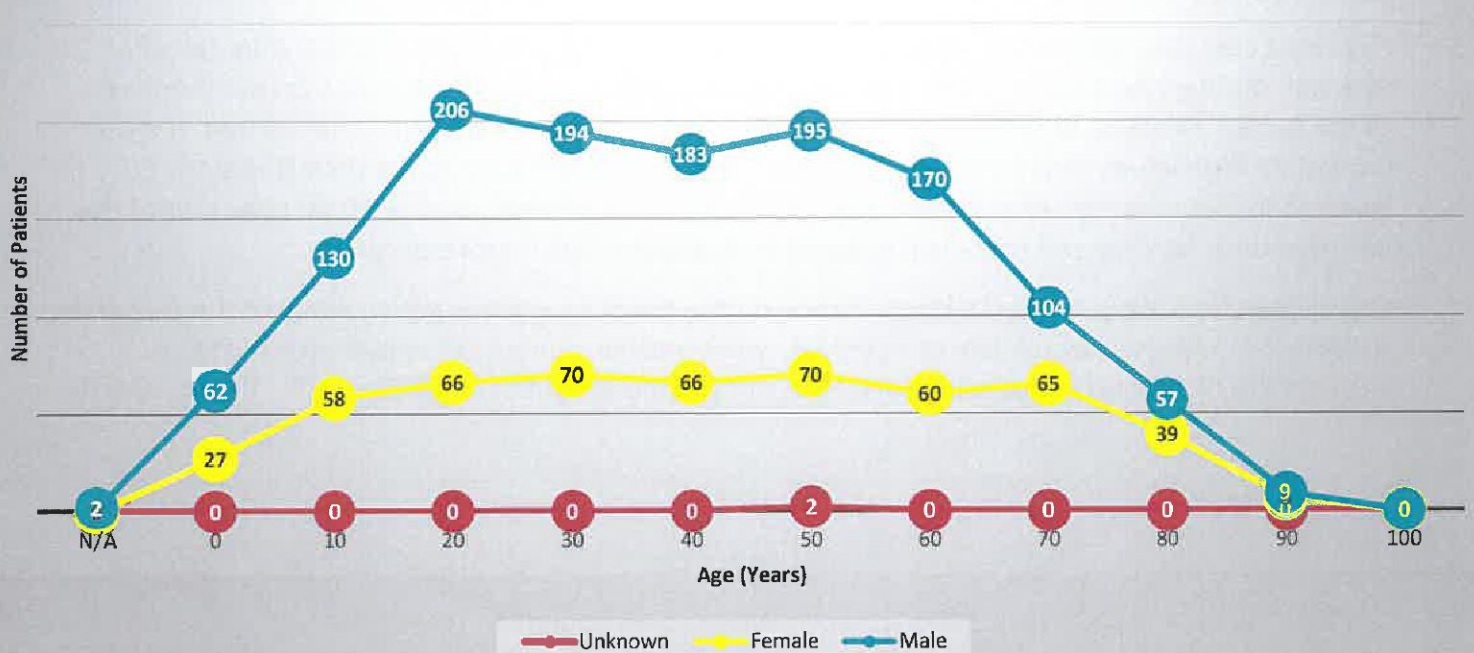
136 patients (compared with 73 in 2021) were classified as Code Red

This means they had significant bleeding which may have required the urgent administration of blood products, either during the pre-hospital phase of care or shortly after arrival at hospital

366 patients (20%) (compared with 287 (19%) in 2021) defined as having a traumatic brain injury

317 patients (17%) (compared with 256 (17%) in 2021) required an emergency anaesthetic

Patients by age and gender





Objective: Need – we modify our communities' need for our core services in order to save more lives and ensure the best patient outcomes

In 2021-2022 we started working with our partners in South East Coast Ambulance Service NHS Foundation Trust (SECAMB) to explore the best way to either support current community initiatives or identify gaps in the community programme that we could help to fill. This work has highlighted the need for more awareness in our communities, schools and workplaces of the immediate actions required in the event of a



person suffering a sudden cardiac arrest. We also need to help increase the number of public access defibrillators and improve the awareness and confidence in using these life-saving devices. The actions of those people at the scene within the first few minutes of this time-critical incident are the single most important element in improving survival. We are hoping to work with GoodSAM to engage with the public to build an army of community responders who will be alerted to sudden cardiac arrest and who are close enough to respond within a few minutes and provide immediate CPR and early defibrillation. It is hoped that this will complement the existing Community First Responder schemes that SECAMB already have in existence in certain areas of the region.

"We are more than just a mode of transport- our doctors and paramedics bring world-class pre-hospital emergency and critical care for the sickest and most critically injured patients to the scene."

Jo, Paramedic



Objective: Identify and Respond - to ensure our patients are rapidly and correctly identified and provided with an appropriate response

In 2021-2022 we were dispatched to 3,154 incidents. This has been an intensely busy 12 months for the whole healthcare system and in particular, for our partners in South East Coast Ambulance Service (SECAMB).

While the increased 999 call volume for SECAMB does not always mirror the activity in KSS, it does make our own detection and dispatch process more challenging.

The most complex element of dispatch is identifying key triggers in the first few minutes of a 999 call, during which there is often much understandable confusion and panic from members of the public, relatives or colleagues of the sick or injured person who find themselves in these incredibly high stress situations. The Dispatch Team are required to make their decisions in fewer than five minutes, where there are clear indications of need, and in 10 minutes where the information is lacking and there is a need to evaluate the call in more detail.

Our dispatchers are provided with guidance on the three keys areas which support the dispatch decision. Firstly, the mechanism of injury i.e., what has happened to the patient which can indicate the likelihood of serious injury, for example the height of a fall. Secondly, the condition

of the patient, which is the most challenging aspect of the call screening process, because this is rarely reported well or with the clarity we require to determine the dispatch decision. Finally, the location is considered which is a combination of the actual location of the incident, how far the patient is from the most appropriate hospital and how long it will take the ambulance service to reach the patient.

A key dispatch decision this year related to one of our patients, Chris. Our HEMS Dispatcher, Rachel Knight, was on duty. Whilst listening to the 999 call, she realised that Chris was making the call himself and appeared to be deteriorating during the course of call. Based on the mechanism of injury, (Chris had been run over by a tractor); his condition (he was struggling to breathe); and his location in rural West Kent resulted in a rapid dispatch decision. KSS arrived at the scene within 15 minutes. You can hear more about Chris' story, along with other patients at aakss.org.uk/about-us/patient-stories



Objective:

Treat - to provide safe care which contributes to improved patient outcomes

The treatment and care we provide should contribute to improved patient outcome and we aim to ensure there should be no unexpected deaths of KSS patients within the first 48 hours of care by our teams. In working to achieve this, we carry out an ongoing programme of staff training, clinical governance, service evaluations and research.

We have a set of metrics, reviewed quarterly by our Clinical Governance and Service Delivery Committee, and benchmarked against national standards on key clinical areas, including clinical governance reviews.

In caring for our patients, we work alongside professionals from other services including SECamb, many hospitals across the region and non-healthcare organisations such as the Fire and Rescue Services. In order to deliver outstanding care to our patients, all parts of the healthcare system need to work in close co-operation and at the top of our abilities. We strongly believe that by training together and by sharing our experience with those involved in responding to patients at the time of their injury or illness, we can enhance the care we provide and improve patient outcomes.



We provide care from the point of injury through to the care delivered on arrival at hospital. The additional capabilities of the AW169 aircraft allow us to further enhance our ability to provide care during the period of transport to hospital, providing opportunities for even better patient monitoring and diagnosis as well as exploring the potential for in-flight medical interventions such as advanced airway management.

By developing educational courses and training for our colleagues who work alongside us and by collaborative joint case review and education, we strive to foster the excellent teamwork our patients require of us when we're working together on scene, transferring a patient to hospital and on arrival at the hospital.



"I was delighted to secure a post with KSS, but the experience so far has been better than I could imagine. It is an absolute privilege to work with Team KSS and completing my 'sign-off' period was a highlight of my career so far."
Dr Richard McQuillan

Objective: Destination - to deliver safe triage and transport which contributes to improved patient outcomes

To ensure the best possible patient outcomes, it is important that they are treated at the hospital most suited to the care they need. In 2021-2022, we transported our patients to over 30 different hospital sites to ensure they received the most appropriate specialist treatments available to them. During this time, we also stood up an additional crew and dedicated specialist on-call support to work in partnership with the wider NHS and SECamb to assist with the transfer of patients requiring specialist critical care between ICUs across the region.

Our crews include a specialist pre-hospital emergency medicine doctor and paramedic, who have the skill sets required to manage the delivery of critical care outside of the hospital environment; a task that requires highly complex planning and detailed procedures.

Objective: Enhance, Assure and Review - to deliver innovative services which maximise and develop the long-term impact of our safe, high-quality care assured by a system of robust clinical governance

Each year, two cohorts of new doctors join KSS to work full time for up to one year. They begin with an intensive training programme delivered by our experienced paramedics and doctors during which they are continuously evaluated. Training includes both classroom lectures and simulations or 'moulages' of the real situations that the crews encounter. This is a very significant part of the training which helps build and cement the foundation of safe and effective pre-hospital care.

Our doctors and paramedics are rigorously tested not only on their clinical knowledge, but on areas such as communication skills with other crew members and with the patient. Our base at Redhill includes a training centre offering classrooms and sufficient space to deliver simulations



or 'moulages' of the real situations the crews encounter. In addition to our own staff, student paramedics from the University of Surrey, Canterbury Christchurch University and from SECamb attend the courses.

In 2021-2022, five doctors successfully completed their training course, enabling them to progress to a six to eight-week period of clinical supervision to gather experience and hone their pre-hospital skills.

Our high-quality care is built on a foundation of strong clinical governance. Our teams undertake 50 clinical governance days each year where clinical cases are reviewed within the team. Each day is led by a clinical governance lead, a consultant with a significant amount of experience in Pre-Hospital Emergency Medicine (PHEM). This day also affords an opportunity for regular team-led audit of clinical practice, review of current literature, practice of clinical skills, simulation training and educational updates on topics specific to PHEM, often delivered by a national or international expert.

Additionally for 2021-2022, our clinical governance leads worked on-shift alongside a clinical team for 100 shifts to allow supervision and peer feedback from what they observe directly during the delivery of care. This process allows us to provide continuous professional development of our teams and to ensure the highest levels of care for our patients.

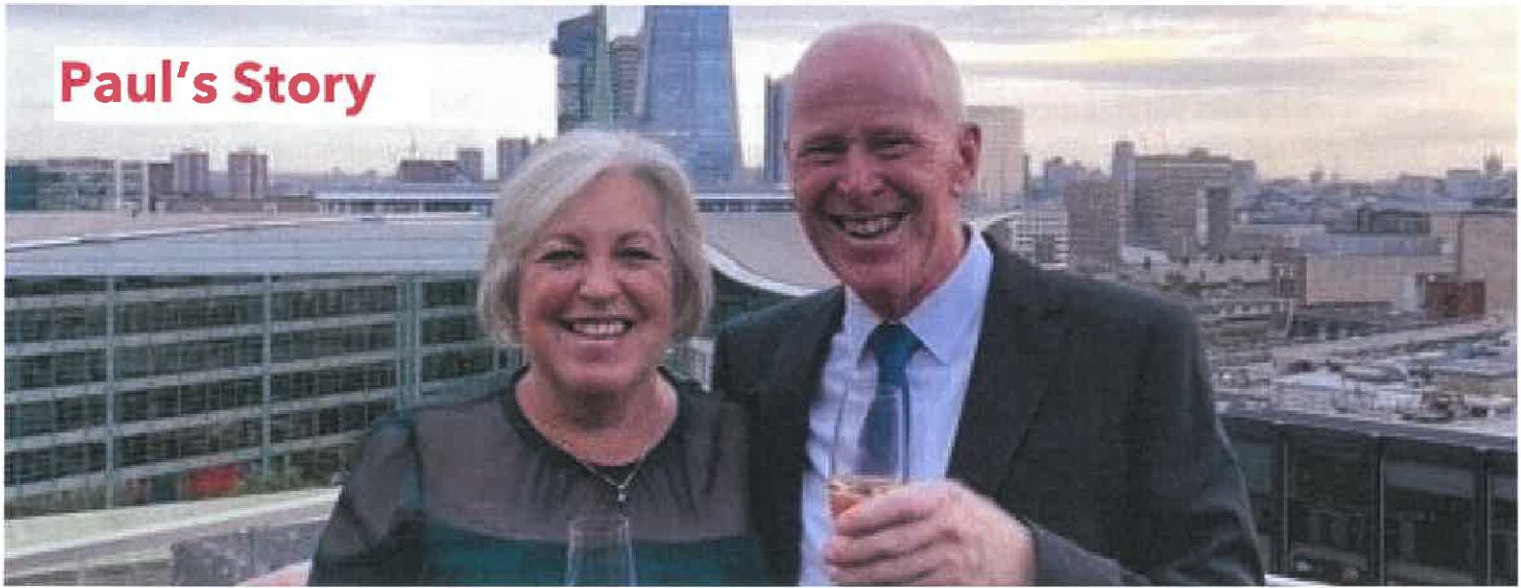


Whilst maintenance of the clinical knowledge and skills of our teams is of utmost importance, our role as a collaborative partner in the wider system is never lost on us. We open our clinical governance days to clinicians from our partner healthcare organisations to ensure that our educational and professional development opportunities are shared, to the benefit of our patients.

Through the nature of our work, we are all too aware of the devastating impact of trauma on patients, their families and communities and the difference and benefit that ongoing management and support of trauma can make. As well as continuing to consider how we can improve our core service, part of our ongoing strategy is enabling our patients and their families to benefit from ongoing support to ensure their best possible outcome. During 2021-2022, we undertook research across the sector in order to develop the framework for our own Patient and Family Aftercare Service which we will launch in 2022-2023. We will develop the service organically to holistically meet patient and family needs in the aftermath of their emergency for as long as required in order to ensure the best possible outcomes.

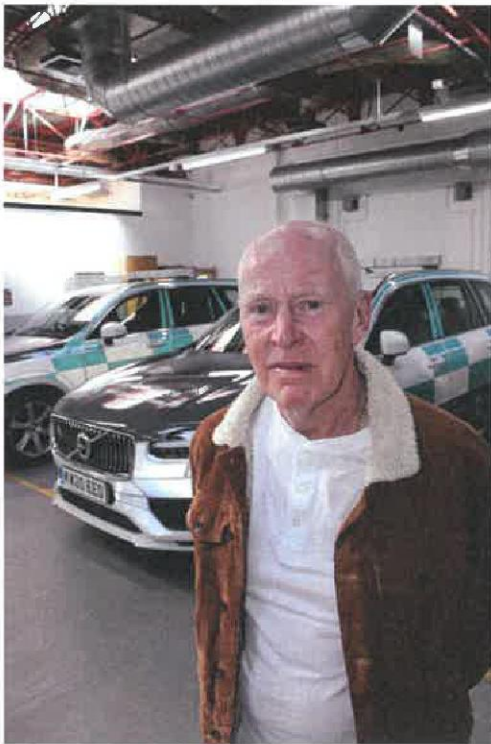


Paul's Story



"I never dreamed that I'd need the services of KSS, but one day in April 2020, all that changed. It was a nice day and I decided to go for a bike ride around our village of West Kingsdown. I'd just turned onto the main road and... well, that was the last thing I can remember.

I later learnt that I'd had a cardiac arrest and crashed my bike. I was dying, and my fight for survival had begun.



Thanks to the generosity of people in Kent, Surrey and Sussex, our local Air Ambulance saved my life. The car behind me stopped and the passengers immediately called the emergency services.

A KSS dispatcher listening in to that call made sure their helicopter and crew were on their way. Then a second car stopped and, fortunately, one of the passengers knew how to perform CPR. He kept me alive for 18 minutes. When the Air Ambulance arrived just four minutes later, the incredibly skilled and professional KSS team swung into action.

KSS always have a paramedic and a specialist emergency doctor on board, as well as a huge amount of essential equipment and medicine. That means I was given treatment by the roadside that is normally only available in a hospital A&E department. Along with the fact that KSS got there so quickly, their critical care is one of the main reasons why I survived when most other cardiac arrest sufferers don't.

In order to protect against brain injury from lack of oxygen, the KSS team put me into an induced coma. I'd also fractured my skull despite wearing a helmet and had multiple rib fractures. When I was stable, I was flown to King's College Hospital in London for further treatment."



Rachel Knight, HEMS Dispatcher:

"I remember the call being received and learning that Paul was in cardiac arrest and being given CPR at the scene. This situation fell within what we call a grade one criteria, meaning Paul was in urgent need of pre-hospital critical care. We aim for the crew to be dispatched from our Redhill base within five minutes of the 999 call being received. The team arrived by helicopter and were at Paul's side within 20 minutes. It's a great privilege knowing we were able to help Paul and that he has gone on to make a good recovery."



Jon Fisher, HEMS Paramedic:



"There is no doubt that the CPR provided by those who stopped to help Paul was the key factor in saving his life. We bring the emergency department to the scene of an incident like this but early intervention, especially when the patient is in cardiac arrest, really can be the difference between life and death. I feel extremely privileged to have been part of the team that was able to help Paul. His case really highlights the chain of survival; from excellent first aid provided by members of the public, right through to the in-hospital care."

Paul was the first former patient I have met since being with KSS and it was great to meet him and his wife; a very humbling experience, and one that really drives home why this service is so important. I think meeting them both will probably end up being one of my fondest memories from my career, it honestly was an absolute privilege to meet them both."





Goal: We make a difference

Our research and innovation programme

We operate a world-renowned HEMS Research and Innovation programme which continues to grow and break ground in terms of innovative developments that influence our practice and shape practice across the UK and beyond.

In order to achieve our goal of **Making a Difference**, we have set two objectives.

1. Impact

To increase the impact and sustainability of our research activity, focusing on patient centred projects and outcomes

Making a difference

To deliver patient centred research and share our knowledge and learning to maximise our impact

2. Change

To nurture research collaboration and increase dissemination in order to maximise the effect of our research and drive sustainable change in practice



Objective:

Destination – to deliver safe triage and transport which contributes to improved patient outcomes

KSS is passionate about research and innovation. The patients we attend are often critically injured or unwell and need advanced medical interventions, not only to save their life but also to minimise the impact of their injuries and ensure the best possible outcome. Our research and innovation programme therefore focuses on developing new ways of working, exploring novel treatments and technology and uses detailed data review to inform how we can continually improve.

Over the last year, we have focused our research on critical interventions, such as pre-hospital anaesthesia and blood product transfusion, publishing several papers in these areas. We are now planning a clinical trial to see if transfusion with whole blood, as opposed to packed red cells and plasma, can improve outcome for our patients with major bleeding.

We also focus on our dispatch process. It is crucial we identify those cases that would benefit from our intervention at the earliest possible opportunity. We are therefore collaborating with the University of Surrey and SECamb to undertake a truly novel clinical trial, using live-streaming video from 999 callers' mobile phones to see accident scenes and patients in real time.



We invest in our research team at KSS. We currently have two PhD candidates and are looking forward to welcoming three fellows and two undergraduate medical students to the KSS team.

Research governance is important for us, especially when handling and analysing large amounts of data. We are therefore investing in a new research database system which will continue to ensure the highest levels of data security, whilst still being able to answer our research questions.

Our aspiration is that patients that may not survive today, will do so in the future with the help of advancing pre-hospital medical science and technology.



Objective:

Need - we modify our communities' need for our core services in order to save more lives and ensure the best patient outcomes

We believe in improving the care, not just of our patients, but of patients around the world. We have a reputation for high-quality research output, which includes publishing papers, presenting at conferences and giving high-profile lectures. We continue to collaborate and share knowledge with our Communications Team to enhance awareness of research papers as they are published.

KSS has one of the highest pre-hospital research outputs in the UK, with the aim of furthering the understanding and development of pre-hospital emergency medicine in order to improve patient outcomes. In 2021-22 we had 18 individual papers.

In 2021-2022, two of our studies have topped the ratings on Altmetrics, the online portal that monitors how much attention newly published research is receiving. Research into incidence of Hyperoxia amongst trauma patients receiving pre-hospital anaesthesia and a study scoping the pre-hospital management of penetrating neck injuries have been shared globally.

"KSS is known for undertaking pragmatic, informative research projects, exploring all aspects of HEMS operations from tasking to clinical care and team working. Our research portfolio aims to inform improvements in care that can directly lead to improved patient outcomes. We strive to disseminate our research findings widely, in a fully transparent way, to improve not just the care of our patients but also the care of patients around the world."

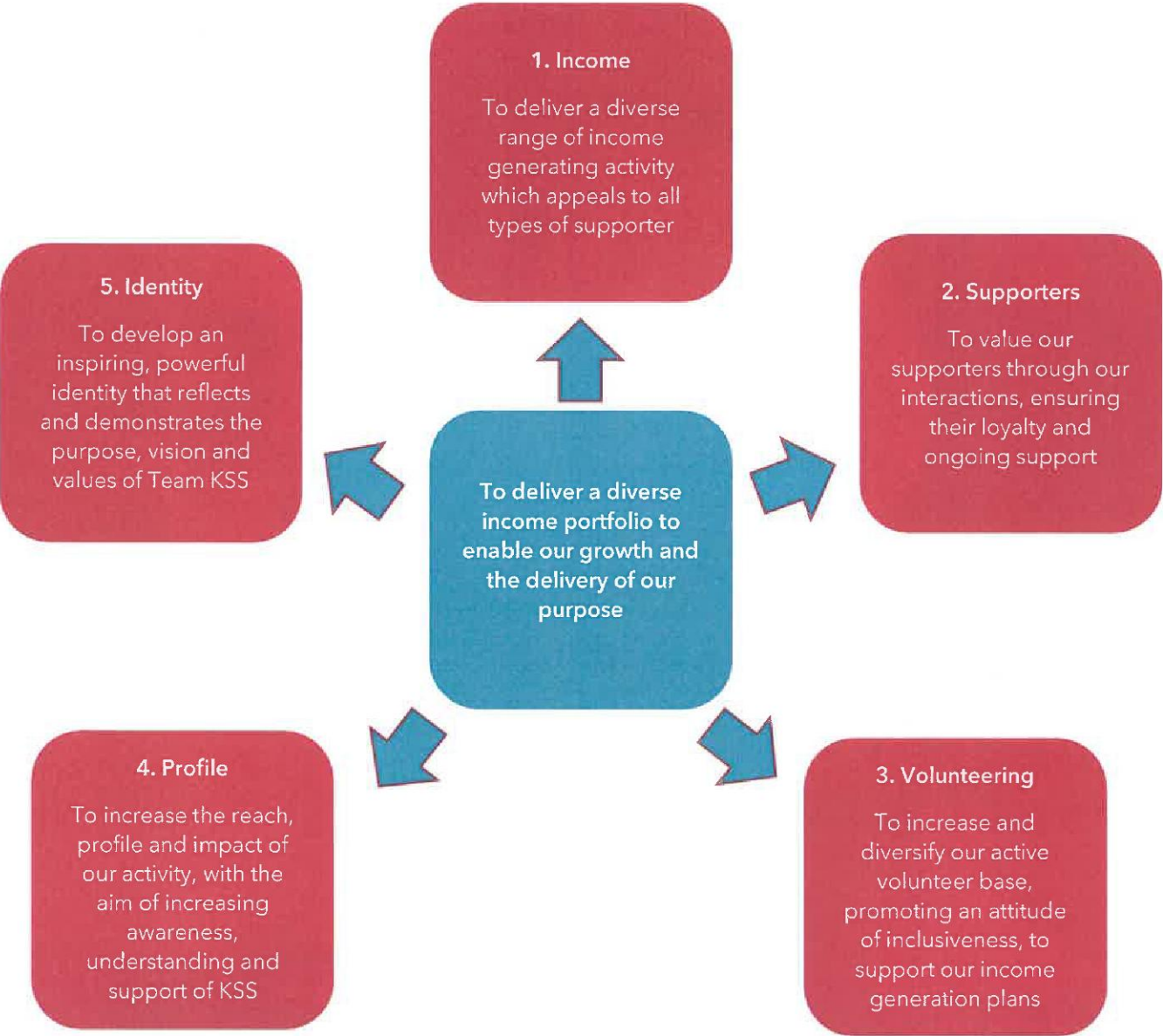
Professor Richard Lyon MBE





Goal: We generate and inspire support

As a charity, we work hard to raise our vital funds to continue our life-saving service and to continuously raise awareness and generate support of our cause. To generate and inspire support we have set five objectives.





Objective: Income - to deliver a diverse range of income generating activity which appeals to all types of supporters

We’re so thankful to all our supporters and volunteers who continue to demonstrate their commitment to KSS, by giving so very generously to our cause. We are committed to fundraising in an ethical and efficient way to ensure we maximise the use of our resources to help save more lives and improve patient outcomes.

It cost £16.6M to deliver our life-saving service this year. Net of investment returns, 87% of our total income comes from the generosity of the general public and 10% from the NHS.

Our strategy for raising funds

A key element of our fundraising strategy, to increase our resilience and engage with a wider group of supporters, is to diversify our income streams. We apply a diverse approach to raising funds including community fundraising, events, funding from grant making trusts and foundations, legacies, direct marketing, and cultivating long-term support from the corporate sector and our valued major donors. Our income generation activity is supported by effective marketing campaigns across a range of mediums.

As well as our events and partnerships raising much needed funds, they also play a critical role in raising our profile and awareness of our charity status, offering opportunities to meet our supporters face to face and generate support to our cause.

Our highly popular and successful lottery and raffles, undertaken by KSS's subsidiary trading company - Air Ambulance Promotions Ltd (AAPL) - are a fantastic way to guarantee regular income for KSS which allows for strategic planning. We were pleased to be able to restart our lottery canvassing in May 2021, when it was considered safe to do so, given the impact of the COVID-19 pandemic.

Highlights from our 2021-2022 fundraising

As our community fundraising opportunities were limited due to COVID-19 restrictions, we continued with our successful virtual challenges and events including Run 31 and Hound Hike, which invited supporters to complete a challenge and collect sponsorship in aid of KSS. We also launched a new event, which also became our first face-to-face event after the COVID-19 restrictions were lifted; KSS Ride.

Despite our 2020-2021 income totals including our hugely successful Covid emergency appeal, we were able to exceed total income in 2021-2022 with many new and innovative campaigns.

- We undertook our first digital lead generation fundraising campaign and were delighted with the performance as we generated £46K annual income, more than double its original target. This campaign has been shortlisted for Air Ambulance UK's Campaign of the Year award.
- We undertook a Lottery upgrade campaign, contacting 7,417 of our Lottery supporters with 29% deciding to add additional plays to their current membership.
- Our Christmas appeal outperformed our expectations, with a final total income of £153K. By the end of the campaign, we had sold 11,728 packs of cards, 24% more than the previous year.
- We were delighted to be able to return to face-to-face events with the launch of our first ever equestrian event, KSS Ride at Kent Showground in August. 167 horse and riders joined on the day and the event raised over £30K.
- Our community events are a true collaboration of our supporters. In July, over 100 cyclists took to the roads and hills of Kent, Surrey and Sussex to participate in our Facebook

challenge 24/7 Vital Cycle. Our Chief Executive, David Welch participated, completing the 247 miles in recognition of our 24/7 service, both out in the countryside and on his static bike. Fairalls Builders Merchants were not only the headline sponsor but helped to raise thousands of pounds by having a team completing the challenge in one of their stores.

- Over the course of the year, 447 supporters actively fundraised in one of our four virtual events.
- Despite the rise in COVID-19 numbers in December preventing a mass in-person event, our Christmas Carol Concert at Rochester Cathedral was live-streamed into 509 supporters' home from across the region, providing an evening of festive celebrations to include carols from a local school and choir, plus a reading from our Young Ambassadors.
- Our Development Team continued to grow the success of their area, raising £1.1M through trusts and foundations and major donors (2021: £1.0M).



How we work

Team KSS are proud of our high regulatory and ethical standards, which we fulfil in the following ways:

1. We, and anyone fundraising on our behalf, are registered with the Fundraising Regulator, the independent regulator of charitable fundraising in England, Wales and Northern Ireland and are committed to the Fundraising Promise. We adhere to the Code of Fundraising Practice and strive for excellence in all our supporter interactions.
2. In terms of supporters raising funds in support of us, these activities are both supported and monitored by the Income Generation, Marketing and Communications (IGMC) Team to ensure alignment with the Code of Fundraising Practice. Our team is supported by carefully selected professional fundraisers, commercial participators, and a professional canvassing agency whom we engage to promote our lotteries.
3. We work very closely with these agencies to ensure both compliant fundraising practices and procedures are in place and are adhered to, and that they behave in a manner which aligns with our ethical standards, thus representing the charity in a positive light.

4. Our Lottery representatives become an extension of Team KSS, and we insist that they adopt our high standards of practice. In addition to their induction from the professional canvassing agency they receive a full and comprehensive induction to KSS, as well as regular updates and bi-annual engagement sessions to receive updates, feedback and further training.
5. During lockdown, our team worked closely with agencies to work on new COVID-19 secure protocols to ensure preparedness for when canvassing re-commenced (May 2021).
6. We undertake monitoring of our canvassers through listening to calls and providing feedback, appropriate to the campaign. We also have a mystery shopper programme where our volunteers visit a venue where our representatives are promoting the Lottery and assess their compliance to our standards.
7. We carry out due diligence on all business and corporate supporters to ensure we engage the support of organisations who align with our purpose as a charity and our values and ethical standards.
8. Where appropriate, we engage with businesses through Commercial Participation Agreements. Great care is taken to ensure that we have the correct contractual arrangements in place to set out the standards and obligations that must be met and ensure the reputation of KSS is upheld.
9. The lottery canvassers we engage complete a registration to become Dementia Friends to broaden their understanding and their ability to recognise this.



Governance and oversight

The Income Generation, Marketing and Communications (IGMC) Committee, comprising of four Trustees, the Chief Executive and members of the IGMC Senior Leadership Team, meet quarterly before each Board meeting to review progress and consider new initiatives. The Committee monitor operational performance against agreed metrics, recommends a final strategic plan and budget to the Board and monitor progress against this plan.

Supporter feedback is also presented in a quarterly report and the Committee approve key IGMC policies and assess risks and opportunities.



Our fundraising promise

Your support is as critical as our care when it comes to saving lives and improving patient outcomes. That's why we're a part of the Fundraising Regulator's self-regulatory scheme, and why, when you donate to us you can be confident that our values base is applied to all our fundraising activity. We are committed to transparency and openness for our donors and supporters and welcome scrutiny in relation to how our funds are managed and spent to the benefit of all who may need our service. Our Fundraising Promise is published on our website (aakss.org.uk/about-us/our-fundraising-promise/), and our engagement and activity with supporters is embedded in our practices and processes for ethical fundraising and the highest levels of governance. We comply with data protection regulation and make it easy for people to choose how we communicate with them, what they receive, and to also tell us if they no longer wish to hear from us.



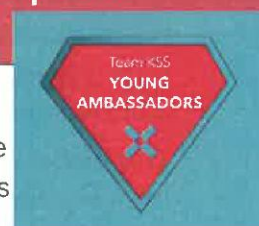
Objective:

Supporters - to value our supporters through our interactions ensuring their loyalty and ongoing support



Our Team KSS Young Ambassadors are inspiring advocates of our vision of an end to preventable loss of life from medical emergency, who work with us to raise awareness of our life-saving service. Collectively they have helped to raise over £500K

In order to engage our supporters and build our relationships, we have undertaken a range of activity across multiple channels in order to maximise our reach. We have increased the frequency of our supporter email newsletter, Mission Update, which is now a monthly update, and undertake analysis and seek feedback to ensure that this is providing content that inspires our supporters – bringing in more video content and personal stories from crew and former patients, ensuring our people-centred focus. To reach those that we cannot contact online, we have invested in sending our new supporter Magazine Above and Beyond to approximately 18,000 of our most engaged supporters, sharing stories of our impact, educating about the work we do, and the people behind the scenes that make this all possible. This magazine was sent with a survey to allow us to



understand more about what our supporters think about KSS, what we do well, and what we could do better. The analysis of this survey has been used to plan for our future activities and showed that the actions we have taken are viewed very positively.

We also held another Thankathon in Autumn 2021, reaching over 20,000 supporters with handwritten cards, designed by one of our Young Ambassadors an activity made possible with the help of our dedicated volunteers.

We formally launched our first ever Young Ambassador programme in October 2021, to formally thank and acknowledge the incredible support we receive from inspiring young people across our region.



Managing complaints

We strive to be a trusted, ethical organisation which offers fairness and transparency to our supporters. However, within our culture of continuous improvement, we acknowledge there may be times when we fail to meet our own high standards. When this does occur, our priority is ensuring that we deal with the situation as quickly and effectively as possible and ensure that we learn from the experience and put measures in place to prevent a recurrence. We also commit to communicating the outcome of any investigation to the complainant and keeping them informed on the progress of this.

We take complaints very seriously and see them as an opportunity to improve the service that we provide. We are always very grateful when we hear from people who are willing to take the time to help us to do better and use both compliments and complaints to shape our communications and other activities.

In 2021-2022 we received 233 complaints and 367 compliments relating to the non-service delivery side of our work and 15 complaints and 45 compliments relating to our service delivery. These do not include complaints relating to aviation, which are handled by our aircraft supplier, Specialist Aviation Services (SAS).

Each complaint was fully investigated and resolved in line with our Complaints policy which is published on our website to aid transparency.





Objective:

Volunteering - to increase and diversify our active volunteer base, promoting an attitude of inclusiveness, to support our income generation plans



We have an inspirational team of dedicated volunteers who foster relationships in local communities, providing feedback to us from the public, and helping raise vital awareness and funds. Our team of 168 volunteers are inspiring ambassadors of our cause.

Volunteering enables people to forge new friendships in the community while offering

valuable experience such as office administration, events planning and relationship building, all vital factors for future employment or confidence building.

An overriding factor that applies to all our volunteers is being a part of our life-saving work. We give all our recruits a tour of our operational base at Redhill along with a talk from a member of the crew, and everyone is truly taken aback by the extent of the interventions that can be carried-out in the pre-hospital environment.

In 2021-22 we saw a return to normal volunteering activities following COVID-19. This was a gradual process and was achieved with the help of stringent risk assessments to ensure the safety of not only our volunteers, but also the members of the public with whom they would be engaging.

We held two induction sessions for eleven new volunteers: the first virtually and the second in person at our Redhill base. These afforded the opportunity for the new recruits to meet some of our Service Delivery Team in person and to see the heart of the operation, before taking up their volunteering roles.

We were pleased to be able to host an in-person engagement session in the Spring of 2022.

This gave us the opportunity to update our volunteers in person with news from our Service Delivery and Income Generation Teams. It also allowed us to hear directly from them about their experiences when volunteering for KSS.

Between them, our team of volunteers delivered 125 talks over the twelve-month period, of which 27 were virtual and the rest in person. Our collection box




volunteers looked after 1,032 static collection-boxes in this time, an important role which fosters awareness of KSS across the entire region, as well as raising vital funds. In 2021-2022 we gradually returned to attending local events and inviting our volunteers back into the offices at Rochester. As we move towards the future with new ambitions and plans to further advance our patient care, volunteers are more essential than ever in helping us to achieve these aims.



“Our time has been really fulfilling . We have done all kinds of things, such as picking up collection boxes, attending cheque presentations and concerts, and doing store collections. It is a very caring and worthwhile charity to support.”

Didge and Den, KSS Volunteers

 **Objective:** Profile - to increase the reach, profile and impact of our activity, with the aim of increasing awareness, understanding and support of KSS

Our communications activity continues to be vital in underpinning all that we do. Through successful communications we have raised awareness of the impact of our service, the critical importance of fundraising and the understanding that we are a charitable organisation, relying heavily on public support.

Throughout the year we shared 32 press releases, generating just under 300 pieces of coverage, with a reach of 53 million. Through our vast PR activity, we have raised our profile in many areas including research and innovation, fundraising, thought leadership, evidencing the impact of our service within the communities we serve and more. Our PR activity led to just under £5K in charitable donations made via our website, specifically citing news articles as the inspiration reason.

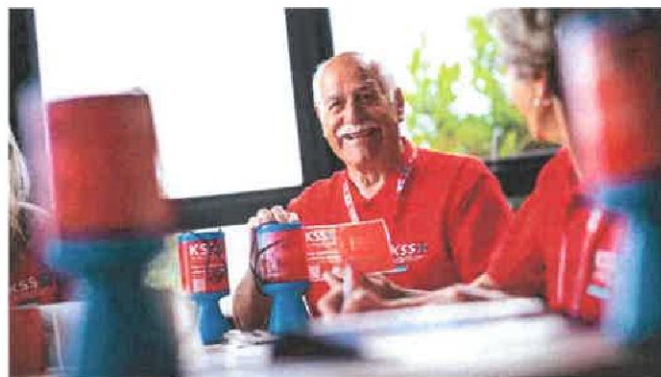
By working in partnership with colleagues across Team KSS we have maximised the reach of each campaign, event and service development through dedicated communications, internally and externally.

We were delighted to win two Kent Charity Awards; an Air Ambulance UK (AAUK) Award and our CEO David Welch was selected as Charity Leader of the Year by Charity Times. All of these prestigious accolades reflect our collective Team KSS effort of aspiring for excellence in all that we do.

Social media is continuing to be a vital channel for engaging with our existing supporters and reaching new audiences. We now have a combined following of over 74,000, a 16% increase throughout the year.

We supported six awareness campaigns including Restart a Heart Day, Road Safety Awareness Week and more, moving the organisation ever closer towards our vision by creating opportunities to influence and educate.

We continued to expand the audience for our monthly digital newsletters, reaching over 40K by the end of the year, and reached over 17K supporters with Above and Beyond, our first supporter magazine in November 2021.



Objective:

Identity - to develop an inspiring, powerful identity that reflects and demonstrates the purpose, vision and values of Team KSS

In order to generate our much-needed funds, we require our identity and brand to resonate and communicate with our audiences and supporters. We want our identity to communicate the critical, caring and life-saving nature of our work and to stand out and be noticed in what is a very competitive charity environment.

During 2021-2022, we undertook a process of refining our identity and in fact our name, to better communicate that we are a local air ambulance charity that relies on the generosity and support of our communities. We have refined our colour palette, imagery and messaging to

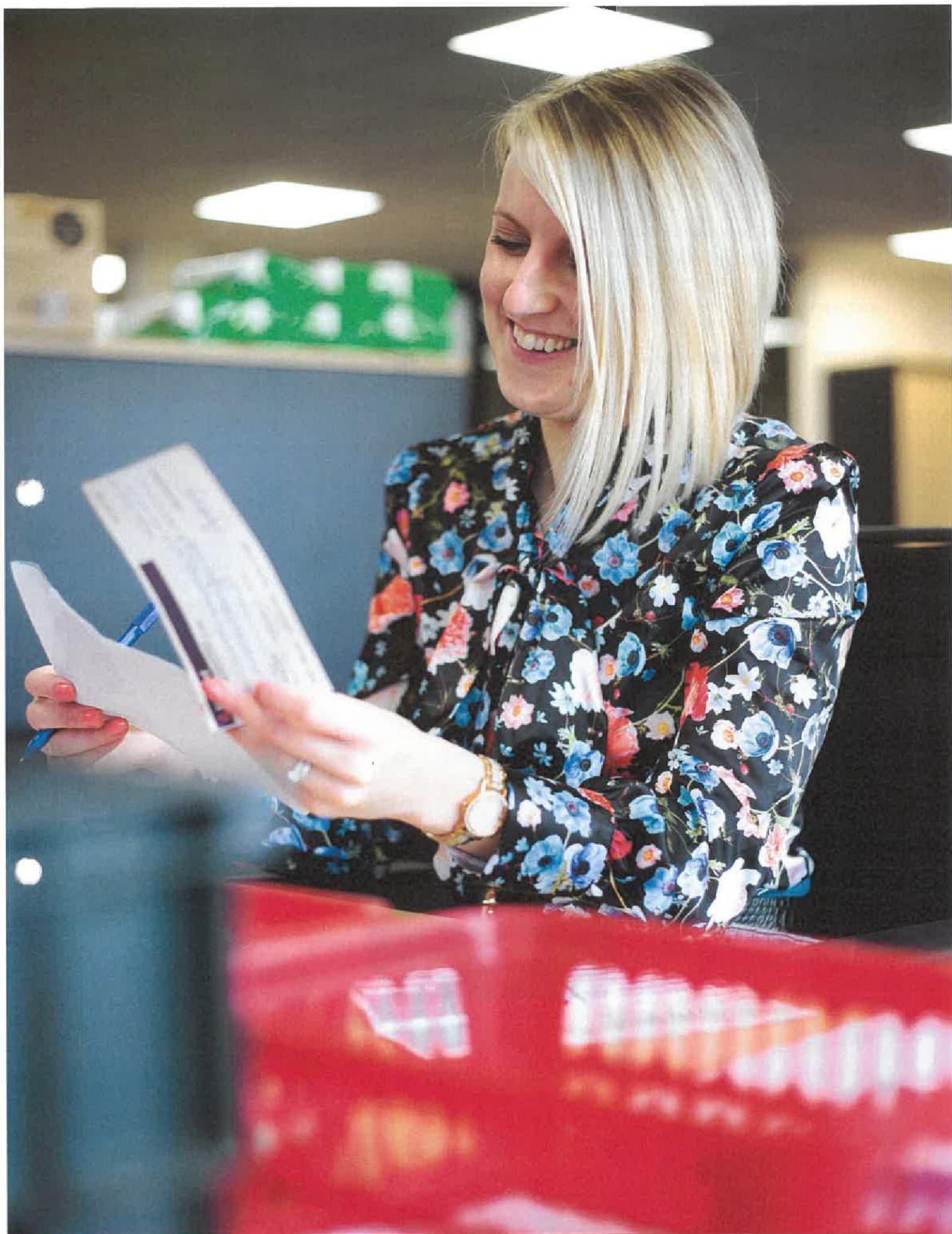


help generate and inspire support to our cause.

We have changed our name to Air Ambulance Charity Kent Surrey Sussex to make it explicitly clear that we are a charity. Our staff received tone of voice training and we established an internal Identity Hub to ensure consistency of tone and key messages.

Widening our reach and strengthening our profile is one of our key strategic initiatives in our five-year strategy. As a charity, we want to ensure we are engaging with all audiences across our region through raising awareness of our brand and our charitable status. This increased awareness will eventually grow our supporter base leading to further fundraising opportunities and a more diverse base to help share our key educational messages. At the end of 2021-2022, we launched a brand awareness campaign across a variety of platforms to help us further establish our profile as an Air Ambulance Charity.



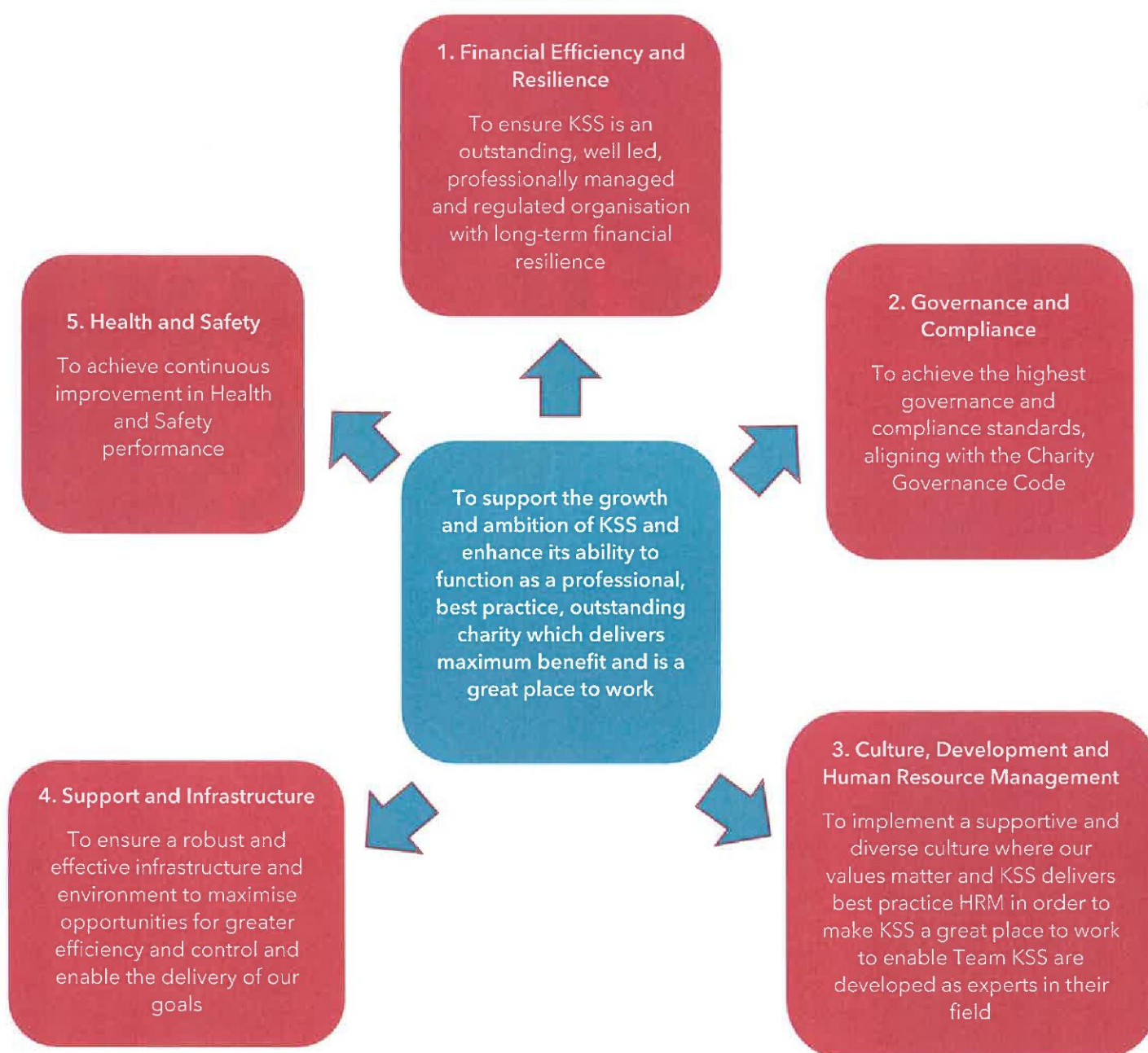


Goal: We aspire for excellence in all we do

As a charity, we continually aspire for excellence in all we do, to ensure we deliver the best possible service to our patients and communities and that we operate as efficiently and ethically as possible to assure the ongoing trust from our supporters and the general public. We also want to ensure we offer a welcoming, inclusive and productive environment for our staff and prioritise both staff engagement and wellbeing in order to do so.

Our Corporate Services Directorate provides cross-organisational support, providing overarching charity and business awareness and a clear understanding of all that is happening within KSS. This involves overseeing human resources, finance, risk, legal, governance and compliance and IT and infrastructure.

In order to achieve our goal of **Aspiring for Excellence in All We Do**, we have set five objectives:



Objective: Financial Efficiency and Resilience - to ensure KSS is an outstanding, well led, professionally managed and regulated organisation with long term financial resilience

The success of KSS needs to be sustainable over the long term and so Trustees seek to maintain appropriate financial resilience for a charity of our size. Through good governance and control we ensure spend is in line with individual authority levels and budgets. Trustees and the SLT have current, well informed financial information on progress during the year and against our financial metrics. Long term financial planning ensures KSS can invest in the short term whilst ensuring the financial health of the charity into the foreseeable future with some contingency to withstand unexpected events.

More information is provided in our [Financial Review](#) section



Objective: Governance and Compliance - to achieve the highest governance and compliance standards, aligning with the Charity Governance

The Trustees, who are also Directors under company law, maintain ongoing review of governance with reference to guidance from the Charity Commission, the Fundraising Regulator and the Charity Governance Code. The Board formally meet quarterly and hold an annual strategy day. They are responsible for the strategic direction and policy of KSS.

Trustee appointment

In line with the Charity Governance Code, Trustees are each appointed for a maximum of three terms of three years, with the Board reappointing the individual at the end of each term. Should it be in the charities best interest for a Trustee to serve beyond this term, the articles require a defined break from office before being reappointed.

KSS is committed to an open, transparent and fair appointment process. A Board skills audit is undertaken annually and Trustee vacancies to fulfil the specific skills needed are widely publicised. A recruitment agency is appointed, and candidates are selected based on their skills and experience and their enthusiasm for serving as a KSS Trustee.

The appointment of new Trustees follows a nomination process involving a nominations committee comprising the Chair of the Board, the relevant Sub-Committee Chair, the Chief Executive and other Trustees as required. The process is as follows:

- Applicants are required to submit a CV to the recruitment agency, who will pass potential candidates through to the Chief Executive and Chair. An informal meeting allows individuals to gain a real sense of our work and to determine if they wish to proceed with their application.
- Selected candidates will proceed to a formal interview with the nominations committee, which will recommend a candidate to the Board.
- The Board will consider the recommendation and a formal vote will be taken in line with the Articles of Association.
- The successful candidate will have been subject to all necessary due diligence before commencement of their duties and will receive a full induction into KSS, including training on Trustee duties, and time with key members of the SLT.

Declaration of interests

Trustees have a legal obligation to act in the best interests of KSS and must not put themselves in any position where their duties as a Trustee may conflict with any personal interest they may have. A conflict of interest is any situation in which a Trustee's personal interests or loyalties (including the interests of those connected to them) could, or could be seen to, prevent the Trustee from making a decision only in the best interests of the charity.

Trustees have a legal duty under the Companies Act to declare conflicts of interest. Trustees also have a separate duty under the Act to avoid conflicts of interest. These specific Company Act duties are in addition to the similar duties of a charity trustee.

As such, a register of Trustee's interests is maintained, and any interests are declared routinely at the start of all meetings.

All Trustees give of their time freely and no Trustees received remuneration in this year. Details of Trustees' expenses and related party transactions are disclosed in note 16 to the accounts.



Board meetings

Our Board of Trustees hold four formal Board meetings per year and an annual strategy meeting. The Chief Executive and Senior Leadership Team attend all Board meetings.

Scheme of Delegation

Our Scheme of Delegation, which is regularly reviewed and updated by the Board, sets out the extent to which the Board has delegated responsibilities to its committees and to the Chief Executive, and which decisions are reserved for the Board.

The Scheme of Delegation, in conjunction with the Chief Executive’s Job Description and Committee Terms of References, facilitates fully accountable, effective and efficient management of KSS. It ensures an appropriate level of delegation and reporting to the Board of Trustees so that there is effective input into decision making and the Trustees are fulfilling their fiduciary, legal and regulatory duties.

Where a particular function requires specific delegation, this is managed through a Board level policy and accompanying Scheme of Delegation specific to that policy as is the case in our legacy management policy.



Our decision-making structure: our committees

KSS operates an effective committee structure which reflects our strategic approach and key areas of activities, and which allows for effective governance. All Trustees are required to be members of at least one committee which meet quarterly, in advance of the Board meetings. Our committees are outlined in the table below alongside the Trustees who attend them. Each of the committees work to a Terms of Reference approved by the Board.

Name	Purpose	Trustee members
Audit, Risk, Remuneration and Investment (ARRI) Committee	To support the Board in executing its responsibilities around risk management, internal controls, governance and compliance, coordinating financial scrutiny and oversight of all KSS funds, budgets and financial performance.	T S N Oakes (Chair) D H B Burgess P D Stewart
Clinical Governance and Service Delivery (CGSD) Committee	To provide oversight for the Board and support the Service Delivery Team in developing and delivering strategies and plans and make recommendations to the Board on behalf of its members. The Committee will also maintain financial oversight of relevant budgets.	Prof A Rhodes (Chair) D H B Burgess N C Hall R R Lee D A J Morgan
Income Generation, Marketing and Communication (IGMC) Committee	To provide oversight to the Board of Trustees in relation to the charity's Income Generation, Marketing and Communications strategies and plans. The Committee shall support the teams in developing and delivering strategies and shall make recommendations to the Board on behalf of its members. The Committee will also maintain financial oversight of all Income Generation, Marketing and Communications budgets.	M J Docherty (Chair) S E Appleby P J Barrett MBE J B Redman
Aviation Advisory Group (AAG)	To provide direction and guidance to the Board and Executive on the options available to KSS in relation to its short-, medium- and long-term aviation strategy and critical supply partners and any other related party, contract or service. To enable the Board and Executive to make the most informed choice in the best interests of KSS.	Prof A Rhodes (Chair) D H B Burgess N C Hall R R Lee D A J Morgan T S N Oakes
Air Ambulance Promotions Ltd (AAPL)	The Trading Subsidiary of KSS, a registered Company limited by Guarantee in England and Wales.	The following served as Directors during the year: M Boutcher (Chair) (retired 10 th May 2022) D Mantz L D Harris (retired 10 th May 2022) A D Welch A M Farrant (retired 8 th December 2021) P J Barrett MBE



Charity Governance Code

KSS remains committed to good governance and fully embraces the Charity Governance Code, as reflected throughout this annual report. In this year we have trialled a business timetable that sits behind the terms of reference for the ARRI meeting and links to the Charity Governance Code recommendations and Charity Commission guidance, ensuring that over a 12-month rolling period, each topic is given the time and consideration it deserves.

There is a continual process of policy updates and approvals, reports and discussion papers presented in advance, allowing enough preparation time to bring in external expertise as needed. Similar plans have been developed for use in all other meetings in the coming year.

In December 2021, Trustees also each reflected on the Code and the effectiveness of the Board using individual questionnaires and in a separate meeting of Trustees.



Public benefit

The Trustees have complied with the duty under the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission which can be illustrated as follows:

Under the list of descriptions of purposes in the Charities Act 2011, KSS falls under the description of the advancement of health and saving lives; a broad description which extends beyond treatment and provision of care to the provision of items or services and facilities to ease suffering or assist recovery of people or provide comfort for patients.

The main activities undertaken to further purposes for the public benefit is the provision of expert pre-hospital emergency treatment and care. The nature of our work means the missions are often of a highly traumatic nature and we are proud of our world-class team of highly specialised doctors and paramedics who are driven every day by our purpose of saving lives and ensuring the best possible patient outcomes. This wide public benefit is inclusive of all. As well as the direct public benefit for those who have required our services, the wider public are reassured that the service is available in their area. Our fleet of helicopters and rapid response vehicles can transport our doctors and paramedics to our patients 24/7, 365 days per year. There are times where transporting our specialised teams via ground response is more

appropriate as we cover very highly populated areas of Kent, Surrey and Sussex. Weather also affects if an aircraft can be deployed, so having the option of rapid response vehicles ensures we continue to challenge ourselves to provide the best method of service delivery.

As a part of our patients often long recovery, we facilitate base visits and ongoing dialogue to enable patients to gain a greater understanding of the care they received from us. In 2022-2023 we will develop a Patient and Family Aftercare Service which will extend the care and support we can provide to patients and their families.



"In 2016 I was cared for by KSS following a road traffic collision when I was out riding my scooter. Volunteering has been an important part in my mental recovery and is my way of saying thank you to the entire KSS team, my fellow volunteers, and the generosity of the public for keeping me alive"

Warren Porritt, Patient and Volunteer

Our crews are specialists in pre-hospital emergency care and we offer training opportunities through secondments and employment opportunities to ensure this highly specialised knowledge is shared within the wider medical community.

KSS participates in clinical audit, service evaluation and research to ensure that our communities benefit from pre-hospital interventions led by science, and to ensure a continuous cycle of improvement and innovation. This research is shared widely across other pre-hospital service providers ensuring KSS has an impact and public benefit on both a national and international platform.

In alignment with our collaboration value, we advocate for partnership working across the sector and regularly attend Air Ambulances UK facilitated groups to come together with other Air Ambulance charities sharing learning to enhance public benefit.

We offer a wide range of volunteering opportunities which are known to have a public benefit with regards to social contact and learning new skills.

We engage with our audiences and communities through our social media channels, to share key educational messaging (e.g. in support of Restart a Heart Day) and raise the profile of our service.





Objective:

Culture, Development and HR - to implement a supportive and diverse culture where our values matter and we deliver best practice HRM to make KSS a great place to work and to enable Team KSS to be developed as experts in their field

Remuneration

KSS is committed to fair remuneration being offered to attract and retain appropriately qualified staff to lead, manage, support and deliver our services and activity in line with our purpose and values. We firmly believe that good management, good staff and good values are at the heart of all we do and recognise that, in pursuit of our charitable purpose of saving lives and enabling the best possible patient outcomes through pre-hospital care, a highly skilled workforce is essential. Following best practice outlined by the NCVO and in line with the Charity Governance Code, a comprehensive Remuneration Policy continues to be followed as approved by the ARRI Committee and the Board of Trustees.

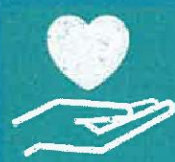
Staff are paid in line with pay structures as agreed by the Board of Trustees, along with any pension or other benefits. KSS conducts an annual remuneration review to recommend to the Trustees a generic pay increase and any pay adjustments related to a competency-based analysis, which considers issues such as qualification, experience, values led performance and external pay benchmarks. A number of medical staff salaries are associated to the appropriate NHS pay scales, to ensure competitive pay rates, although KSS retains full discretion with regards to application.

Staff engagement and wellbeing

We operate a continuous process of staff engagement within a feedback-safe environment which is enabled by our annual staff survey, our bi-annual People Pulse and our appointed Freedom to Speak Up Guardian. The results from our annual staff survey are monitored to detect any emerging issues, with further discussion and focus groups taking place if required.

At KSS, we value and prioritise the wellbeing of our staff which is supported via a range of mechanisms including staff benefits, wellbeing resources and activities arranged by our staff-led Wellbeing Group. In 2022-2023, we will launch our newly developed KSS Wellbeing Charter which draws heavily on The McQueen Charter and the MIND Mental Health at Work and encourages the completion of Wellbeing Action Plans for our staff.

Our staff survey



93% agree that KSS takes positive action on health and wellbeing



97% are proud to work for KSS



92% would recommend KSS as a place to work

Learning Hangar



In March 2022 we launched a Learning Management System to help create a central point of knowledge, education and training within KSS. The Learning Hangar will evolve over time to help drive career pathways and overall educational development within the KSS workforce. It will also act as a central hub for information and resources for key topics such as wellbeing.

Working groups

As a values led charity, we are committed to creating an inclusive environment where our staff feel valued, supported and able to be their authentic selves. The



views and perceived priorities of staff were taken into account when creating our staff-led Working Groups which focus on Wellbeing; Equality, Diversity and Inclusion; Culture and Environmental Sustainability.

From strategic discussions to wellbeing walks and attendance at key events, the groups are key to ensuring our values remain fully embedded in all we do.



Objective:

Support and Infrastructure - to ensure a robust and effective infrastructure and environment to maximise opportunities for greater efficiency and control and enable the delivery of our goals

The world has changed. As a result of the COVID-19 pandemic, we had to adapt to ensure that our IT infrastructure would be fit for purpose in a new flexible working environment. We recognise a person's data as a footprint of that individual and are committed to looking after that in the same way we would one of our patients when we are entrusted to hold information. We also have ambitious targets and goals to reach and need to ensure that our IT infrastructure could fully support innovation and collaborative working. In this period, we started a review of our IT infrastructure to ensure we could maintain an ongoing flexible working approach, and



that we could commit to completing the formal certification process of Cyber Essentials to further ensure that all we do is independently verified as being secure and to the high standards our patients and supporters should expect.

Objective: Health and Safety – to achieve continuous improvement in Health and Safety performance

We are committed to ensuring the health and safety of our staff and anyone affected by our work and to providing a safe environment for all those attending our premises. In particular, we are dedicated to maintaining safe and healthy working conditions through control of risks arising from our activities, provision and maintenance of safe equipment, ensuring the safe handling and use of substances, consulting with our staff and providing appropriate information, instruction, training and supervision and taking steps to prevent accidents and cases of work-related ill-health.

The staff members with health and safety responsibility for the charity have established four key safety goals for the new financial year and meet quarterly. Their duties include reviewing reported incidents, looking for trends in risk, assessing compliance with maintenance tasks, and seeking to drive improvements in safety performance.

KSS had no lost-time injury events during 2021-2022. Our ambition remains zero lost-time injuries due to work-related injury or illness. We will achieve this through a strong awareness and a healthy reporting culture and investment in safety learning and information for staff, along with good risk assessment methodology on the introduction of new tasks or activities.

Our internal risk and incident reporting software, RADAR, contains a list of over 100 facilities related compliance checks and these are monitored each quarter to ensure good management.

There were regular reviews of the COVID-19 risk assessment throughout this period, with restrictions managed in order to keep our staff as safe as possible and enable the uninterrupted delivery of our service.



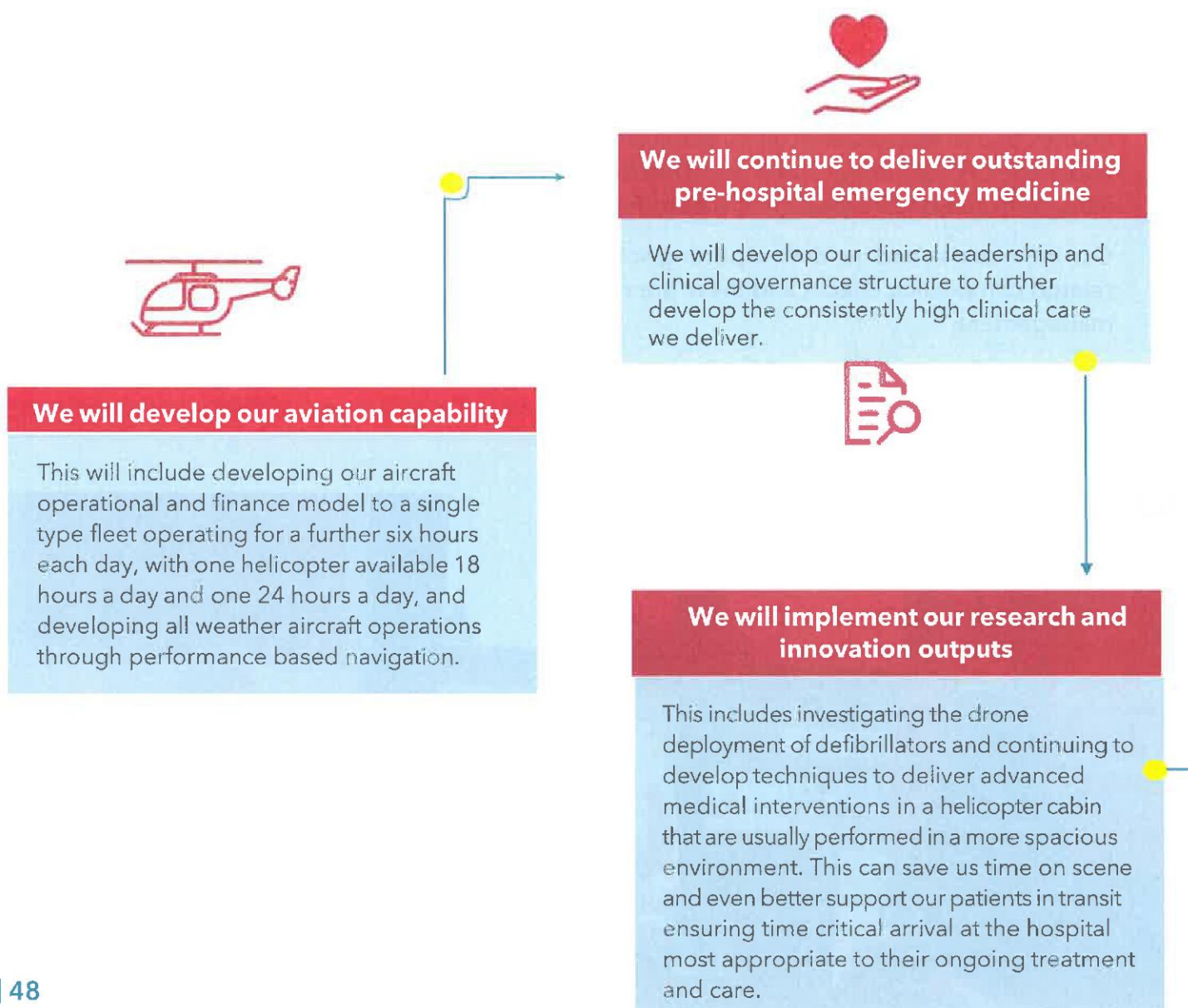
Our ambition for the future

During 2021-2022, we have worked hard to develop our five-year strategy for 2022-2027 – Working Together to Save More Lives. We have real hope and ambition for the future as to how we can grow and innovate to save more lives. We have focused on those areas where we can make the biggest difference to the care we provide and to our patient outcomes.

We have outlined our goals with related key projects that will drive our service forward. This follows work to examine the effectiveness of our service, thinking differently about how current problems could be solved, and ultimately looking at how we could develop to deliver better patient outcomes.

Key projects

We have developed a set of key projects which underpin our goals and prioritise our activity:





We will develop community-based initiatives to prevent and respond to medical emergency

These initiatives include a community-based prevention, education and training programme, a HEMS Academy for healthcare and emergency response professionals, and a community-based **first responders** programme.



We will develop our Patient and Family Aftercare Service

Through the nature of our work, we are all too aware of the devastating impact of trauma on patients, their families and communities and the difference and benefit that ongoing management and support of trauma can make. We will develop our service organically to holistically meet patient and family needs in the aftermath of their emergency for as long as required in order to ensure the best possible outcomes.

A hand with pink nail polish and a ring holds a blue and red cup. The cup has the KSSX logo and text for the Air Ambulance Charity. A QR code is visible on the red band of the cup. The background is blurred, showing a person in a red shirt.

KSSX

AIR AMBULANCE CHARITY
KENT SURREY SUSSEX

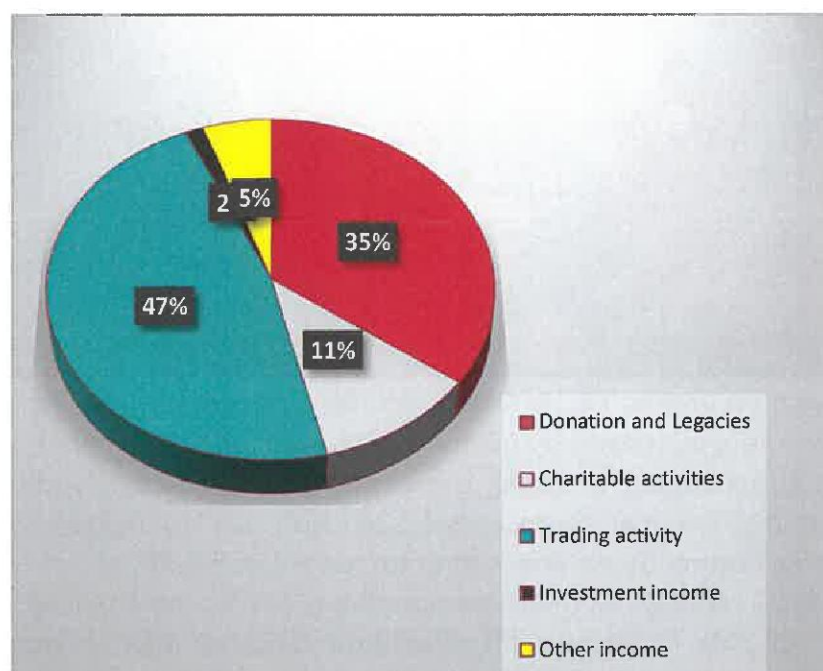
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Income

Despite ongoing uncertainty faced by the charity sector as we continued to emerge from the COVID-19 pandemic, our total income was £17.6M, compared with £17.4M in 2020-2021 which represents an increase of 0.7%. Once again, we have been overwhelmed by the generosity of our supporters with 87% (2021: 86%) of our income being raised by the communities we serve.



Donations and legacies of £6.1M (2021: £5.7M) and income from the trading activities of our subsidiary, Air Ambulance Promotions Ltd (AAPL) of £8.3M (2021: £8.7M) predominantly from our well supported Lottery, represents 82% (2021: 82%) of our income.

Income from fundraising and events of £0.9M (2021: £0.7M) increased by 26% on last year's figures. This increase reflects a return to face-to-face fundraising, in addition to our online and virtual events.

Expenditure

Total expenditure increased by 9.0% to £16.6M (2021: £15.2M), primarily due to an increased number of missions attended in the year and inflation. At the same time, charitable expenditure increased by £0.8M (2021: increased by £0.1M).

1. The cost of raising funds increased by £0.4M (16%) to £2.8M (2021: £2.4M) primarily due to investment in our brand awareness campaign, which began in late March and will run until October 2022.
2. The costs of the trading subsidiary have increased by £0.1M (12%) to £1.3M (2021: £1.2M). This has been driven by the resumption of Lottery canvassing following the lifting of COVID-19 restrictions. Lottery membership grew through the year by 6% (2021: fell by 8%) with 97,824 plays in the weekly regular draw at the end of March 2022 (2021: 92,205 plays).
3. Charitable expenditure increased by 7% to £12.4M (2021: 11.6M). Direct charitable expenditure on the provision of HEMS services increased by 8% to £11.2M (2021: £10.3M), while management and administrative charges has remained at £0.6M (2021: £0.6M) due to careful cost management through the year.

Air Ambulance Promotions Ltd (AAPL)



Our trading subsidiary's turnover fell year on year to £8.3M (2021: £8.7M) a decrease of 5%. At the year end, membership of the main lottery increased by 6% to 97,824, with 56,146 (57%) of the members also entering the weekly Superdraw. The weekly draw known as 24/7 raises funds specifically for night flying and by the end of the year, there were 5,528 (2021: 5,918) regular players. Total sales from the three weekly Lottery draws and raffles amounted to £8.2M; a decrease of 5% on the previous year (2021: £8.6M). At the same time the profit for the financial year decreased by 7% to £6.7M (2021: £7.3M). This is primarily due to the deferred effect of not canvassing due the COVID-19 lockdown.

Total merchandise and brand licensing sales amounted to £84,011 (2021: £45,456) an increase of 85% due to a resumption of commercial participation and strong support for our Christmas card campaign.

The Directors of AAPL agreed to gift aid each year's taxable profit to KSS. This amounted to £7.0M for the year, including the remaining taxable profits of £1.4M at the year end.

AAPL continues to closely monitor and manage the activities of its professional fundraisers, Tower Lotteries and Purity Fundraising, taking into the account the requirements of our licence with the Gambling Commission and the requirements of the Fundraising Regulator. Face-to-face canvassing recommenced in May 2021 following the relaxing of lockdown rules associated with the COVID-19 pandemic.

Managing risk

Furthering our charitable objectives means balancing risks and opportunities.

KSS has a three lined approach to risk management:

Operational risk management: This is embedded throughout the organisation and involves managers and staff identifying and mapping key risks and the policies, procedures and controls

they have in place to mitigate these risks. The operational risk management register is held on RADAR.

Project risk management: At the inception of a major project, KSS has prepared a project initiation document (PID) which encourages a risk-based approach to project management, with potential risks being identified at an early stage and as the project is developing with appropriate mitigations from the outset. This includes the risks associated with personal data, through the completion of a data protection impact assessment where applicable.

Strategic risk management: These are risks arising from the strategy which tend to be external risks and therefore are often outside of our control, especially within one team. These risks are managed by the SLT and Board of Trustees and rely on regular horizon scanning.

Our management processes allow for a bottom up and a top-down approach to risk. They require all objectives, either strategic, project or operational, to be clarified and associated risks be identified. The risk is analysed against an agreed matrix for consistency and response to the risk documented and regularly reviewed.

Risk appetite

Risk appetite is not a single, fixed concept and KSS has developed the following risk appetite statement:

"Overall, KSS has an **averse** appetite for legal, regulatory, safeguarding, health and safety and reputational risks and we will put in sufficient controls through policies, procedures and controls to manage these risks to their lowest possible levels of impact and likelihood.

KSS takes pride in its service delivery and is **cautious** in this regard to protect our core service, however, it would always seek to expand its horizons and is **open** to new ideas or approaches to compliment or improve our service, though it would not wish to be seen as unconventional and will balance this open approach to ensuring the core service is protected.

As the organisation is partly statutory funded, it seeks to diversify its income streams and is **open** in this regard. KSS holds significant funds in investments and has an **open** appetite to investment opportunities but the overall management of these and the delegation of financial authority will be **cautious**.

Where KSS is more **open** to risk, staff are expected to ensure that adequate governance, risk management and internal control is in place, but it is accepted that the residual risk may remain higher even with these measures in place. Where appetite for risk falls outside of these statements it will be escalated as required."

The most significant risks we faced in 2021-2022

With the uncertainty of the continuing COVID-19 pandemic during this period, our biggest risk remained the risk of further government lockdowns and/or high staff absence resulting in a potential reduction in income and/or our service delivery. We had regular meetings to address this risk and monitor case data and government recommendations. Both facilities remained

COVID-secure throughout this period, to protect both our staff and our services and we are proud to report we did not drop a single shift.

We were conscious of the impact of the pandemic and economic recovery on business, and the risk of overreliance on a single source supply chain. This risk was realised when we experienced difficulties in sourcing certain medical supplies, but we quickly ensured that we dedicated resource to sourcing alternatives, where possible to avoid service disruption. We were in close communication with our aircraft provider throughout this year, reviewing and re-evaluating our contract and options to ensure we stayed ahead of any developing risks.

We had an additional risk on the register through most of the year relating to returning our canvassers to door-to-door activities and our Events Team back to in-person events at a time where there was still much nervousness in the community. To mitigate any potential COVID-19 threat, all canvassers, staff and volunteers were briefed in advance on how to safely engage with potential supporters, maintaining distance and contact free processes. Canvassing activity restarted gradually from May 2021.

The most significant risks we face in the year ahead

Due to the ongoing challenges associated with the COVID-19 pandemic, coupled with global events and their impact on inflation and cost of living; a significant risk to KSS in the upcoming year will be decreased income. We anticipate that our balance sheet may be negatively affected due to less disposable income within our supporter base, losses in our investment portfolio and growth in costs from general inflation and higher fuel prices. We continue to diversify our income streams and look for innovative ways to reduce our costs whilst protecting service levels. That work continues. We will invest in our team to ensure diverse capabilities which will allow us to exploit different funding streams, specifically in the trust and foundation and corporate sectors. We will invest in increasing the awareness of our charitable status amongst our community and re-introduce community fundraising roles across the three counties to generate and inspire local support. We seek to maintain 12 months of operating reserves to mitigate the risk.

Low unemployment across the Southeast region is resulting in wage inflation and is making it harder to retain and recruit staff into many roles, but particularly entry level roles. We are offering greater flexible working opportunities for staff and investing in developing the existing talent in our teams and continue to provide wellbeing support for all of Team KSS, making KSS a caring and supportive place to work.

As with all forms of medical interventions and transportation, Helicopter Emergency Medical Services (HEMS) carries inherent risk. We also operate blue light Rapid Response Vehicles, conduct night-time operations, and deliver innovative medical interventions outwith the hospital environment. These risks are carefully managed to a granular level and constantly reviewed to ensure we can continue to deliver our cutting edge, life-saving work. KSS encourages a strong reporting culture and established governance processes for introducing any changes to our well documented standard operating procedures. Our insurances are carefully managed to provide mitigation for the worst-case scenario.

As we continue to evolve our working practices as a result of the COVID-19 pandemic, we need to consider the impact of hybrid working against the backdrop of heightened cybersecurity threats, particularly as a medical charity. We will continue to evolve our IT infrastructure, staff training and threat awareness capabilities to enhance our cybersecurity and information governance.

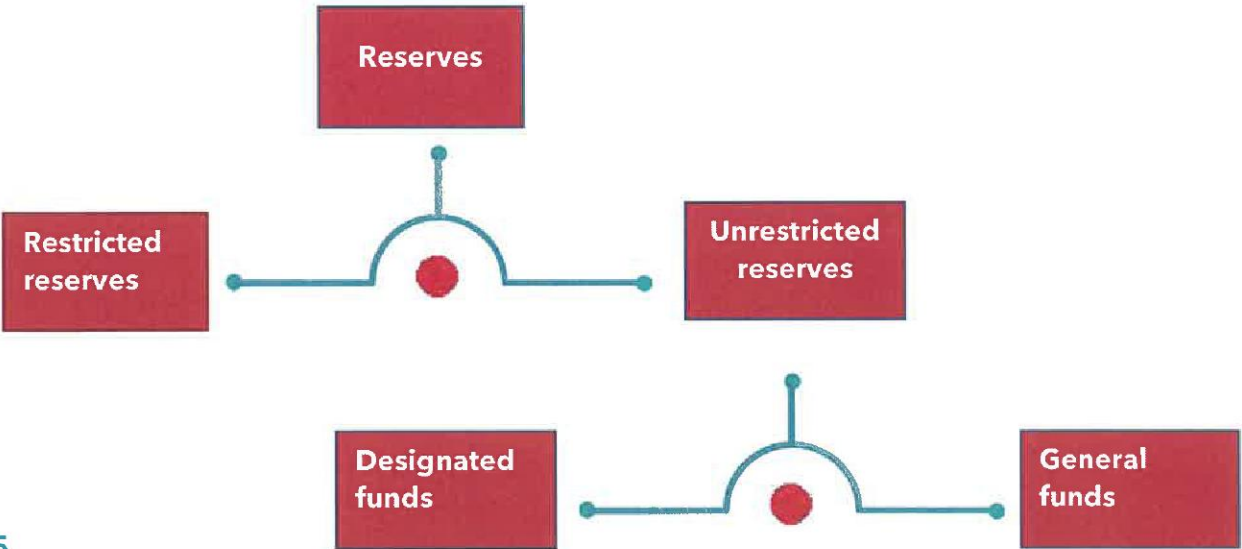
Managing our finances

Going concern

Our Trustees have reviewed forecasts that have been sensitised to reflect the ongoing impact of COVID-19, the relatively slow economic recovery from lockdown and the macro-economic and political instability in Europe as well as the continuing inflationary pressures experienced in our region.

Our Trustees confirm that they consider the going concern basis to remain appropriate as the charitable company has adequate resources to continue in operational existence for the foreseeable future. The risks continue to be mitigated by our diverse income streams with plans to maximise opportunities from fundraising events, trusts and foundations, and the substantial Lottery and raffle memberships, supported by our continued engagement within the community.

Reserves



Our reserves policy was reviewed during the year by the Audit, Risk, Remuneration and Investment (ARRI) Committee and its proposals were adopted by the Trustees.

In accordance with the Charity Statement of Recommended Practice (SORP), KSS holds two types of reserves:

- **Restricted reserves** – specific donations including for equipment and long-term capital development
- **Unrestricted reserves** – made up of Designated Funds and General Funds
 - **Designated funds** – Unrestricted Funds which the Trustees may from time to time set up for specific purposes. These include:
 - The fixed asset fund (currently equal to the net book value of fixed assets owned by KSS)
 - Funds allocated to long term expenditure, for instance the future helicopters fund and the property development fund
 - **General funds** – unrestricted reserves to manage operational or cash flow needs and to provide contingency for unexpected events, operational requirements or patient opportunities

Note that our future helicopters fund is supported in part by certain unquoted investments. We decided to lease aircraft from a reputable specialist company, and for commercial reasons have simultaneously loaned this company money for the aircraft purchases. These are loans which are repaid with interest at a commercial rate. The usable reserves will therefore gradually increase. In due course existing assets may require replacement, further assets may be purchased, and loans made.

Policy on general funds

We are very largely reliant on fundraising and donations for our activities and our expenditure can vary depending on demand and activity. We hold reserves to mitigate these risks, plus other unexpected events such as the ongoing COVID-19 pandemic.

Designated (unrestricted) funds

A total sum of £16.7M has been designated as follows:

- As part of its overall aircraft procurement programme, we loaned, at programme start, 50% of each new aircraft's costs to its aviation provider – Specialist Aviation Services (SAS) – for a 10-year period at a commercial interest rate.
- We loaned SAS £6.7M for the acquisition of two AW169 aircraft and the loans are included in the future helicopters fund. As the monies are repaid over the term of the loan, the interest received will usually be reinvested in the future helicopters fund to allow us to prepare for future aircraft procurement.

- During the year to 31st March 2021, our Trustees chose to transfer a further £2.9M to the fund, reflecting their commitment to investment in a future helicopter fleet which will meet our needs and the needs the communities we support.
- The future helicopters fund stands at £11.1M (2021: £10.9M).
- The fixed assets reserves presently stand at £4.5M (2021: £4.9M) representing the net book value of assets we utilise. The property fund retains a balance of £1M (2021: £1M), this reflects consideration to any further building development which may be required in future.

Restricted reserves

We retained a restricted funds balance of £0.1M (2021: £0.1M). A full analysis is shown at Note 14.

Changes in fixed assets

The movements in tangible fixed assets during the year are set out in note 7 to the financial statements.

Risk based approach

We have a five-year budget forecast that is reviewed at least annually. Due to the life-saving nature of our work, there is a low-risk approach taken with regards reserves, as closure of the service would be potentially catastrophic to the public we serve.

Consideration is given to the reliability of the income streams individually and over reliance on any particular income stream. We seek to further diversify our income streams to reduce overall risk of failure due to external factors affecting one of these streams e.g. the Lottery.

We have a 'ground up' approach to risk management and any concerns regarding a significant change in a particular income stream will be detected and acted upon quickly, so that the wider Team can respond. Consideration is also given to future operational and capital expenditure, which informs Board decisions in relation to the target level of general funds required to provide long-term security of our activities. Our financial state remains healthy, but Trustees are very conscious of the significant liabilities and commitments we have, especially in the leasing and operation of aircraft, and the fact that we are almost entirely reliant on public donations for our income. We received 14% (2021: 12%) of charitable activities expenditure from NHS funding.

Having regard to the current macroeconomic conditions, the Board's long-term objectives and foreseeable demand-led expenditure profile, the Board recommends a target for general funds to cover up to 12 months of future forecast expenditure, subject to short-term reductions to support strategic fixed asset investments and operational requirements. This sum presently stands at £17.6M (2021: £14.9M) which represents 10.6 months expenditure (2021: 11.7 months).

Investment policy and performance

The ARRI Committee is charged with ensuring a suitable asset allocation strategy for the investment portfolio taking professional advice where needed.

We seek to keep sufficient cash and near cash to cover known short-term cash flow requirements and day to day working capital requirements.

Balances over the liquidity requirements may be invested longer-term in various Board approved vehicles including bank deposits, investment funds, loans and any other investments that the Board may from time to time deem to be appropriate e.g. social investments. Our Trustees have considered their appetite with regard risk and accordingly our longer-term reserves should be invested to grow at least in line with inflation to mitigate inflationary risk. They should also generate income to support our continuing activities. Beyond that, we seek to obtain the best financial total return from our longer-term reserves, generally within a medium degree of investment risk. The horizon for the longer-term investments is up to five years but consideration is given to the portfolio of investments to ensure there remains access to funds in the short-term in order to provide any funding needs beyond our known cash flow requirements.

Loans are assessed on a case-by-case basis and actioned only with approval of the Board. It is understood that in taking investment risk the capital value can go down as well as up.

The base currency of the investment portfolio is Sterling and short-term bank cash reserves are held primarily in Sterling. Within the longer-term reserves, investments may be made in an appropriate proportion of non-Sterling assets. Hedging to mitigate foreign exchange risk is permitted.

Investments are diversified, with the aim of avoiding over-exposure in any particular institution, although the majority of our bank deposits are currently held with a single UK National bank.

Our ethical investment policy precludes investment in tobacco and also avoids direct investment in companies that generate more than 10% of revenue from alcohol manufacture, armaments, gambling, pornography and pay day loans.

Investment performance

The Trustees are permitted by our Articles of Association to invest KSS monies not immediately required for its own purpose in such investments, securities or property as may be thought fit. The Trustees consider it appropriate to hold reserves in a combination of cash, low risk investment funds (Ruffer – targeting to preserve capital and beat returns on cash deposits), and balanced risk investment funds (Smith & Williamson – targeting returns of CPI + 3%). As of 14th June 2022, Smith & Williamson changed their name to Evelyn Partners.

At the year end, KSS had £8.7M portfolio with Smith & Williamson which is managed based on a multi-asset portfolio strategy which aims to achieve a combination of capital growth and income distributions over the long-term. Dividends are rolled over and there is no entry in these accounts, therefore, for investment income from this source.

Our Trustees monitored Smith & Williamson's own total return as follows:

Investment Performance	Portfolio Total Return	MSCI PIMFA Balanced Index	CPI + 3%
Since inception (May 2018) to 31 st March 2022	28.93%	22.39%	23.15%

The portfolio is invested entirely in one in-house fund with the aim of delivering positive returns regardless of how the financial markets perform and at a higher rate than would be achieved by depositing funds in cash. At 31st March 2022, the holding was valued at £11.7M (2021: £10.8M).

Our Trustees monitored Ruffer's own total return as follows:

Investment Performance	Portfolio	FTSE All-Share index	Bank rate
Since inception (March 2019) to 31 st March 2022	36.6%	14.6%	1.0%

Investments are also made as cash deposits with banks (NatWest, Scottish Widows, Charities Aid Foundation) and on terms between 30 days and one year, ensuring that funds are maturing on a regular basis should our short-term cash flow requirements need supplementing. We constantly monitor interest rates; however, these remain low during the year, resulting in a very small level of interest received of £587 (2021: £3,221).

The total unrealised gain from all investments amounted to £1.5M (2021: £2.8M).

On 8th February 2016, we entered into a secured loan agreement with SAS (Kent) Limited to lend 50% of the purchase price, £3,079M, for the new AW169 helicopter (G-KSST) at an interest rate of 4.771% over a 10-year term. During the year, interest of £0.1M (2021: £0.1M) was accrued and paid over. At the year end the outstanding balance on the loan, including unamortised legal costs, stood at £1.9M (2021: £2.3M). The loan is secured by a charge over the helicopter.

On 21st December 2017, we entered into a second secured loan agreement with SAS (Surrey and Sussex) Limited to lend 50% of the purchase price, £3.628M for a second AW169 helicopter (G-KSSC) at an interest rate of 4.781% over a 10-year term. During the year, interest of £0.1M (2021: £0.1M) was accrued and paid over. At the year end the outstanding balance on the loan, including unamortised legal costs, stood at £2.6M (2021: £3.0M). The loan is secured by a charge over the helicopter.

Statement of Trustee responsibilities

Our Trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Charity law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom

Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of affairs of the Charity and of the profit or loss of the Charity for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Make judgments and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue to operate.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charity's website.

Disclosure of information to Auditors

Insofar as each of the Trustees of the Charity at the date of approval of this report is aware, there is no relevant audit information (information needed by the company's auditors in connection with preparing the audit report) of which the company's auditors are unaware and each Trustee has taken all of the steps that he/she should have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

Signed



D H B Burgess

Chair of Trustees

This report was approved by the Board on 7th December and signed on its behalf.



Independent Auditor's Report

Opinion

We have audited the financial statements of Air Ambulance Charity Kent, Surrey Sussex (the 'Charitable Company') for the year ended 31st March 2022, which comprise the statement of comprehensive income, the balance sheet, the statement of changes in equity and the related notes, including a summary of significant accounting policies.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom

Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Charitable Company's affairs as at 31st March 2022 and of its net profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charitable Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charitable Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

As explained more fully in the Trustee's responsibilities statement set out on page 59, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Charitable Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Charitable Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We obtained an understanding of the legal and regulatory frameworks within which the company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 and Taxation legislation.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be the override of controls by management and the recognition of revenue. Our audit procedures to respond to these risks included:

- enquiry of management about the company's policies, procedures and related controls regarding compliance with laws and regulations and if there are any known instances of non-compliance
- examining supporting documents for all material balances, transactions and disclosures
- review of the board meeting minutes

- enquiry of management and review and inspection of relevant correspondence with any legal firms
- evaluation of the selection and application of accounting policies related to subjective measurements and complex transactions
- detailed testing of a sample of revenue during the year and around the year and agreeing these through to invoices and despatch records
- testing the appropriateness of a sample of significant journal entries recorded in the general ledger and other adjustments made in the preparation of the financial statements, and review of accounting estimates for biases.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/ auditors' responsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

Use of our report

This report is made solely to the Charitable Company's shareholders, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charitable Company's shareholders those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charitable Company and the Charitable Company's shareholders, as a body, for our audit work, for this report, or for the opinions we have formed.

Signed



Darren Rigden (senior statutory auditor)

For and on behalf of

Crowe U.K. LLP Statutory Auditor

Riverside House

40-46 High Street

Maidstone

Kent

ME14 1JH

(DATE)

19/12/2022



Our Accounts

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)

YEAR ENDED 31st MARCH 2022

	Notes	Unrestricted Funds	Restricted Funds	Total Funds 2022	Total Funds 2021
Income:		£	£	£	£
Donations and legacies	3	5,706,601	416,865	6,123,466	5,684,744
Charitable activities	3	2,020,469	-	2,020,469	2,088,594
Trading activity	3	8,101,249	170,145	8,271,394	8,667,799
Investment income	3	232,195	-	232,195	265,244
Other income	3	915,070	-	915,070	729,109
Total income		16,975,584	587,010	£17,562,594	17,435,490
Expenditure:					
Raising funds	5	2,835,697	-	2,835,697	2,441,761
Charitable activities	5	11,992,017	449,271	12,441,288	11,608,801
Cost of sales trading subsidiary	5	1,268,576	29,859	1,298,435	1,160,674
Total expenditure		16,096,290	479,130	16,575,420	15,211,236
Operating surplus		879,294	107,880	987,174	2,224,254
Unrealised gains / (losses) on investments	8	1,503,725	-	1,503,725	2,812,281
Net income		2,383,019	107,880	2,490,899	5,036,535
Transfer between funds		102,787	(102,787)	-	-
Net movement in funds		2,485,806	5,093	2,490,899	5,036,535
Reconciliation of funds:					
Fund balances brought forward		31,747,211	124,856	31,872,067	26,835,532
Fund balances carried forward		34,233,017	129,949	34,362,966	31,872,067

The above statement contains all the gains and losses recognised in the current and preceding year.

All operations are continuing.

The notes on pages 70-86 form part of these financial statements

CONSOLIDATED BALANCE SHEET

31st MARCH 2022

	Notes	Total Funds 2022 £	Total Funds 2021 £
Fixed Assets:			
Tangible assets	7	4,531,201	4,930,331
Investments	8	25,172,842	24,308,772
		29,704,043	29,239,103
Current Assets:			
Stocks	9	1,028	876
Debtors	10	1,267,447	520,894
Cash at bank and in hand	11	5,147,489	3,427,644
		6,415,964	3,949,414
CREDITORS: amounts falling due within one year	12	1,757,041	1,316,450
NET Current Assets		4,658,923	2,632,964
NET Assets		34,362,966	31,872,067
Reserves:			
Designated Funds	14	16,680,869	16,860,367
General Funds	14	17,552,148	14,886,844
Restricted Finds	14	129,949	124,856
		34,362,966	31,872,067

Approved by the Board on 7th December 2022

and signed on its behalf:



Chair of Trustees

The notes on pages 70-86 form part of these financial statements.

BALANCE SHEET

31st MARCH 2022

Registered charity no. 1021367
Registered company no. 2803242

	Notes	Total Funds 2022	Total Funds 2021
Fixed Assets:		£	£
Tangible assets	7	4,531,201	4,930,331
Investments	8	25,172,844	24,308,774
		29,704,045	29,239,105
Current Assets:			
Debtors	10	3,235,056	2,639,887
Cash at bank and in hand	11	2,394,015	1,040,323
		5,629,071	3,680,210
CREDITORS: amounts falling due within one year	12	970,148	1,047,246
NET Current Assets		4,658,923	2,632,964
NET Assets		34,362,968	31,872,069
Reserves:			
Designated Funds	14	16,680,869	16,860,367
General Funds	14	17,552,150	14,886,846
Restricted Funds	14	129,949	124,856
		34,362,968	31,872,069

Approved by the Board on 7th December 2022

and signed on its behalf:



Chair of Trustees

The notes on pages 70-86 form part of these financial statements.

CONSOLIDATED CASH FLOW STATEMENT

YEAR ENDED 31st MARCH 2022

Reconciliation of NET Incoming Resources to NET Cash Inflow from Operating Activities	Total Funds 2022	Total Funds 2021
	£	£
NET Incoming Resources	987,174	2,224,254
Investment Income	(587)	(3,221)
Interest accrued on loan to SAS	(231,608)	(262,023)
(Profit) / Loss on disposal of Fixed Assets	(458)	(11,230)
Amortisation	11,975	11,975
Depreciation	503,211	514,313
(Increase) / Decrease in Stock	(152)	2,616
Decrease / (Increase) in Debtors	(746,553)	554,061
(Decrease) / Increase in Creditors	440,591	(149,949)
New Cash Inflow from Operating Activities	963,593	2,880,796
Returns on Investment		
Interest received	587	3,221
Capital Expenditure and Financial Investments		
Purchases of Tangible Fixed Assets	(106,590)	(121,581)
Proceeds from Disposal of Tangible Fixed Assets	2,967	11,982
Investments made in year	(25,700)	(5,000,000)
Loan repayments received	884,988	884,988
NET Cash Flow from Capital Expenditure and Financial Investments	755,665	(4,224,611)
NET Cash Inflow	1,719,845	(1,340,594)
Cash at Bank and in Hand		
Opening Balance at 1 st April 2021	3,427,644	4,768,238
NET Cash Inflow for the year	1,719,845	(1,340,594)
Closing Balance at 31st March 2022	5,147,489	3,427,644

Notes to the financial statements

1. Accounting Policies

General Information

The principal activity of the charity is to relieve sick and injured people in South East England and surrounding areas by providing a Helicopter Emergency Medical Service (HEMS) and Air Ambulance service for the benefit of the community.

The charity is incorporated and domiciled in the UK. The address of its registered office is

**Air Ambulance Building
Rochester City Airport
Maidstone Road
Chatham
Kent ME5 9SD**

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the Group's financial status.

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS102) - (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) and the Companies Act 2006.

KSS meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

Accounting standards require the Trustees to consider the appropriateness of the going concern basis when preparing the financial statements. The Trustees have taken notice of the Financial Reporting Council guidance, which requires the reasons for this decision to be explained. The Trustees regard the going concern basis as remaining appropriate as the charity has adequate resources to continue in operational existence for the foreseeable future. Thus, they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

b) Basis of consolidation

The Statement of Financial Activities (SOFA) and Balance Sheet consolidate the financial statements of KSS and its subsidiary undertaking, Air Ambulance Promotions Limited. The results of the subsidiary are consolidated on a line-by-line basis.

In accordance with Section 408 of the Companies Act 2006, KSS has not presented its statement of financial activities. The excess of income over expenditure of KSS was £2.49M (2021: £5.04M).

c) Fund accounting Designated Funds

Unrestricted funds that are earmarked for a particular purpose by the Trustees. The aim and use of each designated fund are set out in note 14.

General Funds

Unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of KSS and which have not been designated for other purposes.

Restricted Funds

Funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The cost of raising and

administering such funds is charged against the specific fund. The aim and use of each restricted fund are set out in note 14.

Investment income and gains or losses on quoted investments are allocated to general funds, unless otherwise stated.

d) Incoming resources

All incoming resources are included in the SOFA when KSS is legally entitled to the income and the amount can be quantified with reasonable accuracy. For legacies, entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received.

Gifts donated for resale are included as income when they are sold. Donated facilities are included at the value to KSS where this can be quantified, and a third party is bearing the cost.

A corresponding charge is made to the relevant overhead account. No amounts are included in the financial statements for services donated by volunteers.

e) Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs are not directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of the resources.

Fundraising and publicity costs are those incurred in seeking voluntary contributions and do not include the cost of disseminating information in support of the charitable activities.

Charitable expenditure is that expenditure directly in connection with the objects of the Charity and includes management and support costs.

f) Tangible fixed assets and depreciation

Tangible fixed assets are capitalised and included at cost including any incidental expenses of acquisition. Depreciation is provided on all tangible fixed assets at annual rates calculated to write off the cost, less estimated residual value, of each asset evenly over its anticipated useful life, as follows:

Leasehold improvements	straight line over the term of the respective lease.
Plant and equipment	10% on cost
Office equipment	20% on cost
Computer equipment	25% on cost
Helicopter equipment	20% on cost
Motor vehicles	25% on cost

g) Investments

Listed investments are stated at market value at the balance sheet date. The SOFA includes the net gains and losses arising on revaluations and disposals throughout the year.

Unlisted investments (including investments in subsidiaries) are measured at cost less accumulated impairment.

Loans and other accounts receivable and payable, are initially measured at present value of the future cash flows and subsequently at amortised cost using the effective interest method.

h) Stock

Stock consists of purchased goods for resale.

Stocks are valued at the lower of cost and net realisable value. Items donated for resale or distribution are not included in the financial statements unless they are sold or distributed.

i) Value added tax

Irrecoverable value added tax is included within the expenditure to which it relates.

j) Operating leases

Rentals applicable to operating leases are charged to the SOFA over the period in which the cost is incurred. Details of operating lease commitments are as shown in note 6.

k) Pensions

KSS operates a defined contribution pension scheme for its employees. Contributions to this scheme are charged to resources expended as they fall due. KSS has no potential liability other than the payment of these contributions.

l) Corporation tax

No provision has been made for corporation tax, as KSS is able to claim full statutory exemption subject to the proper application of all its charitable reserves.

m) Liabilities

Liabilities are recognised when KSS has an obligation to make payment to a third party.

n) Financial instruments

KSS only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of loans which are subsequently measured at amortised cost using the effective interest method.

2. Judgements in Applying Accounting Policies and Key Sources of Estimation Uncertainty

The charity may be required to make estimates and assumptions concerning the future. These estimates and judgements are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The resulting accounting estimates will, by definition, seldom equal the related actual results.

The principal areas where judgement was exercised are as follows:

- i) **Tangible and intangible fixed assets:** The Trustees annually assess both the residual value of these assets and the expected useful life of such assets which is currently judged to be up to 10 years, based on experience.
- ii) **Accrued legacy income:** Management judgements are required to estimate a suitable amount of legacy income to accrue at the reporting date. The amount is calculated based on the conditions set out in the Charity SORP (FRS 102).
- iii) **Going concern:** The Trustees use budgets and forecasts when concluding upon the going concern assertion when preparing the financial statements. These forecasts have estimates and judgements included throughout but are based on the historic performance of the charity and expected future income and expenditure.

3. Incoming Resources

	Unrestricted Funds	Restricted Funds	Total Funds 2022	Total Funds 2021
	£	£	£	£
Donations and Legacies:				
Donations (not arising from events)	2,143,650	398,047	2,541,697	2,371,471
Legacies & in Memorium	3,442,262	18,818	3,461,080	3,268,231
Collection Boxes	120,689	-	120,689	45,042
	5,706,601	416,865	6,123,466	5,684,744
Charitable activities:				
Intangible income - cars loaned by sponsor	-	-	-	6,863
Intangible income - drugs & medical consumables	14,065	-	14,065	11,742
Intangible income - armed forces, doctors salaries	58,286	-	58,286	72,805
Clinical staff funded by NHS	1,800,000	-	1,800,000	1,439,239
Government grants	-	-	-	405,176
Lease income	147,598	-	147,598	141,549
Profit/(Loss) on disposal of fixed assets	458	-	458	11,230
Exchange rate gains/(loss)	62	-	62	(10)
	2,020,469	-	2,020,469	2,088,594
Income from Trading Subsidiary	8,101,249	170,145	8,271,394	8,667,799
Investment income				
Bank deposit interest	343	-	343	2,000
Interest on loan	231,608	-	231,608	262,023
Bank deposit interest - trading subsidiary	244	-	244	1,221
	232,195	-	232,195	265,244
Other income				
Group fundraising and events	915,070	-	915,070	729,109
TOTAL INCOME	16,975,584	587,010	17,562,594	17,435,490

4. Net Income from Trading Activities of Subsidiary

KSS has one trading subsidiary that is incorporated in the UK, Air Ambulance Promotions Limited (registered no. 02674568). KSS owns 100% of the issued share capital of the company. A summary of its trading results is shown below:

	Total Funds 2022	Total Funds 2021
	£	£
Turnover	8,271,394	8,667,799
Cost of Sales	1,234,697	1,058,364
Gross Profit:	7,036,697	7,609,435
Interest receivable	244	1,221
	7,036,941	7,610,656
Less overheads		
Administrative expenses	63,738	102,311
Income from subsidiary	6,973,203	7,508,345
Comprising:		
General Funds	6,832,916	7,358,180
Restricted Funds	140,287	150,165
Total income from subsidiary	6,973,203	7,508,345

Air Ambulance Promotions Limited gift aided the year-end profit of £6,973,203 (2021: £7,508,305) to KSS and this was paid by 3rd October 2022.

5. Analysis of Total Resources Expended

	Unrestricted Funds	Restricted Funds	Total Funds 2022	Total Funds 2021
	£	£	£	£
Raising Funds:				
Staff Costs	1,626,388	-	1,626,388	1,509,245
Consultancy Fees	47,175	-	47,175	53,094
Advertising, promotion and publicity	138,642	-	138,642	92,454
Other Costs	1,023,492	-	1,023,492	786,968
	2,835,697	-	2,835,697	2,441,761
Direct Charitable Expenditure:				
Air Ambulance running costs	7,174,349	409,271	7,583,620	7,064,246
Paramedics Costs	1,197,694	-	1,197,694	1,059,402
Clinical Managers	461,344	-	461,344	401,250
Doctors	1,205,688	20,000	1,225,688	1,080,563
Operational Employees	410,695	-	410,695	495,389
Research and Education	140,293	20,000	160,293	62,772
Dep'n of Helicopter Equipment	148,760	-	148,760	150,234
	10,738,823	449,271	11,188,094	10,313,856
Management and Administration				
Staff Costs	398,876	-	398,876	335,495
Professional Fees	44,409	-	44,409	96,149
Other Costs	196,339	-	196,339	215,038
	639,624	-	639,624	646,682
Supporting Costs and Depreciation				
Property Expenses	397,272	-	397,272	426,438
Depreciation	216,298	-	216,298	221,825
	613,570	-	613,570	648,263
Total Charitable Expenditure	11,992,017	449,271	12,441,288	11,608,801
Trading Subsidiary Cost	1,268,576	29,859	1,298,435	1,160,674
TOTAL EXPENDITURE	16,096,290	479,130	16,575,420	15,211,236

6. Total Resources Expended

Total resources expended is stated after charging:

	Total Funds 2022	Total Funds 2021
	£	£
Auditors' remuneration - as auditors	19,450	18,500
- for taxation services	1,000	1,500
- for professional advice provided	6,965	2,220
Operating leases - land and buildings	178,538	227,798
- helicopter (including pilotage standing charges)	5,407,638	5,394,773
- cars	34,545	21,828
- office equipment	27,370	26,070
Depreciation	503,211	514,313

Staff costs	2022	2021
	£	£
Wages and salaries	2,988,625	2,559,156
Social security costs	278,036	245,932
Pension costs	297,913	253,261
	3,564,574	3,058,349

In 2022 no ex-gratia payments were made by way of compensation for the termination of employment. (2021: two payments totalling of £13,167)

The average number of employees excluding Trustees, analysed by function was:	2022	2021
Management and administration	17	15
Fundraising and publicity	36	33
Direct charitable expenditure, including secondees and emeritus	56	50
	109	98

The full-time equivalent number of staff is 90 (2021:83) including 74 full time (2021:68) and 35 part time (2021: 30). Of this number 31 (2021: 27) FTE are secondees.

Ten (2021: seven) employees earned more than £60,000 during the year in bandings as follows:

	2022	2021
£60k - £70K	2	2
£70k - £80K	4	3
£80k - £90K	1	-
£90K - £100K	2	1
£150K - £160K	-	1
£160K - £170K	1	-

The total amount of employee benefits received by the six (2021: nine) members of the Senior Leadership team was £661,297 (2021: £741,188).

Included within direct charitable expenditure is the cost of staff not directly employed by KSS. This mainly relates to the cost of doctors on board the helicopters who are employed directly by the NHS and the military £840,759 (2021: £820,990) and NHS Clinical Managers and Paramedics £1,042,494 (2021: £963,676).

7. Tangible Fixed Assets

Group and Charity	Redhill Base	Helicopter Equipment (Incl plant)	Motor Vehicles	Computer Equipment	Office Equipment	Rochester Base	Total
Cost	£	£	£	£	£	£	£
At 1 st April 2021	2,414,290	1,104,595	190,269	318,748	182,244	2,362,369	6,572,515
Additions	-	57,222	37,658	10,232	1,478	-	106,590
Disposals	(2,967)	-	-	-	-	-	(2,967)
At 31st March 2022	2,411,323	1,161,817	227,927	328,980	183,722	2,362,369	6,676,138
Depreciation							
At 1 st April 2021	323,180	563,987	101,409	207,616	112,519	333,473	1,642,184
Disposals	(458)	-	-	-	-	-	(458)
Charge for the year	99,404	148,760	31,853	68,364	35,167	119,663	503,211
At 31st March 2022	422,126	712,747	133,262	275,980	147,686	453,136	2,144,937
NET book values at							
31st March 2022	1,989,197	449,070	94,665	53,000	36,036	1,909,233	4,531,201
At 31st March 2021	2,091,110	540,608	88,860	111,132	69,725	2,028,896	4,930,331

8. Fixed Asset Investments

Group	Listed Investments	Unlisted Investments	Total
Market Value	£	£	£
At 1 st April 2021	18,921,583	5,387,189	24,308,772
Additional Investment in Year	25,700	-	25,700
Interest Accrued	-	231,608	231,608
Repayment of Loans	-	(884,988)	(884,988)
Amortisation	-	(11,975)	(11,975)
Increase/(Decrease) in valuation	1,503,725	-	1,503,725
At 31st March 2022	20,451,008	4,721,834	25,172,842

Charity	Shares in Subsidiary Company	Listed Investments	Unlisted Investments	Total
Market Value	£	£	£	£
At 1 st April 2021	2	18,921,583	5,387,189	24,308,774
Additional Investment in Year	-	25,700	-	25,700
Interest Accrued	-	-	231,608	231,608
Repayment of Loans	-	-	(884,988)	(884,988)
Amortisation	-	-	(11,975)	(11,975)
Increase/(Decrease) in valuation	-	1,503,725	-	1,503,725
At 31st March 2022	2	20,451,008	4,721,834	25,172,844

Group and Charity	Original Cost	Total
Listed investments comprise the following:	£	£
Smith & Williamson Portfolio	7,025,700	8,749,023
Ruffer LLP Portfolio	9,000,000	11,701,985
At 31st March 2022	16,025,700	20,451,008

Unlisted investments comprise the following:	2022	2021
	£	£
Helicopter Loans	4,596,834	5,262,189
Enterprise Investment	125,000	125,000
At 31st March 2022	4,721,834	5,387,189

	2022	2021
Movement on listed investments	£	£
Market Value at the Beginning of Year	18,921,583	11,109,302
Additions in Year	25,700	5,000,000
	18,947,283	16,109,302
Market Value at End of Year	20,451,008	18,921,583
Increase/(Decrease) in value	1,503,725	2,812,281

Subsidiary Balance Sheet	2022	2021
The Assets and Liabilities of the subsidiary were:	£	£
Current Assets		
Stock	1,028	876
Debtors	534,981	110,055
Cash at Bank	2,753,474	2,387,322
	3,289,483	2,498,253
Creditors: Amounts Falling Due Within One Year	3,289,481	2,498,251

	2	2
Capital and reserves:		
Called up share capital	2	2
Profit and loss account	-	-
	2	2

Air Ambulance Promotions Limited gift aided to the charity the profits of £1,337,388 in two tranches, the final amount on 3rd October 2022 (2021: £1,588,466) and all loans and monies due by Air Ambulance Promotions Limited to KSS are secured by a first floating charge created on 30th March 1994 on the subsidiary company's assets.

9. Stocks

	Charity		Group	
	2022	2021	2022	2021
	£	£	£	£
Goods for resale at cost	-	-	1,028	876

10. Debtors

	Charity		Group	
	2022	2021	2022	2021
	£	£	£	£
Trade Debtors	246,732	157,328	251,999	157,328
Current Account with Subsidiary	2,502,590	2,229,047	-	-
Other Debtors	1,928	935	108,046	110,991
Prepayments and Accrued Income	483,806	252,577	907,402	252,575
	3,235,056	2,639,887	1,267,447	520,894

11. Cash in Hand and at Bank

	Charity		Group	
	2022	2021	2022	2021
	£	£	£	£
Investment Deposit Accounts	103,688	103,574	103,688	103,574
Other Bank Accounts	2,289,971	936,272	5,043,430	3,323,578
Petty Cash	356	477	371	492
	2,394,015	1,040,323	5,147,489	3,427,644

12. Creditors: Amounts Falling Due Within One Year

	Charity		Group	
	2022	2021	2022	2021
	£	£	£	£
Trade Creditors	572,261	583,990	649,899	618,503
Other Taxation and Social Security	102,524	98,558	102,524	98,558
Other Creditors	23,597	30,641	23,597	35,348
Accruals and Deferred Income	271,766	334,057	981,021	564,041
	970,148	1,047,246	1,757,041	1,316,450

13. Financial Instruments

Financial Assets	Charity		Group	
	2022	2021	2022	2021
	£	£	£	£
Financial Assets Measured at Amortised Cost	30,398,789	27,561,829	30,761,056	27,830,157

Financial Liabilities	Charity		Group	
	2022	2021	2022	2021
	£	£	£	£
Financial Liabilities Measured at Amortised Cost	813,570	941,188	900,956	987,156

Financial assets measured at amortised cost comprise cash at bank, trade debtors, loans to SAS and listed investments.

Financial Liabilities measured at amortised cost comprise trade creditors, and accruals.

14. Analysis of Funds

Unrestricted Designated and General Funds

The Unrestricted funds are available for the purposes of KSS, to be spent as the Trustees see fit to meet the objectives of KSS. An element of these funds, £16,680,869 (2021: £16,860,367) has been defined as designated funds and earmarked for the future helicopter acquisition, property relocation and including the net book value of the fixed assets. A full analysis is detailed below. The balance of £17,552,148 (2021: £14,886,844) has been classified as General funds.

The General funds are not specifically earmarked but equate to 10.6 months of expenditure and are used to further the objectives of KSS.

Designated Funds	As at 31 st March 2021	Utilised / Released	New Designations	As at 31 st March 2022
	£	£	£	£
Fixed Assets	4,930,331	(505,720)	106,590	4,531,201
Property Relocation	1,000,000	-	-	1,000,000
Future Helicopters	10,930,036	(11,975)	231,607	11,149,668
	16,860,367	(517,695)	338,197	16,680,869

The Fixed Assets fund is the net book value of Fixed Assets.

The Property Relocation fund is an amount set aside as a contribution toward the potential cost of relocation if the charity, were it required to move either of its bases.

The future helicopter fund includes the value of the loans made to SAS for the acquisition of the two AW169 helicopters - £6.7M - plus the legal costs incurred of £0.1M. The legal costs are being amortised over the term of each loan and are charged to the fund, whilst the interest received on those loans during the period is added to the fund. In addition, a further £2.9M has been provided by the Trustees reflecting their commitment to investment in a future helicopter fleet which will meet the needs of KSS and the community they support.

Movements in Funds

Group	General	Designated	Total Unrestricted	Restricted	Total Funds 2022	Total Funds 2021
	£	£	£	£	£	£
Balance at 1 st April 2021	14,886,844	16,860,367	31,747,211	124,856	31,872,067	26,835,532
Total Income	16,637,387	338,197	16,975,584	587,010	17,562,594	17,435,490
Total Expenditure	(15,578,595)	(517,695)	(16,096,290)	(479,130)	(16,575,420)	(15,211,236)
(Loss)/gain on investments	1,503,725	-	1,503,725	-	1,503,725	2,812,281
Transfers between funds	102,787	-	102,787	(102,787)	-	-
Balance at 31st March 2022	17,552,148	16,680,869	34,233,017	129,949	34,362,966	31,872,067

Charity	General	Designated	Total Unrestricted	Restricted	Total Funds 2022	Total Funds 2021
	£	£	£	£	£	£
Balance at 1 st April 2021	14,886,846	16,860,367	31,747,213	124,856	31,872,069	26,835,534
Total Income	15,338,952	338,197	15,677,149	587,010	16,264,159	16,274,815
Total Expenditure	(14,280,160)	(517,695)	(14,797,855)	(479,130)	(15,276,985)	(14,050,561)
(Loss)/gain on investments	1,503,725	-	1,503,725	-	1,503,725	2,812,281
Transfers between funds	102,787	-	102,787	(102,787)	-	-
Balance at 31st March 2022	17,552,150	16,680,869	34,233,019	129,949	34,362,968	31,872,069

Analysis of Net Assets Between Funds

Group	General	Designated	Total Unrestricted	Restricted	Total Funds 2022	Total Funds 2021
	£	£	£	£	£	£
Tangible Fixed Assets	-	4,531,201	4,531,201	-	4,531,201	4,930,331
Investments	13,023,174	12,149,668	25,172,842	-	25,172,842	24,308,772
Cash	5,017,540	-	5,017,540	129,949	5,147,489	3,427,644
Other Assets and Liabilities	(488,566)	-	(488,566)	-	(488,566)	(794,680)
	17,552,148	16,680,869	34,233,017	129,949	34,362,966	31,872,067

Charity	General	Designated	Total Unrestricted	Restricted	Total Funds 2022	Total Funds 2021
	£	£	£	£	£	£
Tangible Fixed Assets	-	4,531,201	4,531,201	-	4,531,201	4,930,331
Investments	13,023,176	12,149,668	25,172,844	-	25,172,844	24,308,774
Cash	2,264,066	-	2,264,066	129,949	2,394,015	1,040,323
Other Assets and Liabilities	2,264,908	-	2,264,908	-	2,264,908	1,592,641
	17,552,150	16,680,869	34,233,019	129,949	34,362,968	31,872,069

Restricted Funds

Group & Charity	As at 31 st March 2021	Income Resources	Resources Expended	Transfers between Funds	As at 31 st March 2022
	£	£	£	£	£
Training centre	20,027	-	-	(4,819)	15,208
Night flying	-	170,145	(170,145)	-	-
Fidelity mannequins - Training	23,902	-	(937)	-	22,965
Ultrasound	7,031	-	-	-	7,031
Autopulse – cardiac support pump	7,500	-	-	-	7,500
Compact suction units	1,021	-	(783)	-	238
Load bearing vests	1,100	-	-	-	1,100
Rescue warming mats	371	-	-	-	371
Research	-	20,000	(20,000)	-	-
Training equipment	11,098	-	-	-	11,098
Lions equipment	1,237	9,569	(1,081)	(7,687)	2,038
Flying suits	36,529	-	(36,529)	-	-
Tempus Pro Monitor	-	35,759	-	(31,755)	4,004
Ventilator	-	45,962	(3,296)	(15,871)	26,795
Helicopter	-	174,500	(170,500)	-	4,000
Fuel costs	15,000	20,818	(35,818)	-	-
Equipment	40	20,000	(20,040)	-	-
Physio Control Lucas 3 Devices	-	4,997	-	(4,997)	-
Community Response Fund	-	20,000	-	-	20,000
Critical Care Fund	-	20,000	(20,000)	-	-
Rapid Response	-	45,259	-	(37,658)	7,601
	124,856	587,009	(479,129)	(102,787)	129,949

The transfer of funds amounting to £102,787 includes the capitalised items:

- **Training centre** - £4,819 The purchase of a simulator upgrade to support training moulages
- **Lyons equipment** - £7,687 Conversion of a Volvo XC90 to emergency vehicle status

- **Tempus pro monitor** -£31,755 The purchase of two Tempus ALS monitors
- **Ventilator** - £15,871 Purchase of one Oxylog 3000 ventilator with maintenance
- **Physio Control Lucas 3 Devices** - £4,997 contribution toward the purchase of a Lucas 3 chest compression system
- **Rapid Response** - £37,658 Purchase of a Volvo XC 90 for use as a rapid response vehicle

Restricted funds

Restricted funds represent funds held for the provision of emergency equipment and resources for use in Kent, Surrey and Sussex. These funds include:

Training centre fund	Grant received from the Libor Fund for the development of a Hi Fidelity training centre
Night flying fund	Receives the profit from the 24/7 weekly draw operated by Air Ambulance Promotions Limited and other donations. The funds are used in support of the night flying operations
Fidelity mannequins fund	Donations specifically for the purchase of Fidelity mannequins
Ultrasound fund	For grants and other donations for ultrasound diagnostic equipment
Autopulse – cardiac support fund	Donations and grants towards the costs of cardiac support pumps
Compact suction units fund	Donations specifically for the purchase of compact suction units
Load bearing vests fund	Donations for the on-going cost of load bearing vests used by the crew
Rescue warming mats fund	Donations given for the purchase of rescue warming mats
Research legacy fund	Legacies received for research purposes for diagnosis and treatment
Training equipment fund	Donations received to buy medical training equipment
Lions equipment	Donations from the Lions Club International. During the year the Lions Club purchased a Rapid Response Vehicle
Flying suits fund	Donations from Tesco Groundwork UK to provide flying suits for the HEMS crew
Tempus Pro Monitor fund	Donations and grants provided to support the purchase of a Tempus ALS system
Ventilator fund	Donations and grants provided to support the purchase of ventilators
Helicopter	Donations and grants provided to support the cost of fuel in flying missions

Equipment	Donations and grants provided to support the purchase of medical and helicopter equipment
Physio Control Lucas 3 devices	Donations and grants provided to support the purchase of Lucas 3 devices
Community Response fund	Donations and grants to support the development of new community projects such as Patient and Family Aftercare and prevention and education training to equip our communities to provide critical first response
Critical Care fund	Donations and grants provided to support the cost of our medical team and our medical interventions
Rapid Response	Donations and grants provided to support the purchase of Rapid Response Vehicles

15. Operating Lease Commitments

At the balance sheet date, the charity's full commitments over the term of each operating lease or, as in the case of the Redhill Hangar 10 until the next break clause of 13th March 2027, were as follows:

	1 year or less	2 to 5 years	More than 5 years	Total commitments
	£	£	£	£
Land & Buildings				
Redhill Hangar 10	220,000	869,753	-	1,089,753
Rochester	20,000	80,000	225,315	325,315
	240,000	949,753	225,315	1,415,068
Aviation capability	5,044,142	20,176,566	6,743,948	31,964,656
Vehicles	24,771	25,299	-	50,070
Office Equipment	11,579	1,272	-	12,851
Total Lease Commitments	5,320,492	21,152,890	6,969,263	33,442,435

Expiry date:

Rochester	2 nd July 2038
Redhill Hangar 10	12 th March 2042

Length of unexpired leases at 31st March 2022:

Redhill Hangar 10	19.96 years
Rochester	16.25 years
Helicopters - KSST & KSSC	6.33 years

16. Related Party Transactions

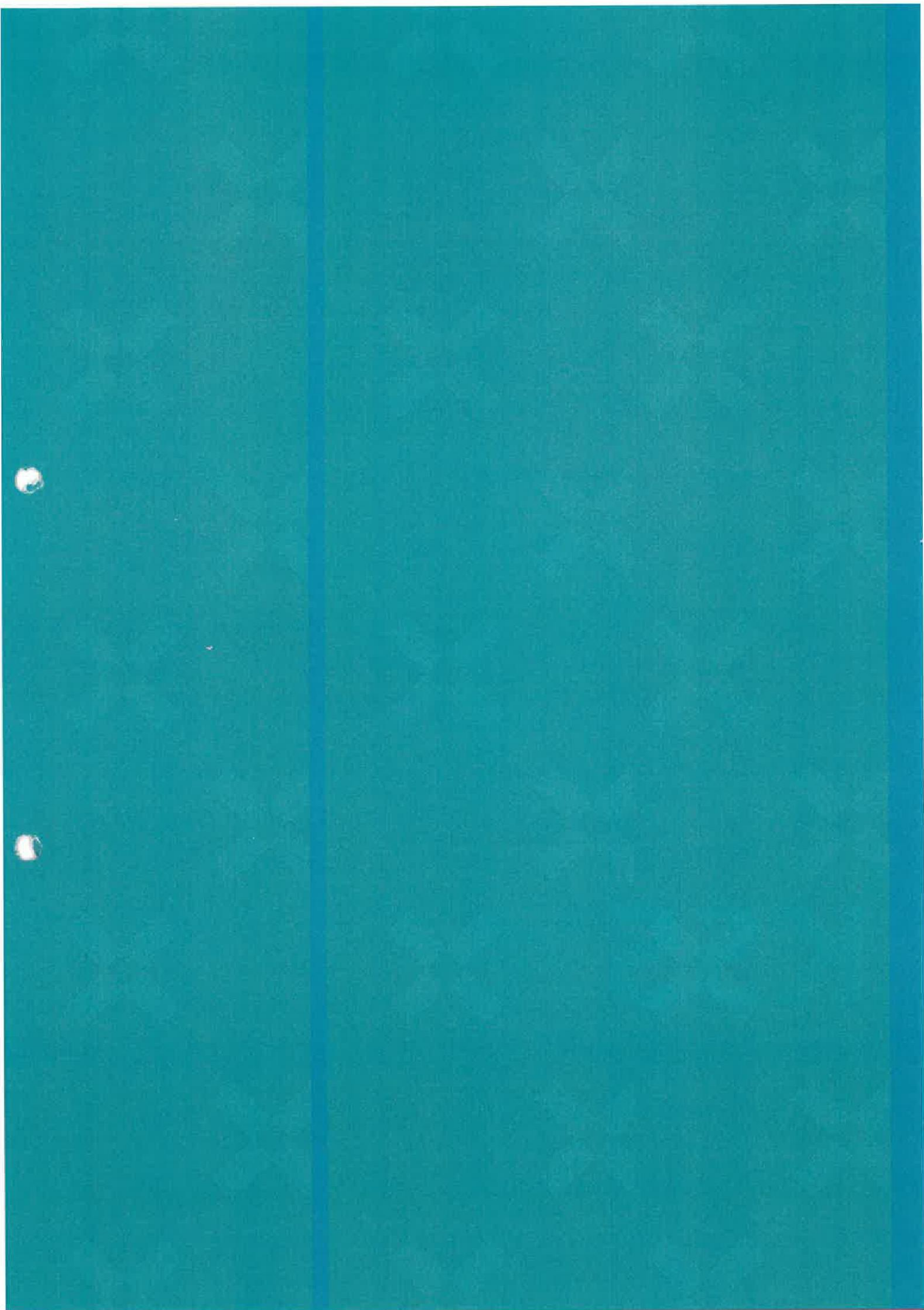
The following related party transactions took place with AAPL in the year:

	2022	2021
	£	£
Gift aided lottery and Raffle profits	5,404,286	5,696,782
Gift aided AAPL Profits	1,337,388	1,588,466
Total gift aided donations	6,741,674	7,285,248
Recharges for Staff costs	197,501	191,283
Recharges for property and administration	34,028	31,314
Total Recharges	231,529	222,597

Trustee Expenses

Two Trustees were paid a total of £551 expenses during the year (2021: £NIL).

Included in Management and Administration costs is the cost of Trustees' liability insurance (including professional indemnity cover) amounting to £6,366 (2021: £5,585).





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