

NORTH WEST AIR AMBULANCE

England & Wales · Charity number 1075641

Details

Status Registered

Legal form Charitable company

Company number [03752544](#)

Registered 1999-05-24

Register [View on the Charity Commission register](#)

Contact

Address North West Air Ambulance
Stanley Building
North Mersey Business Centre
Woodward Road
Knowsley Industrial Park
LIVERPOOL

Phone 01515477830

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Website www.nwaa.net

Activities

Objects: THE OBJECTS FOR WHICH THE CHARITY IS ESTABLISHED ARE: (1) THE RELIEF OF SICKNESS AND INJURY AND THE PROTECTION OF HUMAN LIFE BY THE PROVISION OR SUPPORT OF AN AIR AMBULANCE SERVICE IN LANCASHIRE, CUMBRIA, GREATER MANCHESTER, MERSEYSIDE, CHESHIRE AND SUCH OTHER AREAS AS THE TRUSTEES MAY IN THEIR ABSOLUTE DISCRETION DETERMINE FROM TIME TO TIME; AND (2) THE PROVISION OF TRAINING AND EDUCATION IN MATTERS RELATING TO THE RELIEF OF SICKNESS AND INJURY AND THE PROTECTION OF HUMAN LIFE.

Activities: The North West Air Ambulance Charity helicopters and HEMS (Helicopter Emergency Medical Service) response vehicles operate 365 days a year, with doctors and HEMS paramedics on board providing enhanced pre-hospital care and hospital transfers to patients across the entire North West. The charity is dedicated to the conservation and preservation of life, through services of an air ambulance.

Classification

- **How:** Provides Services
- **What:** The Advancement Of Health Or Saving Of Lives
- **Who:** The General Public/mankind

Geography

- **Area of benefit:** LANCASHIRE, CUMBRIA, GREATER MANCHESTER, MERSEYSIDE AND CHESHIRE
- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£15,614,915	£16,130,885	£20,492,826	106
2024-03-31	£15,683,255	£14,267,824	£20,765,818	100
2023-03-31	£14,246,459	£12,724,920	£19,099,111	95
2022-03-31	£11,239,148	£11,606,457	£17,678,260	87
2021-03-31	£10,424,700	£9,421,589	£18,027,890	90

Trustees

Name	Role	Appointed
KIM SPENCER	Chair	
Daniel Head		2018-05-09
Dr Simon Jude Mercer		2021-10-06
STEWART MEEHAN		

NORTH WEST AIR AMBULANCE

England & Wales - Charity number 1075641

Accounts

Trustees' Annual Report and Financial Statements

For the year ended 31st March 2025



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Legal and administrative details:

North West Air Ambulance ("the Charity") is a registered company and is registered with the Charity Commission. The Charity was incorporated on 12 April 1999.

Charity registration number: 1075641

Company registration number: 03752544

Chair of the Trustees:

Kim Spencer (Appointed as Interim Chair 10 July 2025)

Bankers:

The Co-Operative Bank plc
1 Balloon Street
Manchester, M60 4EP

Barclays Bank plc
48b & 50 Lord Street
Liverpool, L2 1TD

Registered Auditors:

Champion Accountants LLP
7-9 Station Road
Hesketh Bank
Preston
PR4 6SN

Registered and Principal Office:

Stanley House
North Mersey Business Centre
Woodward Road
Knowsley
Merseyside
L33 7UY

Key management personnel:

- Ms Heather Arrowsmith – Chief Executive Officer
- Mr Tony Rowan – Director of Finance and Resources
- Mr David Briggs – Director of Operations

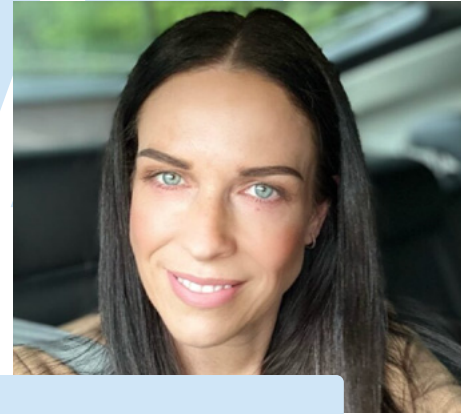
Trustees:

- Mrs K J Spencer (Appointed as Chair on 26 August 2025)
- Mr S E Meehan
- Mrs D J Smith (Resigned as a trustee 12th September 2025)
- Mr D R Head
- Dr S J Mercer
- Mr A G Jude (Resigned as Chair and Trustee 10 July 2025)

Investment Advisors:

Broadstone Corporate Benefits Limited
100 Wood Street
London
EC2V 7AN





8m+
population



Section 1:

Chair's Introduction

This year we've continued to invest in our crew, pushed forward with new developments, and progressed towards becoming leaders in pre-hospital care.

Patients truly are at the heart of everything we do, and this past year has been a powerful example of that. We attended **over 3,300 missions across our region**, delivering enhanced pre-hospital care to people in the most difficult and unexpected of circumstances. From roadside to back garden, mountainside to motorway – we've been there, making the difference when every second counts.

And alongside the extraordinary work at the frontline, we've made remarkable strides behind the scenes too. Blood is now on board all of our aircraft and critical care vehicles, a game-changer for trauma patients. Our night car service expanded and is available every night of the week, bringing vital care to even more people. And we've upgraded and future-proofed our helicopters, keeping our fleet as advanced and responsive as the people who operate them.

From Crewe to Carlisle, our crew serves the largest population outside of London, providing care to **over 8 million people**. None of this is possible without the generous support of the people in the North West.

We launched our bold new five-year strategy, which will drive forward through five key pillars: research,

training, people, finance, and profile. Each pillar will shape the future of our charity and push the boundaries and care we provide, ultimately saving and changing even more lives.

We're a progressive, people-focused Charity united by our #OneCrew ethos – ensuring everyone feels part of one team, working together to make a lifesaving difference.

This annual report demonstrates our commitment to utilising the generously raised funds to continue providing the **highest quality patient care**, as well as setting out our aspirations for the future.

Finally, I'd like to thank Allan Jude, our previous Chair, who decided to step down as Chair and Trustee in July 2025. Allan made a significant contribution to the Charity during his time as Chair and Trustee and will be greatly missed.

Moving forward, as #OneCrew we can continue to make an impact in our communities and for our patients.

Ms K J Spencer
Chair

3.3k+
patient call outs



Trustees' Report



Introduction

The Trustees, who are also directors of the Charity for the purposes of the Companies Act, submit the annual report and audited financial statements for the year ended 31 March 2025. The Trustees have adopted the provisions of the Statement of Recommended Practice 2019 Accounting and Reporting for Charities second edition, October 2019, in preparing the annual report and financial statements of the Charity.

North West Air Ambulance was established as a company limited by guarantee in 1999. It is governed by a Memorandum and Articles of Association, which were amended in 2017 to update the appointment and tenure of Trustees, objectives, and the inclusion of training as a future area where the Charity could be involved. Further changes covering election terms and voting processes were made in 2019.

The objectives for which the Charity is established are:

The relief of sickness and injury and the protection of human life by the provision or support of an air ambulance service in Lancashire, Cumbria, Greater Manchester, Merseyside, Cheshire, and such other areas as the Trustees may in their absolute discretion determine from time to time.

The provision of training and education in matters relating to the relief of sickness and injury and the protection of human life.

To raise funds for the delivery of its services, the Charity is supported by North West Air Ambulance Promotions Limited, a trading company (primarily shops) and the Friends of the North West Air Ambulance Lottery Community Interest Company (CIC), which runs the Charity's lottery. Both companies are subsidiaries of the Charity. In addition to raising funds, these subsidiaries also generate awareness of the Charity.

Public Benefit Statement

The Trustees confirm that they have due regard to the Charity Commission's guidance on public benefit and that the Charity meets the requirements in the advancement of its objectives.

The Charity exists to provide free of charge, emergency enhanced, pre-hospital care services to the people of the North West of England. Three helicopters are crewed by highly skilled Consultant level Doctors and Critical Care Paramedics providing cover typically during daylight hours, supported by four operational critical care response vehicles, which operate seven nights per week from 6pm until 2am.





6.9%
increase in
patients treated

Our Impact

Summary of the year

In 2024/25, we saw more patients than ever before, reflecting growing demand for our service. This growth is best illustrated not just in numbers, but in the impact on lives across our region.

Overall, demand for our service has increased and we are attending a wider range of complex cases. The service delivery requirements, enabled by state of the art equipment and a highly skilled consultant led service, supported by critical care paramedics (CCPs) continues to increase, with 3,371 (increase of 6.4%) call outs (compared to 3,168 call outs in the year prior). In this year, we also treated **1,652 patients (an increase of 6.9%)** compared to the prior year total of 1,545 patients.

Of note, our delivery of **blood transfusions has increased from 97 last year to 106 this year**, representing an increase of 9.27%. Patients treated at night have also significantly increased from 150 last year to 277 this year, an increase of 84.6%.

The clinical team has consistently delivered excellent levels of patient care, evidenced by internal and external peer review audits and continues to deliver more high-acuity interventions.

Strategic partnerships and strong relationships are pivotal for the successful delivery of our lifesaving work. These strategic partnerships include Babcock Aviation Services (BAS), North West

Ambulance Service (NWS), Salford Royal Hospital, Greater Manchester Blood Bikes (GMBB) and North West Blood Bikes Lancashire and Lakes.

Our enhanced pre-hospital care service is now firmly established. Going forward, our aspiration is to trailblaze in pre-hospital care as we adopt a number of transformational initiatives to shape what more is possible in pre-hospital emergency care.

Our highly skilled lifesaving frontline team consists of:

- **One Medical Director** – provided via Service Level agreement (SLA) with North West Ambulance Service (NWS)
- **One Consultant Paramedic** – provided via SLA with NWS
- **Twenty three Consultant Level Doctors** – provided via SLA with NWS
- **Twenty Critical Care Paramedics** – provided via SLA with NWS
- **One dedicated NWSA Pharmacist** – provided via SLA with NWS
- **Seven based Pilots** – provided via Contract with Babcock
- **Three based Engineers** – provided via Contract with Babcock

Service Developments over the last year

Blood on Board all our fleet

We've expanded blood on board to our three helicopters and four operational critical care cars, previously only available on our doctor-led platform.

With this development, we now work alongside both Greater Manchester Blood Bikes and North West Blood Bikes Lancashire and Lakes, who make daily deliveries to both of our bases.

Our critical care paramedics have undergone rigorous training to enable them to provide blood transfusions without the presence of a doctor at the scene. With these advancements, we've now **provided blood transfusions to over 450 patients since 2019.**

Expansion of Night Car service

As of October 2024, we have increased our vital night car service from two nights per week (Friday – Saturday) to seven, in response to the growing demand for support across the region.

The night car service provides critical care coverage from 6pm to 2am every night of the week.

Resourced by a doctor and a critical care paramedic or two critical care paramedics, the service offers advanced medical interventions, aiming to improve outcomes for patients.

Introduction of new clinical roles

With the **increase in supply of blood products**, we have enhanced our relationship with Salford Royal Hospital and employ a member of staff who processes NWAA blood products each day.

We now have a **Research and Audit Group**, led by Consultant Paramedic Steve Bell, formed with members of our CCP team and consultant doctors. An Education Leadership Team has also been created, led by Consultant Dr Ed Denison-Davies. Two members of our CCP team are now training paramedics, working with the team to drive forward the strategy.

Both teams will help to drive forward two strategic pillars of the five-year strategy.



Pharmacist

To further enhance the efficiency and effectiveness of our service, **we invested in a dedicated pharmacist for our charity.** This important addition ensures that our drugs are organised and prepared in advance, reducing time spent on logistical tasks and freeing our clinicians to focus more on training, professional development, and delivering life-saving care. By streamlining the management of critical medicines, we not only improve operational efficiency but also strengthen the support provided to our crews, ensuring they are fully equipped to respond swiftly and effectively when every second counts.

Major Trauma Event

NWAA hosted its second Major Trauma Conference, 'The Power of Joined Up', bringing together senior clinicians from the major trauma network and centres across the region. The event showcased patient stories and the collaboration between emergency services and NHS trusts. It was an opportunity to come together as one, learn new skills and ultimately, work towards improving patient outcomes in the future.

Patient Aftercare

We've also invested in clinical staff in all six major trauma centres across the North West: Aintree University Hospital, Salford Royal Hospital, Manchester Royal Hospital, Manchester Children's Hospital, Alder Hey Hospital and Royal Preston Hospital.

These roles will provide advice and support to patients and their families, as well as track patients' recovery (three months for adult patients and six months for paediatric patients). The data collected will be used for research and training within NWAA to help us better shape the future of pre-hospital critical care.

Training

The Education Leadership Team have implemented a new **five-day intensive onboarding programme for all new clinical crew.** This covers everything from protocols and standard operating procedures to advanced pre-hospital interventions.

Multiple training days with emergency services, such as NWAS, Hazardous Area Response Team (HART) and Fire and Rescue, have been taking place to enhance the coordination between teams in high-pressure situations and continually improve patient care.



An aerial photograph of a city, likely Seattle, with a blue color overlay. The image shows a dense urban landscape with numerous buildings, streets, and a river. The text is centered over the image.

**How our service
impacts communities
across the North West**



Patient Impact

Hannah's Story

In 2023, 13-year-old Hannah from Lancashire was out cycling with her sister Kate when a split-second accident changed everything. Hannah skidded and fell from her bike, sustaining a devastating injury, as she had punctured her femoral vein, narrowly missing her artery.

Her stepsister quickly dialled 999, but was told it would be a 30-minute wait for an ambulance. Thankfully, a passing doctor recognised the seriousness of Hannah's condition and called again, stressing that she urgently needed help.

Our crew arrived swiftly. Our critical care paramedics assessed Hannah and saw how much blood she had lost; it had soaked through her clothes and formed a large pool on the ground. Her pedal pulse was absent, a clear sign of restricted blood flow.

The crew acted immediately. The advanced paramedic had already packed the wound, and our crew redressed it using a trauma bandage to control further bleeding. Given the extent of her vascular injury, they made the decision to fly Hannah directly to a Children's Major Trauma Centre.

The helicopter transfer to Manchester Children's Hospital took just 13 minutes – a journey that would have taken over an hour by road but was possible thanks to the hospital's helipad.

Hannah's mum, Janet, said: "I can't even think of the words to say to them. It brings tears to my eyes because I can't thank them enough. What they did for Hannah, Kate, and us as parents was truly amazing."

Since her recovery, Hannah's family have become passionate advocates for the charity that helped save her life, raising over £3,000 through events like the Three Peaks Challenge.



I can't even think of the words to say to them. It brings tears to my eyes because I can't thank them enough. What they did for Hannah, Kate, and us as parents was truly amazing."



I never thought I would need the North West Air Ambulance until I did. It's only when you need them that you truly understand how vital they are. The words 'thank you' don't even come close."

Patient Impact

Francis' Story

An experienced paraglider pilot, 58-year-old Francis was flying over Parlick Hill in Lancashire with friends in October 2023. He had only been in the air for a minute when he felt something wasn't right. As he turned to head back to the landing field, his paraglider collapsed mid-flight.

Francis fell more than 100 feet, crashing into the rough hillside below. His harness likely saved his life, but he was in severe pain-particularly in his neck – and unable to move.

Friends rushed to his side, propping his head with jackets and calling emergency services. Due to the remote location and potential for spinal injuries, our crew was dispatched.

Landing on the uneven terrain wasn't easy, but the crew managed it. Our critical care paramedics assessed Francis and were immediately concerned about possible spinal damage. He was given strong IV pain relief via a cannula, and with help

from Mountain Rescue, was carefully moved using an inflatable stretcher.

Francis was airlifted to the helipad at Preston Royal Major Trauma Centre, a transfer that allowed his injuries to be closely monitored en route. At hospital, scans confirmed two fractured vertebrae in his neck, a crushed disc, and extensive soft tissue damage.

Reflecting on the incident, Francis said: "I had fractured two vertebrae in my neck and crushed a disc, but I hadn't damaged my spinal cord. If it hadn't been for the care and professionalism of the paramedics, it probably would have been a lot worse."

"I never thought I would need the North West Air Ambulance until I did. It's only when you need them that you truly understand how vital they are. The words 'thank you' don't even come close."

Patient Impact

Maggie's Story

It was a typical Saturday morning in December 2023 for 4-year-old Maggie and her parents, Rachael and Mike. But in a heartbeat, their world turned upside down.

Maggie was heading downstairs when she turned to look back at her mum. In that split second, she missed her step and fell, tumbling down the stairs and striking her head on a cast iron radiator. By the time Rachael reached her, Maggie was limp and unresponsive.

"I'll never forget the sound she made," Rachael said. "Groans that I knew were nowhere near relative to the pain she must have felt from hitting the left side of her head on the valve of our cast iron radiator that stands in the hall.

Panicked but determined, Rachael and Mike followed the instructions from the 999 dispatcher and emergency services while desperately trying to comfort their daughter.

Due to the severity of the injury, our crew was dispatched. When Dr James and Critical Care Paramedic Rob arrived, Maggie was drowsy and struggling. Concerned about a potential brain bleed, they inserted a cannula and administered tranexamic acid to limit further bleeding.

As Maggie's vital signs fluctuated, the crew prepared to induce a coma. But just as they were ready to act, she began to wake. Considering the risks, the crew decided to transport her to hospital while conscious, accompanying her in a land ambulance to Royal Manchester Children's Hospital as she wasn't stable enough to fly.

Maggie had fractured her cervical spine and sustained a bleed on the brain. She remained in hospital for five days, including several agonising days unable to move while on a spinal board.

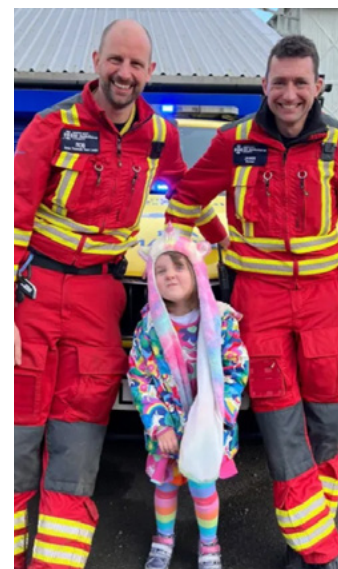
Rachael remembers: "I couldn't hug her for three days. It must have been so uncomfortable for her. I honestly wondered if she would ever wake up again."

After Maggie's recovery, the family met with Rob and James to thank them personally.

Rachael continues: "We wanted to say thank you for saving our daughter's life. It felt surreal to turn up with a card and a few beers in exchange for what they did. I could never put a price on how grateful we are."

"We'll never forget what they did for us. We were given the biggest reminder of how precious life really is."

To show their support, Mike completed the Ride London 100 and raised over £1,500 for NWAA. Since then, the family has embraced life fully, even embarking on global travels together.



We'll never forget what they did for us. We were given the biggest reminder of how precious life really is."



People

People and Culture

During the year, we introduced a Senior Head of People & Culture (Sylvia Daniels) to lead and embed a strategic and inclusive People function that supports our Charity's purpose, values and vision.

Our dedicated workforce for the year included **106 team members** (an increase of 6 year on year), who all worked incredibly hard towards our charity's goals and ambitions.

Our Charity has a progressive, people centred approach with a strong #OneCrew ethos, ensuring everyone, irrespective of their role, feels they belong and are part of #OneCrew, together making a lifesaving difference. The Charity's keen focus on best in class culture recognises that culture is increasingly important for an organisation to be valued as an 'employer of choice' for both job seekers and employee retention.

Hybrid working continues to be monitored with the benefits it brings recognised by the Charity. The Charity has the vision to aspire to a modern, inspirational, integrated base for all staff and crew and an interim step has developed its Barton base to include a modern, open plan, engaging working environment where the benefits of being co-located with the crew are clearly evident.

From 1 April 2024, we became a Real Living Wage Employer, paying at least the real living wage, as recognised by the Living Wage Foundation, to our staff.

The Charity's annual staff conference and values awards for staff, crew and Trustees took place in May 2025 and included personal and inspiring patient stories along with the presentation of values awards to employees who best demonstrated the Charity's values:



We are passionate about saving lives



We take ownership



We never stand still



We are #OneCrew



Research

Equality, Diversity and Inclusion (EDI)

During the year, the Charity developed its EDI Statement, which has the following vision:

North West Air Ambulance Charity is committed to encouraging equality, diversity and inclusion among all our employees and volunteers and for each employee and volunteer to feel respected and able to give their best in an environment where they feel they belong, can safely raise concerns, ask questions and admit mistakes.

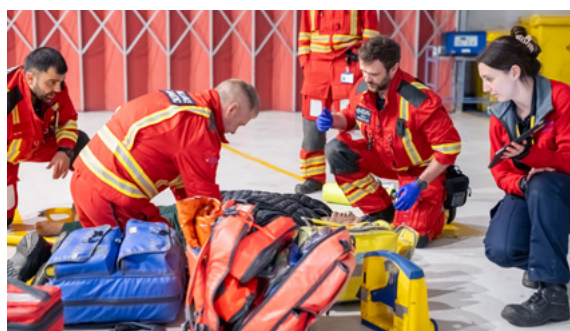
An inclusive culture improves retention, supporting us to grow our workforce and deliver our ambitious strategy.

The Charity's commitments to EDI as published in its EDI Statement are as follows:

- Encourage equality, diversity and inclusion in the workplace as they are good practice and make business sense.
- Create a working environment free of bullying, harassment, victimisation and unlawful discrimination, promoting dignity and respect for all, and where individual differences and the contributions of all employees and volunteers are recognised and valued.
- Take seriously complaints of bullying, harassment, victimisation and unlawful discrimination by fellow employees, volunteers, customers, suppliers, visitors, the public and any others in the course of the Charity's work activities.
- Make opportunities for training, development and progress available to all employees and volunteers, who will be helped and encouraged to develop their full potential, so their talents and resources can be fully utilised to maximise the efficiency of the organisation.
- Review employment practices and procedures when necessary to ensure fairness and also update them and the policy to take account of changes in the law.



In line with the Charity's commitment to EDI, a wide range of EDI policies was launched in the year, including a Neurodiversity Policy, a Menstruation Policy, Unplanned Pregnancy Policy, Miscarriage Policy, Stillbirth Policy, Fertility Journey Policy, Menopause Policy and Carers' Policy.



Professional and Personal Growth

During the year, the Charity's focus on professional growth for our employees, medical staff and volunteers continued with a wide range of development opportunities delivered. These development opportunities covered a variety of areas including clinical skills, leadership and management development, performance management, first aid and a range of IT related topics.

Volunteer Engagement

As of 31 March 2025, there are **539 active volunteers** engaged in regular roles, which is a growth of 6.7% from last year.

Alongside this, the charity hosted 'one off' volunteering and placements in partnership with schools, community groups, and corporate supporters across the region. **Overall, this includes 58,756 hours of retail support and 3,436 hours of fundraising support.**

Volunteer hours in retail have been maintained from 2023/24 to 2024/25 like for like, with the average volunteer weekly hours growing and regularly **exceeding 1200 hours.**

In April 2024, the charity introduced volunteer management software (Volunteero) thanks to a high value donation from a major donor. This launch has enhanced cross-team access to, and understanding of, our volunteers' information and their wider supporter journeys. The Volunteero app has allowed volunteers to access live lists of volunteering opportunities, track the volunteering hours they've accrued, see charity awards they've earned, and it's given them an additional way to provide feedback, all in one central location.

Our annual retention has significantly improved this year. An uplift in engagement with wider charity activity; 25th anniversary celebrations, base visits, coffee mornings, training, newsletters, more accessibility to other fundraising or volunteer opportunities through the new digital platform Volunteero can all be credited with better retention.

Fundraising saw a huge growth in registered volunteers and has accelerated alongside more community and events activity. For the first year, due to the digital developments, the charity has been able to track group/staff led and independent volunteering activity and has developed a base line measurement for fundraising volunteer hours which sit at over **3,400 for the year.**

The introduction of this online volunteer management system is the most significant change, launched in late 2023/24, it is now the primary method of recruitment, advertising volunteer missions and exit processes. As a result, all onboarding, tracking and assignment of volunteers to appropriate roles or missions is extremely effective and staff and volunteer experience has improved.

The 2024/5 volunteer surveys highlighted **96% satisfaction** and an average enjoyment score of 9/10.

Our volunteers continue to be the life blood of the Charity and their support in our retail stores, warehouse and e-commerce hub, volunteer committees, and in the community is essential for us to raise the funding we need along with our profile to continue to provide our life saving service. We thank all our volunteers for their continued advocacy, passion and enthusiasm.



539
Active Volunteers



96%
Satisfaction



Finance

Financial performance

Each year we aim to raise sufficient funds to cover all expenditure, as well as to be able to generate additional funds to cover the cost of future projects and to ensure that sufficient funds are held to satisfy the requirements of the Reserves Policy.

During 2024/25, the Charity Group had a consolidated deficit for the year of £272,992 (2023/24 surplus of £1,666,707) with significant increases in expenditure and stable income.

The following table summarises the consolidated financial results (comprising the Charity, Promotions and Lottery entities):

Summary Financial Statements	1 April 2024 – 31 March 2025 £'000	1 April 2023 – 31 March 2024 £'000
Income		
Donations and legacies	6,640	7,007
Other trading activities	8,450	8,396
Investments	524	280
Total Income	15,615	15,683
Expenditure		
Commercial trading operations	3,300	3,153
Other fundraising costs	2,854	2,483
Charitable activities	9,977	8,632
Total expenditure	16,131	14,268
Net income	(516)	1,415
Gains/(losses) on investments	243	251
Net movement in funds	(273)	1,666

Total income decreased from £15,683,255 to £15,614,915 (a decrease of 0.43%).

Total expenditure increased from £14,267,824 to £16,130,885 (an increase of 13.06%) with the focus of this growth in expenditure being on increasing the impact of our service delivery as the introduction of new cutting edge clinical initiatives enables us to treat a wider range of complex cases.

Initiatives including the introduction of blood on board all vehicles, the roll out of the night car service from two to seven days per week, upgraded helicopters, and strategic research and training – all progressed at a pace in the year. Inflationary pressures also contributed to this increase in expenditure along with an increase in the number of calls, which increased from 3,168 to 3,371 (an increase of 6.4%) and an increase in the number of patients treated, which increased from 1,546 to 1,652 (an increase of 6.9%).

The Charity uses key performance indicators (KPIs) to monitor performance against a range of targets for the year. These targets include the following:

	Actual	Target
Charity spend % (proportion of spend that relates to charitable activities in the Charity only i.e. excluding the Promotions and Lottery entities)	78%	79%
Operational costs per call	£3,199	£2,911
Retail Volunteer hours worked	59,729	69,680

Retail Performance

Our retail stores continue to demonstrate year on year improvement, with 2024/25 being our most successful year of trading with strong sales supported by a good return on Gift Aid claims. The business continues to surpass average sector performance in many 'key performance indicators'.

Some of the key improvements during the year were as follows:

- A stronger focus on branding and image
- Focus on the Average Transactional Value (ATV), and Average Selling Price (ASP) to increase sales income.
- Use of detailed data analytics, to address any underperforming elements or departments.



Fundraising Performance

The Trustees of the North West Air Ambulance Charity are committed to a responsible approach to fundraising, treating donors and fundraisers respectfully and fairly, so they feel valued and free to donate if, when and how they wish.

The Charity is registered with the Fundraising Regulator and complies with its Code of Fundraising Practice in all fundraising activity. The Charity is supported by North West Air Ambulance Promotions Limited, a trading company (primarily shops), and the Friends of the North West Air Ambulance Lottery Community Interest Company (CIC), which runs the Charity's lottery, its largest income stream.

We rely entirely on donations to fund our work. Without the public's generosity, taking part in its weekly lottery, taking part in events, becoming regular donors or leaving a gift in their Will, the lifesaving service we provide would not continue.

We work very closely with carefully chosen fundraising agencies to make sure anyone fundraising on our behalf properly represents us and works to the highest standards. This includes the use of a professional canvasser agency to obtain sign ups from the general public to make regular contributions to the Charity or to play our weekly lottery. These sign ups are obtained via bookings in public spaces and canvassing door to door. Contracts are always in place for all fundraising agencies used by the Charity and meetings take place at least quarterly, during which a full review of activities undertaken by the fundraising agency are discussed, using a range of

key performance indicators to monitor performance in addition to full discussion of any concerns or issues raised.

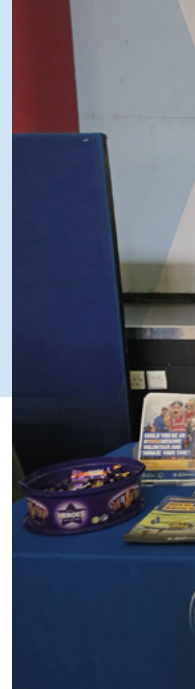
The fundraising agencies used by the Charity and the Charity itself provide training to canvassers to ensure that young and vulnerable people are protected when canvassing and to ensure that all fundraising is carried out in a legally compliant, fair, and socially responsible way. The protection of vulnerable people is of key importance to the Charity and discussions regularly take place with canvasser agencies regarding this.

We are transparent about how our funds are raised, proactively engaging with the Fundraising Regulator so that any concerns can be highlighted and addressed as a priority.

We are always looking to be innovative in our approach to fundraising and to ensure sustainable funds for the future. We continually explore ways of diversifying income generation.



£1.3m+
Individual
Giving Income





9m+
y income



Highlights from the year include the following:

Legacy Income

- Legacy income of **£3.10m** was received in the year.
- Our Legacy Team continued to engage with supporters about the importance of leaving a gift in your Will, including at a number of events.

Community Fundraising

- Income from Community Fundraising reached its highest ever amount at **£1,239k**.
- The Charity continues to innovate in its delivery of fundraising events with the focus being on bespoke and mass participation events.

Individual Giving

- Individual Giving income has surpassed £1m for the third consecutive year with a total income of **£1.313m** for the year.
- A new software tool called Dataro has been onboarded and utilised to enhance the Regular Giving supporter journey, to reduce attrition by helping us identify donors that are likely to cancel, upgrade or reactivate their regular donation.

Lottery

- Lottery income was **£5.91m**, with the surplus being returned to charity higher than previous year.
- Our External Lottery Manager, Sterling, also took over the management of our online Lottery sign up page which has multiple benefits including being able to create unique QR codes to allow more efficient tracking of our sign ups.

High Value Giving (Major Giving, Corporate Trust Fundraising and Charitable Trust Income)

- High Value Giving income amounted to **£724k**.
- Corporate Crew, the Charity's new business membership club, continued to develop in the year with a wide range of organisations joining and benefiting from a variety of marketing and networking opportunities.

Risk Management

Risk management is well embedded in the Charity with inherent and strategic risks identified along with the controls in place to mitigate those risks and any further actions required in order to ensure that each risk is mitigated as far as possible.

The Charity's Board of Trustees, supported by the Governance and Finance Sub Committees, has responsibility for ensuring that an effective risk management system is in place. Risks are regularly reviewed and discussed by the Board of Trustees at least bi annually and by the Leadership Team at least quarterly.

To assist with the identification and mitigation of risks, the Charity also uses a range of qualified and experienced external consultants and advisors to perform reviews / audits of higher risk areas, highlighting inherent and residual risks, testing the adequacy of existing controls and suggesting additional controls to further mitigate risks.

Currently, the top three strategic risks identified are:

- Income growth not achieving forecast levels.
- Key capital fundraising targets not achieved.
- Reputational damage to the Charity.

The Board of Trustees are satisfied that appropriate actions are being taken to mitigate these risks as far as reasonably possible.

Environmental Management

The Charity is committed to minimising its energy consumption and carbon footprint as it works towards carbon neutrality and formed an Environmental Management working group for this purpose.

The Charity recognises that its helicopters and fuel give a high carbon footprint but are essential for the Charity to achieve its objectives of bringing the hospital to the patient and providing its life saving services. However, the Charity is working with its partners and other air ambulance organisations to identify more environmentally friendly means of operating and is developing a plan to reduce its carbon footprint, with the aspiration to ultimately become carbon neutral. During the year, the Charity took significant steps to reducing its carbon emissions by completing the installation of low energy lighting in all premises and reducing its ground based emission. Supply chain sustainability and carbon offsetting are all areas being actively explored.



Reserves Policy

The Charity holds reserves to ensure that it's able to continue delivering its services, even in the event of a sudden downturn in income. The Board has determined that the Charity should retain a general unrestricted fund reserve of 12 months' costs (after allowing for any of these costs already included in designated funds) plus funds for any large future capital spend. A designated fund for the next two years' budgeted helicopter and property lease costs should be held.

Whilst there is virtually no scenario that would result in income reducing to zero in a single year, scenarios could arise that would result in a significant reduction in income and where reserves would be used.

Full budget costs for 2025/26 amounts to £19.1m including helicopter and property lease costs for that year of £4.7m. The helicopter and property lease costs for the next two years (including 2025/26) are £9.7m, which has been designated. The general reserve target is therefore £14.4m (£19.1m – £4.7m) for one year's other costs. A capital reserve of £4.0m has been created to fund the Charity's expected contribution towards a future large capital project.

At 31 March 2025, total unrestricted reserves are £20.5m. This reserve balance is made up of a designated reserve for the next two years' helicopter and property lease costs of £9.7m, a capital reserve of £4.0m, leaving a general free reserve balance of £6.8m. This general reserve balance of £6.8m is £7.6m short of the target of £14.4m. The Trustees will endeavour to raise additional general funds to bring this balance nearer the target over the medium term.

The reserves at 31 March 2025 are summarized below.

	31 March 2025	31 March 2024
Full budget costs for 2025/26	£19.1m	£18.5m
Less: Helicopter and property lease costs included above	£4.7m	£4.5m
Unrestricted reserves target at 31 March 2025	£14.4m	£14.0m
Unrestricted reserves at 31 March 2025	£20.5m	£19.9m
Less: Designated fund for helicopter and property lease costs	£9.7m	£9.4m
Less: Capital reserve	£4.0m	£4.0m
Unrestricted (General free) reserves balance	£6.8m	£6.5m
Shortfall of unrestricted reserves target at 31 March 2025	£7.6m	£7.5m

There are also restricted funds of £7,706 as shown in the Financial Statements for donor specified future purposes.

Investments

The majority of the Charity's reserves are held in investments and cash or deposit accounts. Investments are made in line with the Investment Policy and advice is sought from qualified advisors, authorised and regulated by the Financial Conduct Authority (FCA), when making investment decisions.

The Trustees' policy is to only consider investments which are compliant with environmental, social and governance (ESG) factors.

Going Concern

The directors have considered the financial forecasts for the Charity Group and the 5 year financial strategy and are confident that it remains a going concern and for the accounts to be prepared on this basis.





Section 2:

A forward look at our service capability and development

As we move into the second year of our five-year strategy, we're already seeing the foundations laid in year one begin to take shape. 2025 is about embedding the strategy into our daily operations, measuring our impact, and continuing to adapt in a fast-changing landscape.

Here are some key factors from the five strategic imperatives that we aim to embed in year two:



Training

In year two, we will be focused on expanding simulation-based learning through VR, AI, and video debriefing, while enhancing partnerships with NAWAS and others to boost multi-agency training and advance academic accreditation.



Research

The focus will be on strengthening internal research capacity through key hires, staff training in research and ethics, and launching NWAA-led research projects.



People

A focal point for year two is strengthening recruitment, onboarding, and staff engagement, while enhancing benefits, recognition, and preparing for Investors in People accreditation.



Profile

Year two will focus on engaging younger audiences through emotionally resonant storytelling and patient experiences to boost awareness and support.



Finance

This year's focus is on strengthening risk management, expanding charity retail, and developing high-value giving to support long-term sustainability.

As the Charity enters year two of its strategic plan, it does so from a position of strength, underpinned by robust reserves and a clear five-year financial roadmap. These efforts collectively position the Charity to deepen its impact and ensure long-term success.

Plans for 2025–26

Operational

The following year's plans are focused on growing the Charity's presence, including expansion with retail stores and supporting research and training through targeted communications.

Within marketing there will be further engagement with younger audiences (18–35), expanding emotionally driven storytelling, and enhancing digital outreach. Hyperlocal engagement and community-specific messaging will be prioritised, alongside efforts to strengthen reputation and partnerships.

Research

This year the focus will be on building internal research capacity by recruiting a lead research consultant and a research specialist clinician. The year will also see the continuation of staff training in research methods, including postgraduate modules and Good Clinical Practice certification.

With the use of Power BI the team aims to strengthen the data infrastructure through the recruitment of a data analyst; and will enable the initiation of NWAA-led research projects.

Training

Throughout 2025/26 we will be integrating advanced tools like VR, AI, and video debriefing into the training, to be immersive and include case-based learning, this will ensure NWAA teams deliver high-quality, hospital-level care in pre-hospital settings.

The team will be making the progression toward university accreditation to formalised training, including deepen academic links and strengthen partnerships with external organisations.

People

We will be enhancing the full employee and volunteer experience, priorities will include improving recruitment and onboarding, launching a structured recognition and reward framework, and increasing awareness of existing benefits.

We will start the preparations for Investors in People accreditation, expand early careers pathways through apprenticeships and placements, and strengthen volunteer engagement. Along with embedding internal communications and values-based culture across all touch points of the charity.



Finance

The focus this year is on strengthening financial planning and risk management, using new tools to track financial performance and to further strengthen the overall financial strategy.

Key priorities include expanding charity shops, increasing income from gifts in wills, and launching a structured high value giving programme. The team will be reviewing investments to improve returns and exploring new ways to grow income.

Fundraising

We will look to ensure the sustainability of our fundraised income and to diversify fundraising to reduce reliance on lottery and legacy income.

We will trailblaze digital and innovative approaches to fundraising, which will enable us to engage with a more diverse demographic of supporter. Our new supporter engagement system went live in July 2024, which will be instrumental in developing effective supporter journeys.

Artificial intelligence (AI)

Our commitment to technological advancement continues to drive improvements across the organisation. We are prioritising opportunities to streamline patient-focused activities by leveraging AI to enable gains in areas like data analysis and resource time benefits.

A key development this year has been the successful implementation of Dataro. Dataro integrates seamlessly with our Customer Relationship Management (CRM) system, enabling us to significantly improve the targeting and personalising of our fundraising campaigns. This strategic application of AI is allowing us to engage with our supporters more effectively, optimising our outreach efforts and ultimately enhancing our ability to secure vital resources for our patient-focused initiatives.

We remain dedicated to making greater use of Artificial Intelligence across the wider organisation wherever possible, continually seeking innovative ways to harness its power for our charity's operations and for the benefit of our patients.

Retail

We will open two new retail stores with one being our first ever Superstore. Growing retail income and the financial contribution retail generates to the Charity is a priority during the year.

Risk Management

Our risk management practices will be continually reviewed and developed and remains a priority for the Charity.



Governance

Trustees

The Charity and its promotions and lottery subsidiaries are governed by the Trustees who are also directors under company law. As part of their roles, they ensure that high governance standards are maintained.

Trustees appointed by the Charity are unpaid. They are appointed for a period of up to three years and at the end of that three year term, they may be re-appointed.

Trustees are selected for their ability to make an effective contribution to the Charity and key skills, attributes and experience required.

The Board of Trustees is chosen to reflect the diverse range of skills needed. The Charity undertakes an annual review of the composition of the board, considering the skills and experience mix required and those already in place, to ensure a good cross-section of skills and that the board is not over dependent on individual Trustees. In most areas, it can, therefore, expect a proficient level of resilience and challenge.

The board recognises that, on occasion, this may require specialist input and assurance. It has, for example, ensured that it had external specialist aviation expertise during the procurement of its helicopter provision.

The appraisal and self-assessment of Trustees is in place and has fed into improving training and development for Trustees. Trustees are ultimately accountable for the operation of the Charity and its subsidiary companies. Decisions regarding key risks, strategy, annual budget agreement and major purchases are reserved for the board.

The overall accountability framework for the organisation showing the Board and Sub Committee composition and their terms of reference is agreed annually by the board.

Board and Sub Committees

The Board of Trustees meets at least 4 times per annum and has sub committees, which also meet at least 3-4 times per annum.

During 2025/26, the Trustees carried out a review of the sub committees and after reflection, decided to dissolve existing sub committees and create three new sub committees, which it was agreed would better meet the continued development of the Charity.

The three new sub committees are as follows:

- Finance, Risk and Audit Sub Committee
- Patient Impact Sub Committee
- People and Culture Sub Committee

All sub-committees are chaired by a Trustee and comprise at least two Trustees plus members of the Leadership Team. External advisors are also asked to join meetings whenever required.

Leadership Team

The day to day running of the Charity and subsidiaries is undertaken by the Leadership team following delegated powers of authority.

The Leadership Team consists of:

- Chief Executive Officer
- Medical Director
- Director of Operations
- Director of Finance and Resources

The remuneration packages of the Leadership Team (excluding the Medical Director) are benchmarked against those of similar organisations and are reviewed annually by the Trustees.

The Medical Director is provided by North West Ambulance Service NHS Trust, a key strategic partner, as part of a service level agreement arrangement. The role is essential to manage and be held accountable for the clinical governance of the Charity. The position provides assurance to the Trustees that the Charity is operating in a compliant clinical manner and, accordingly, in their approach to risk.

Governance Review

The Charity has a robust governance framework in place and continually evaluates if further improvements can be made to this governance framework to improve the effectiveness and robustness of how we operate.

The Charity adopts the Charity Commission's Code of Governance as a model of best practice and its last external assessment of compliance against this Code of Governance concluded that the Charity showed considerable evidence of compliance with the Code in line with recognised good practice.

A further review will be undertaken against the Charity Commission's revised Code of Governance, when it's released in 2025.

Legal

Company secretarial and governance advice is provided by Brabners LLP.

Complaints and Compliments

The Charity's complaints policy is available via the website and can be sent to supporters via post. In 2024/25, 20 complaints were received, of which 18 related to our fundraising activity and retail stores and 2 related to our operations. All complaints were resolved at stage 1 of our complaints process. Complaints are taken very seriously – they provide the Charity with an opportunity to gain feedback and take the appropriate action to minimise the risk of recurrence.

An internal report is produced monthly which reviews the number of complaints and compliments received by the Charity. This information is used to continuously monitor our service delivery to ensure we are providing the best possible supporter experience.

All the Charity's direct marketing communications contain clear instructions on how a supporter can easily opt out of receiving further communications if they wish to. The Charity is signed up to the Fundraising Preference Service to enable people to inform the Charity if they do not wish to receive further fundraising communications. A total of four requests were received from this service.

The charity receives compliments from supporters and messages of thanks from those that we support. In 2024/25, we passed on messages of thanks to the crew and received two compliments about our Charity staff and volunteers.



Statement of Trustees' Responsibility

The Trustees (who are also directors of North West Air Ambulance Charity, for the purposes of company law) are responsible for preparing the Trustees' annual report and the financial statements in accordance with applicable law and United Kingdom generally accepted accounting practice (United Kingdom accounting standards).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group, and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period.

In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charity's statements of recommended practice.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK 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 charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy at

any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the Charity's constitution. They are also responsible for safeguarding the assets of the Charity and the group and, hence, for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as the Trustees are aware, there is no relevant audit information (as defined by section 418 of the Companies Act 2006) of which the Charity's auditor is unaware, and the Trustees have each taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditors:

Champion Accountants LLP were appointed as auditors for the audit of the financial statements for the year ended 31 March 2024 and subsequent years.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies.

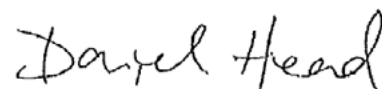
Approved by the Board of Trustees on **04th December 2025** and signed on its behalf by:

Ms K J Spencer



Chair

Mr D R Head



Trustee

How to support us:

There are many ways in which people can support our lifesaving Charity: by giving money, time or talent.



Making a Donation

To make a donation, please visit our Donate page at nwairambulance.org.uk or call our team on [0800 587 4570](tel:08005874570).



Fundraising

Our lifesaving service is there for the whole of the North West community. Each year thousands of people run, swim, walk and do amazing things to raise money for our Charity. We have a dedicated team to support people who want to make a difference and support our Charity by taking part in a fundraising event or holding an event themselves. To learn more, please contact fundraising@nwairambulance.org.uk.



Play our Lottery

Playing in our Lift Off Lotto is a fun way to support our Charity. Our weekly lottery is a vital source of income and it funds around half of all of our missions. Tickets are £1 and players have the chance of winning up to £1,000 every week, plus a huge £10,000 in our quarterly super draws. To learn more, or to enter into our lottery or raffles, visit nwairambulance.org.uk/play-our-lottery.



Legacy Support

Legacy gifts provide the Charity with a valuable income that can allow us to plan for the future and benefit as many patients as possible. Gifts left to our Charity in a will help us to fund vital service to make a difference to the people of the North West.

As a Charity, our patients are at the heart of everything we do. We are dedicated to bringing the hospital to the patient by delivering enhanced pre hospital care and gifts in wills allow us to continue to do this for everyone in the North West.

In the 2024/25 financial year we received £3.096m in legacy gifts. To learn more about leaving a gift in your Will, visit: nwairambulance.org.uk/wills.



Gift Aid

If you'd like to know more about Gift Aid on donations, visit: nwairambulance.org.uk/update-your-gift-aid.



Volunteer

Our volunteers are the life blood of our Charity and we welcome volunteers across a range of different areas including fundraising and retail. If you'd like to explore volunteer opportunities, please visit:

nwairambulance.org.uk/how-you-can-help/volunteer-with-us.

A big thank you

The Charity would like to thank everyone who has supported us in the past year. You really have made a lifesaving difference to the people of the North West.

Section 3:

Independent auditor's report to the members and the trustees of North West Air Ambulance

Opinion

We have audited the financial statements of North West Air Ambulance ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, the Balance Sheets, the Consolidated Cash Flow Statement, and notes to the financial statements, including 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 groups and the charitable company's affairs as at 31 March 2025 and of the group's income and expenditure, 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 group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC'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 or the group'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 trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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 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 our audit

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within 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 and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on [page 30](#), the trustees (who are also the directors of the charitable company for the purposes of company law) 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at:

[frc.org.uk/auditorsresponsibilities](https://www.frc.org.uk/auditorsresponsibilities).

This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group 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, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were those contained within the Charities Act and the Gambling Commission Regulations.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

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. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.



Use of our report

This report is made solely to the charitable company's members, 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 members 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 members as a body, for our audit work, for this report, or for the opinions we have formed.

Peter Buck FCA, DChA



Senior Statutory Auditor

Date: **04th December 2025**

For and on behalf of
Champion Accountants LLP
Statutory Auditor
7 – 9 Station Road
Hesketh Bank
Preston, PR4 6SN



Consolidated Statement of Financial Activities

(Incorporating An Income & Expenditure Account)
For The Year Ended 31 March 2025

	Notes	Restricted funds total Year ended 31 March 2025 £	Unrestricted funds total Year ended 31 March 2025 £	Funds total Year ended 31 March 2025 £	Funds total Year ended 31 March 2024 £
Income from:					
Donations and legacies	4	101,641	6,538,849	6,640,490	7,007,786
Other trading activities	5	–	8,450,163	8,450,163	8,395,962
Investments	3	–	524,262	524,262	279,507
Total		101,641	15,513,274	15,614,915	15,683,255
Expenditure on:					
Raising funds					
Commercial trading operations		–	3,299,990	3,299,990	3,153,412
Other fundraising costs		–	2,853,825	2,853,825	2,482,723
		–	6,153,815	6,153,815	5,636,135
Charitable activities					
Cost of operation of the North West Air Ambulance	6	998,757	8,978,313	9,977,070	8,631,689
Total	6	998,757	15,132,128	16,130,885	14,267,824
Net Income		(897,116)	381,145	(515,970)	1,415,431
Other recognised gains					
Gains/(losses) on investments	12	–	242,978	242,978	251,276
Net movement in funds		(897,116)	624,123	(272,992)	1,666,707
Reconciliation of funds:					
Total funds brought forward		904,822	19,860,996	20,765,818	19,099,111
Total funds carried forward	15	7,706	20,485,120	20,492,826	20,765,818

The notes in the appended pages form part of these Financial Statements.

Balance Sheets

For The Year Ended 31 March 2025

	Notes	Group		Charity	
		2025	2024	2025	2024
		£	£	£	£
Fixed Assets					
Tangible Assets	10	291,706	323,209	279,927	283,677
Investments	12	12,005,261	11,386,082	11,445,010	10,853,747
Intangible assets	11	–	–	–	–
		12,296,967	11,709,291	11,724,937	11,137,424
Current assets					
Stock		10,282	10,744	–	–
Debtors	13	3,101,098	2,615,192	4,296,811	4,020,706
Cash at bank and in hand		7,126,085	7,978,877	5,713,704	6,434,814
		10,237,465	10,604,813	10,010,515	10,455,520
Creditors: amounts falling due within one year	14	(2,041,606)	(1,548,286)	(1,334,589)	(891,173)
Net current assets		8,195,859	9,056,527	8,675,926	9,564,347
Net assets		20,492,826	20,765,818	20,440,863	20,701,771
Income funds					
Restricted Funds	15	7,706	904,822	7,706	904,822
Unrestricted – General Funds	15	6,785,119	6,460,996	6,693,157	6,396,949
Unrestricted – Designated Funds	15	13,700,000	13,400,000	13,700,000	13,400,000
		20,492,826	20,765,818	20,400,863	20,701,771

The consolidated figures above include the results of the Charity which had income for the year of £12,314,924 (2024: £12,529,842) and a net deficit of £300,908 (2024: Net surplus £1,644,111).

The Charity has not presented its own Statement of Financial Activities (SOFA) as permitted by S408 of the Companies Act 2006 and the provisions of the Charity SORP (FRS102).

The Financial Statements were approved and authorised for issue by the Board of Trustees on **04th December 2025** and signed on its behalf by:

Ms K J Spencer



Chair

Mr D R Head



Trustee

Consolidated Cash Flow Statement

For The Year Ended 31 March 2025

	2025	2024
	£	£
Cash flows from operating activities		
Net cash provided by operating activities	(927,492)	734,346
Cash Flows from investing activities		
Dividends and interest from investments	524,262	279,507
Purchase of property, plant and equipment	(73,361)	(25,406)
Proceeds from investments	(233,287)	(229,906)
Net cash provided by investing activities	217,614	24,195
Change in cash and cash equivalents in the year.	(852,792)	758,451
Cash and cash equivalents at the beginning of the year	7,978,877	7,220,336
Cash and cash equivalents at the end of the year.	7,126,085	7,978,877

	2025	2024
	£	£
Net Cash Flow From Operating Activities		
Net incoming resources	(515,970)	1,415,431
Investment income	(524,262)	(279,507)
Depreciation and amortisation of fixed assets	104,864	209,285
Decrease/(increase) in debtors	(485,906)	(443,087)
Decrease/(increase) in stock	462	279
Increase in creditors	493,320	(168,055)
Net cash provided by operating activities	(927,492)	734,346

Analysis Of Cash And Cash Equivalents

	2025	2024
	£	£
Cash at bank	7,126,085	7,978,877

	At 1 April 2024	Cashflow	Other non – cash changes	At 31 March 2025
	£	£	£	£
Reconciliation Of Net Debt				
Cash at bank	7,978,877	(927,492)	217,614	7,126,085
	7,978,877	(927,492)	217,614	7,126,085



Notes To The Financial Statements For The Year Ended 31 March 2025

1. General information

The Charity is a company limited by guarantee (registered number 03752544) which is incorporated in England and Wales. The address of the registered office is Stanley House, North Mersey Business Centre, Woodward Road, Knowsley, Merseyside L33 7UY.

2. Accounting policies

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

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) – (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006. North West Air Ambulance meets the definition of a public benefit entity under FRS102.

The Charity has taken advantage of the exemption available to a qualifying entity in FRS102 from the requirement to produce a charity only cash flow statement with the consolidated financial statements.

The financial statements have been prepared under the

historical cost convention, with the exception of investments which are included at market value.

Basis of consolidation

The consolidated financial statements include the Financial Statements of the subsidiary companies: North West Air Ambulance Promotions Limited and Friends of the North West Air Ambulance Lottery CIC for the year to 31 March 2025. This has been consolidated on a line by line basis in accordance with the requirements of the Charity SORP (FRS102).

The Charity has not presented its own Statement of Financial Activities (SOFA) as permitted by the Companies Act 2006 and the provisions of the Charity SORP 2015 (FRS102).

The financial statements for the two subsidiaries contain financial information up to 31 March 2025.

Going concern

Charity income streams have shown significant results in the year, particularly Legacies and Promotions. The operational business continues to provide a life – saving service. The clinical strategy and the five-year Fundraising strategy are progressing, and the Charity currently has a reserves policy that gives the financial headroom for this to take place. Therefore, the Trustees have considered the financial forecasts for the Charity and are confident that it has the means to remain a going concern and to adapt as necessary to changes required.

Income, Grants and Donations

All incoming resources are included on the Statement of Financial Activities when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Grants and donations are included in the Statement of Financial Activities as they become due and are included in the relevant fund. Income expended is accounted for in the Statement of Financial Activities.

Where income has donor imposed restrictions regarding its use, this is shown within restricted funds with related costs being allocated to the same fund.

Where there is a timing restriction which requires income to be deferred to a future period, such amounts are shown within creditors and later credited to the Statement of Financial Activities as eligible.

Donations in kind

Where assets are donated to the Charity these are included within restricted income and costs at the market value of the asset or the value in use at the time of the donation. Where the cost is capitalised, a transfer is made out of restricted funds to the extent that the restriction no longer exists. A threshold of £3,000 is operated for donations in kind.

Legacies

Legacy income is recognised when the Charity is satisfied that the conditions of entitlement, probability and measurement have been met. Pecuniary legacies are accounted for when notified.

Life Interest Will Trust legacies and Residuary legacies are recognised upon receipt. Any new legacy income first notified more than one month after the Charity's year end will be included in the following financial year's income for practical accounting purposes.

Grants paid

Grants paid are included in the Statement of Financial Activities as they become payable. These become payable when authorised by the trustees.

Expenditure and support costs

Expenditure has been charged to the Statement of Financial Activities on an accruals basis. Expenditure relating directly to the objectives of the Charity is shown as charitable expenditure. All costs have been directly attributed to one of the functional categories of resources expended in the statement of financial activities. There is deemed to be only one key objective to which charitable costs are allocated.

Support costs are shown in note 8. These include Governance costs. Governance costs include an element of administrative staff costs / support costs which relate mainly to year end compliance costs and non-fundraising related professional fees.

Investments

Investments are shown at market value.

Commercial income

Commercial income represents the amounts (excluding value added tax) received from the sale of goods to customers during the year through the trading subsidiary North West Air Ambulance Promotions Limited and income from the lottery run by Friends of the North West Air Ambulance Lottery CIC. All such turnover arises in the United Kingdom.

Taxation

The Charity does not have any charge to tax on its charitable activities.

Unrestricted funds

Unrestricted funds are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Irrecoverable VAT

Irrecoverable VAT is accounted for in the expenditure category under which the costs are incurred.

Fixed Assets

Tangible fixed assets for use by the Charity are stated as cost less depreciation. A fixed asset is defined as a unit of property that has an economic useful life that extends beyond 12 months and was acquired or produced for a cost greater than £500.

In addition, "Grouped assets" are a collection of assets which individually may be valued at less than £500 but which together form a single collective asset because the items fulfil all the following criteria:

- the items are functionally interdependent;
- the items are acquired at about the same date and are planned for disposal at about the same date;
- the items are under single managerial control; and,
- each individual asset thus grouped has a value of over £200

Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Plant & machinery, office equipment and motor vehicles: 20% on straight line basis

Computer equipment: 33% on straight line basis

Goodwill

Goodwill being the amount paid in connection with the acquisition of a business in 2007 which is now fully amortised.

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowances for any obsolete or slow moving items.

Donated goods received for sale in the shops are not valued as it is impractical to do so.

Operating lease agreements

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged against income on a straight-line basis over the period of the lease

Pension costs and post – retirement benefits

The Charity operates a defined contribution scheme for the benefit of its employees. The assets of the scheme are held separately from those of the Charitable Company. Employer contributions in respect of this scheme are charged to the Statement of Financial Activities in the period to which they relate.

Financial instruments

The Group has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at the transaction value and subsequently measured at amortised cost using an effective interest method. Financial assets are held at amortised cost comprise cash and bank in hand, together with trade and other debtors. Financial liabilities held at amortised cost comprise bank loans and overdrafts, trade, and other creditors.

Critical accounting judgements and key sources of estimation uncertainty

In the application of the entity's accounting policies which are described above, the Trustees are required to make judgments, estimates, assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects the current and future periods.

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.



3. Investments – Group

	Year ended 31 March 2025	Year ended 31 March 2024
	£	£
Bank Interest	136,626	31,420
Investment Income	387,636	248,087
	524,262	279,507

4. Donations and Legacies – Group

	Year ended 31 March 2025	Year ended 31 March 2024
	£	£
Community Fundraising	1,238,544	999,674
Corporate Fundraising	338,160	271,968
Challenge Events	62,199	161,030
Individual Giving	1,313,472	1,088,239
Charitable Trust	273,681	201,506
Unallocated Income	43,235	3,574
Legacies	3,096,407	4,051,745
Donations Gift Aid	224,792	230,050
Grants	–	–
Donations in Kind	–	–
	6,640,490	7,007,786

5. Other trading activities – Group

	Year ended 31 March 2025	Year ended 31 March 2024
	£	£
Lottery income	5,908,156	5,941,437
Shop income	2,542,007	2,454,525
	8,450,163	8,395,962

6. Total expenditure – Group

	Year ended 31 March 2025	Year ended 31 March 2024
	£	£
Direct Charitable expenditure		
Operating costs	8,241,338	7,021,334
Support costs (note 8a)	1,562,262	1,430,473
Depreciation	141,792	150,381
Investment managers fees	31,678	29,501
	9,977,070	8,631,689
Raising Funds		
Staff costs and travel (note 8a)	1,278,977	1,144,444
Other expenses (note 8a)	1,574,848	1,338,279
	2,853,825	2,482,723
Subsidiary expenses		
Lottery expenses	1,197,931	1,245,981
Shop expenses	2,102,059	1,907,431
	3,299,990	3,153,412
	16,130,885	14,267,824

7. Staff members and costs – Group

	Year ended 31 March 2025	Year ended 31 March 2024
	£	£
Total staff costs for the year may be analysed as follows:		
Wages and salaries	3,140,509	2,838,743
Social Security costs	262,732	239,913
Pension costs	188,943	144,611
	3,592,184	3,223,267

In addition to the staff costs above, there are further costs relating to operational staff and paramedics included within 'Operating costs' which are paid by way of a service level agreement. We also provided a clinical team including paramedics, doctors, dispatch, and a senior consultant.

The Trustees decided that the charity should pay the full cost of the service provision from 2020/21 and therefore the charity now receives no government funding for clinical costs.

The costs of the Charity shop management staff (within the subsidiary company) are included within fundraising costs.

The key management personnel of the Charity comprise the senior management team and are listed in the legal and administrative information on [page 2](#). The total employee benefits of the key management personnel of the Charity were £465,210 (2024: £460,391).

The average number of employees, analysed by function was as follows:

	Year ended 31 March 2025	Year ended 31 March 2024
	Number	Number
Fundraising	41	40
Administration	14	14
Commercial	51	46
	106	100

The remuneration package of the higher paid employees was:

	2025	2024
	Number	Number
£60,001 – £70,000	1	1
£70,001 – £80,000	1	–
£80,001 – £90,000	–	1
£90,001 – £100,000	1	2
£100,001 – £110,000	1	–
£150,001 – £160,000	–	1
£160,001 – £170,000	1	–

The Trustees received £nil remuneration from the Charity (2024: £nil), reimbursement of expenses during the year totalled £nil (2024: £nil). During the year professional indemnity insurance was purchased relating to all of the Trustees, at a cost of £2,585 (2024: £3,041).

During the year there were redundancy or termination payments which amounted to £27,701 (2024 – : £5,000).

8a Support costs

Support costs are allocated to fundraising and direct charitable expenditure as follows (on the basis outlined below):

	Total 2025	Charitable Activities	Fundraising Costs	Total 2024
Cost of raising funds	742,656	–	742,656	480,918
Staff cost and travel	2,557,954	1,278,977	1,278,977	2,288,889
Office and utility costs	297,463	148,732	148,731	278,432
Stationery, postage and telephone	42,527	21,264	21,263	30,373
Events and consultancy	54,345	–	54,345	54,176
Advertising and website	339,448	–	339,448	399,134
Professional fees and other costs	346,235	77,830	268,405	335,119
Governance costs	35,459	35,459	–	46,155
	4,416,087	1,562,262	2,853,825	3,913,196

8b Support costs – Basis of allocation

Support costs are allocated to fundraising and direct charitable expenditure on the basis outlined below:

	Total	Charitable Activities	Fundraising Costs	Basis of allocation
Costs of raising funds	742,656	0%	100%	Nature of service
Staff cost and travel	2,557,954	50%	50%	Staff numbers
Office and utility costs	297,463	50%	50%	Staff numbers
Events and consultancy	54,345	0%	100%	Nature of service
Stationery and postage	42,527	50%	50%	Staff numbers
Advertising and website	339,448	0%	100%	Nature of service
Professional fees and other costs	346,235	25%	75%	Nature of service
Governance costs	35,459	100%	0%	Nature of service
	4,416,087			

8c Governance costs

	Year ended 31 March 2025	Year ended 31 March 2024
	£	£
Non fundraising related professional fees	5,323	14,548
Auditor's fees – audit and accounts	20,190	18,620
Auditor's fees – non-audit	1,250	3,615
Bank charges and other	8,696	9,372
	35,459	46,155

9 Taxation

Neither the Charity nor its subsidiary companies had any liability to corporation tax during the year, other than £6,474 on the retail company.



10 Tangible Fixed Assets

Group	Plant & machinery	Office and computer equipment	Motor Vehicles	Total
Cost	£	£	£	£
At 1 April 2024	881,587	421,303	178,703	1,481,593
Additions	6,703	23,853	108,418	138,973
Disposals	(34,665)	(7,050)	(23,898)	(65,612)
At 31 March 2025	853,625	438,106	263,223	1,554,954
Depreciation				
At 1 April 2024	667,928	363,334	127,122	1,158,384
Charge for the year	94,641	42,814	33,021	170,476
Depreciation on disposals	(34,665)	(7,049)	(23,898)	(65,612)
At 31 March 2025	727,904	399,099	136,245	1,263,248
Net Book Value				
31 March 2025	125,721	39,007	126,978	291,706
31 March 2024	213,659	57,969	51,581	323,209

Charity	Plant & machinery	Office and computer equipment	Motor Vehicles	Total
Cost	£	£	£	£
At 1 April 2024	473,526	343,872	178,703	996,101
Additions	6,703	23,853	108,418	138,974
Disposals	–	–	(23,898)	(23,898)
At 31 March 2025	480,229	367,725	263,223	1,111,177
Depreciation				
At 1 April 2024	296,858	288,444	127,122	712,424
Charge for the year	69,429	40,274	33,021	142,724
Depreciation on disposals			(23,898)	(23,898)
Adjustments to depreciation				–
At 31 March 2025	366,287	328,718	136,245	831,250
Net Book Value				
31 March 2025	113,942	39,007	126,978	279,927
31 March 2024	176,668	55,428	51,581	283,677

11 Intangible Fixed Assets – Group

	Software £	Goodwill £	Total £
Cost			
At 1 April 2024	–	125,000	125,000
Additions	–	–	–
At 31 March 2025	–	125,000	125,000
Amortisation			
At 1 April 2024	–	125,000	125,000
Amortisation in the year	–	–	–
At 31 March 2025	–	125,000	125,000
Net Book Value			
At 31 March 2025	–	–	–
At 31 March 2024	–	–	–



12 Fixed Asset Investments

Group	2025	2024
	£	£
Carrying value (MV) at beginning of year	11,397,584	10,916,402
Disposals at carrying value	(11,436)	(18,181)
Investment income	387,636	248,087
Net gain/(loss) on revaluation	242,978	251,276
Carrying value (MV) at end of year	12,016,762	11,397,584
Historical cost of above investment at the end of the year	10,000,000	10,000,000

Analysis or investment value by type:	2025	2024
	£	£
Diversified Growth Funds	3,339,136	3,135,509
Liquidity funds	8,666,125	8,250,573
Investments in subsidiary entities (not listed)	11,502	11,502
	12,016,763	11,397,584

Charity	2025	2024
	£	£
Investments in listed securities	11,713,435	11,125,922
Investments in subsidiary entities	11,502	11,502
	11,724,937	11,137,424

Investment in subsidiary entities	2025	2024
	£	£
Ordinary £1 shares in North West Air Ambulance Promotions Limited – at market value	11,502	11,502

The historical cost of these investments was £11,502 (2024: £11,502).

The Charity has two subsidiaries, North West Air Ambulance Promotions Limited, a company incorporated in England and Wales (Company Number: 03752582) and Friends of the North West Air Ambulance Lottery CIC (Registered Number 6646759) which are consolidated into the results of the North West Air Ambulance. The Charity owns the entire share capital of North West Air Ambulance Promotions Limited, being 11,502 ordinary shares. The Charity is the sole member of Friends of the North West Ambulance Lottery CIC. The companies raised funds for the North West Air Ambulance during the year.

Audited Financial Statements of North West Air Ambulance Promotions Limited and Friends of the North West Air Ambulance Lottery CIC for the year ended 31 March 2025 are filed with the Registrar of Companies. A summary of the trading results of North West Air Ambulance Promotions Limited and Friends of the North West Air Ambulance Lottery CIC are shown below:

North West Air Ambulance Promotions Limited

	2025	2024
	£	£
Turnover	2,543,347	2,454,515
Cost of sales	(73,586)	(80,016)
Gross profit	2,469,761	2,374,499
Administrative expenses	(2,026,903)	(1,811,432)
Other operating income	–	10
Profit before taxation	442,858	563,077
Interest payable	–	–
Tax on profit	(6,474)	(15,983)
Profit/(loss) on ordinary activities after tax	436,384	547,094
Gift aid payment to Parent	(436,384)	(547,094)
Total comprehensive income	–	–

The aggregate of assets, liabilities and reserves are:

	2025	2024
	£	£
Assets	815,496	917,865
Liabilities	(803,994)	(906,363)
Total reserves (including £11,502 share capital)	11,502	11,502

North West Air Ambulance Lottery CIC

	2025	2024
	£	£
Turnover	5,904,012	5,941,436
Cost of sales	(1,053,740)	(1,039,203)
Gross Surplus	4,850,272	4,902,233
Administration expenses	(144,192)	(206,777)
Other operating income	4,144	–
Operating Surplus	4,710,224	4,695,456
Interest receivable and similar income	27,921	25,980
Surplus for the Financial Year	4,738,145	4,721,436
Gift Aid Payment	(4,710,229)	(4,695,461)
Total Comprehensive Income	27,916	25,975

The aggregate assets, liabilities and reserves are:

	2025	2024
	£	£
Assets	1,457,471	1,462,183
Liabilities	(1,365,507)	(1,398,135)
Total reserves	91,964	64,048

The consolidated statements of financial activities include the results of the subsidiary companies.

13 Debtors

	Group	Group	Charity	Charity
	2025	2024	2025	2024
	£	£	£	£
Trade debtors	17,460	50,548	18,074	25,959
Amounts owed by subsidiary undertakings	–	–	1,435,710	2,576,535
Prepayments	2,341,092	1,575,692	2,219,032	459,567
Accrued income	546,259	797,790	427,712	767,483
Other debtors	196,287	191,162	196,283	191,162
	3,101,098	2,615,192	4,296,811	4,020,706

Debtors includes £250,000 (2024: £250,000) due after more than one year.

14 Creditors: amounts falling due within one year

	Group	Group	Charity	Charity
	2025	2024	2025	2024
	£	£	£	£
Trade creditors	504,500	452,130	392,821	329,522
Bank overdraft	–	–	–	–
Social security and other taxes	72,463	74,906	47,977	45,268
Accruals and deferred income	978,367	547,872	893,791	516,385
Prepaid Subscriptions	485,193	471,851	–	–
Sundry creditors	1,083	1,530	–	–
	2,041,606	1,548,289	1,334,589	891,175

15 Reconciliation of movement in funds

Charity	1 April 2024	Incoming resources	Outgoing resources	Gains/ (losses)	Transfers	31 March 2025
	£	£	£	£	£	£
Restricted funds						
Zochonis Charitable Trust	5,848	–	(5,848)	–	–	–
The Grace Trust	4,000	–	(4,000)	–	–	–
The Dixie Rose Findlay Charitable Trust	2,400	–	(2,400)	–	–	–
The Morrisions Foundation	2,466	–	(2,466)	–	–	–
Wallasey Lions Club	1,140	–	(1,140)	–	–	–
EG Foundation	1,262	–	(1,262)	–	–	–
From the Estate of HC Lunn	880,000	–	(880,000)	–	–	–
Mr & Mrs Ainscough	7,706	–	–	–	–	7,706
Groundwork Cheshire, Lancashire, Merseyside	–	1,125	(1,125)	–	–	–
The Greater Manchester High Sherriff's Police Trust	–	5,000	(5,000)	–	–	–
Springfields Employees Medical Research & Charity	–	1,670	(1,670)	–	–	–
The Houghton Dunn Charitable Trust	–	24,000	(24,000)	–	–	–
Help Appeal	–	55,472	(55,472)	–	–	–
Lunn, Ms Helen	–	10,124	(10,124)	–	–	–
The Hospital Saturday Fund	–	2,000	(2,000)	–	–	–
Groundwork Cheshire, Lancashire, Merseyside	–	1,125	(1,125)	–	–	–
Groundwork Cheshire, Lancashire, Merseyside	–	1,125	(1,125)	–	–	–
	904,822	101,641	(998,747)	–	–	7,706
Unrestricted funds						
General	6,396,947	12,213,285	(11,832,137)	215,063	(300,000)	6,693,157
Designated	13,400,400	–	–	–	300,000	13,700,000
	19,796,947	12,213,285	(11,832,137)	215,063	–	20,393,157
Total funds	20,701,769	12,314,926	(12,830,894)	215,063	–	20,400,863

Group	1 April 2024 £	Incoming resources £	Outgoing resources £	Gains/ (losses) £	Transfers £	31 March 2025 £
Restricted funds						
Zochonis Charitable Trust	5,848	–	(5,848)	–	–	–
The Grace Trust	4,000	–	(4,000)	–	–	–
The Dixie Rose Findlay Charitable Trust	2,400	–	(2,400)	–	–	–
The Morrisions Foundation	2,466	–	(2,466)	–	–	–
Wallasey Lions Club	1,140	–	(1,140)	–	–	–
Eg Foundation	1,262	–	(1,262)	–	–	–
Estate of H C Lunn	880,000	–	(880,000)	–	–	–
Mr & Mrs Ainscough	7,706	–	–	–	–	7,706
Groundwork Cheshire, Lancashire, Merseyside	–	1,125	(1,125)	–	–	–
The Greater Manchester High Sherriff's Police	–	5,000	(5,000)	–	–	–
Springfields Employees Medical Research & Charity	–	1,670	(1,670)	–	–	–
The Houghton Dunn Charitable Trust	–	24,000	(24,000)	–	–	–
Help Appeal	–	55,472	(55,472)	–	–	–
Lunn, Ms Helen	–	10,124	(10,124)	–	–	–
The Hospital Saturday Fund	–	2,000	(2,000)	–	–	–
Groundwork Cheshire, Lancashire, Merseyside	–	1,125	(1,125)	–	–	–
Groundwork Cheshire, Lancashire, Merseyside	–	1,125	(1,125)	–	–	–
	904,822	101,641	(998,757)	–	–	7,706
Unrestricted funds						
General	6,460,996	15,153,274	(15,132,128)	242,978	(300,000)	6,785,119
Designated	13,400,000	–	–	–	300,000	13,700,000
	19,860,996	15,153,274	(15,132,128)	242,978	–	20,485,119
Total funds	20,765,818	15,614,915	(16,130,885)	242,978	–	20,492,826

The designated fund of £13,700,000 shown above is made up of two amounts: £9,700,000 has been earmarked to cover two years' annual lease commitments (see note 17 below); £4,000,000 has been earmarked as a Capital Reserve relating to a future build project. It is imperative that the Charity is able to meet these costs before committing other expenditure. The transfer from general to designated funds represents the increase in lease costs.

All balances on the balance sheet relate to the unrestricted funds with the exception of restricted funds which are represented by cash.

Restricted funds

Description of closing funds carried forward:

- The donation from Mr & Mrs Ainscough is held for the Volunteero platform.

16 Analysis of Net Assets between Funds

Group	Unrestricted £	Restricted £	Total 2025 £
Fixed assets	12,296,967	–	12,296,967
Current assets	10,229,759	7,706	10,237,465
Current liabilities	(2,041,606)	–	(2,041,606)
	20,485,120	7,706	20,492,826

Group	Unrestricted £	Restricted £	Total 2025 £
Fixed assets	11,709,291	–	11,709,291
Current assets	9,699,991	904,822	10,604,813
Current liabilities	(1,548,286)	–	(1,548,286)
	19,860,996	904,822	20,765,818

17 Operating lease commitments

Future minimum lease repayments under non-cancellable operating leases for the following periods are:

Group	Property £	Helicopters £	Total 2025 £	Total 2024 £
Within 1 year	414,085	3,865,848	4,279,933	3,896,669
After 1 year and less than 5 years	256,524	16,906,132	17,162,656	17,364,288
After 5 years	–	6,256,075	6,256,075	6,697,893
Total operating lease commitments	670,609	27,028,055	27,698,664	27,958,850

18 Related party transactions

The Trustee directors of the Charity are also directors of the trading subsidiaries: North West Air Ambulance Promotions Limited and Friends of the North West Air Ambulance Lottery CIC. The transactions with these entities are consolidated with the results of the Charity and as such do not require separate disclosure.

There are no other related party transactions that need to be disclosed in the financial statements.

19 Consolidated Statement Of Financial Activities – Comparative Figures By Fund Type

	Notes	Restricted funds total Year ended 31 March 2024 £	Unrestricted funds total Year ended 31 March 2024 £	Funds total Year ended 31 March 2024 £
Income from:				
Donations and legacies	4	1,089,154	5,918,632	7,007,786
Other trading activities	5	–	8,395,962	8,395,962
7,982 Investments	3	–	279,507	279,507
Total		1,089,154	14,594,101	15,683,255
Expenditure on:				
Raising funds:				
Commercial trading operations		–	3,153,412	3,153,412
Other fundraising costs		–	2,482,723	2,482,723
	6	–	5,636,135	5,636,135
Charitable activities				
Cost of operation of the North West Air Ambulance	6	201,087	8,430,602	8,631,689
Total	6	201,087	14,066,737	14,267,824
Net Income		888,067	527,364	1,415,431
Other recognised gains				
(Losses)/gains on investments	12	–	251,276	251,276
Net movement in funds		888,067	778,640	1,666,707
Reconciliation of funds:				
Total funds brought forward		16,755	19,082,356	19,099,111
Total funds carried forward	15	904,822	19,860,996	20,765,818



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Registered Charity No: 1075641

NORTH WEST AIR AMBULANCE

England & Wales - Charity number 1075641

Accounts



TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS

For the year ended 31 March 2024



Flying to save lives and leading the way in bringing the Hospital to the Patient

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Legal and Administrative Details

North West Air Ambulance ("the Charity") is a registered company and is registered with the Charity Commission. The Charity was incorporated on 12 April 1999.

Charity registration number: 1075641

Company registration number: 03752544

Chair of the Trustees: Allan Jude

Bankers:

The Co-Operative Bank plc
1 Balloon Street
Manchester
M60 4EP

Barclays Bank plc
48b & 50 Lord Street
Liverpool
L2 1TD

Registered Auditors:

Champion Accountants LLP
7-9 Station Road
Hesketh Bank
Preston
PR4 6SN

Registered and Principal Office:

Stanley House
North Mersey Business Centre
Woodward
Road Knowsley
Merseyside
L33 7UY

Key management personnel:

Ms Heather Arrowsmith – Chief Executive Officer
Mr Tony Rowan – Director of Finance and Resources (appointed June 2023)
Mr David Briggs – Director of Operations
Mrs Sarah Naismith – Director of Income and Engagement (until July 2024)

Trustees:

Mr A G Jude (Chair)

Mrs K J Spencer

Mr S E Meehan

Mrs D J Smith

Mr D R Head

Dr S J Mercer

Investment Advisors:

Isio Manchester

3 Hardman Square

Manchester

M3 3EB

Chairman's Introduction

It's hard to believe but on 11 April 2024, we've been in operation for 25 years. This has only been possible through the tremendous support and commitment of the general public, volunteers, former patients, staff, health and other partners.

From initially starting the charity with one part sponsored helicopter with health funded paramedics to where we are today, having three specifically designed and kitted helicopters with medical consultants and critical care paramedics funded solely by you, the general public, we now bring the hospital to the patient. The emphasis has moved away from speed of response in getting to the patient and then to hospital. We have the medical skills now to provide high levels of patient care at scene including providing blood transfusions and using advanced technology and equipment.

We continue to see year on year increases in patients attended and increased service coverage by providing night car services at weekends, which are planned to be expanded during 2024/25. Our Clinical Governance processes are continually reviewed and monitored to ensure we provide the best possible patient care.

As a lifesaving charity, we have to ensure we are fit for purpose and fit for the future, ensuring we have the right level of funds and our income is sustainable so we can deliver our clinical ambitions. Similarly, we need to ensure we have systems, controls and processes in place together with committed, competent and motivated staff to ensure the highest possible standards in operating and running our charity. Our goal is being recognised as the best air ambulance charity both national and internationally.

This annual report demonstrates this commitment, providing you with details of our achievements during 2023/24 together with our plans and aspirations for future years.

Together, we continue to save lives!

allan jude

Mr A G Jude
Chair, on behalf of the Board of Trustees

Trustees' Report

The Trustees, who are also directors of the Charity for the purposes of the Companies Act, submit the annual report and audited financial statements for the year ended 31 March 2024. The Trustees have adopted the provisions of the Statement of Recommended Practice 2019 Accounting and Reporting for Charities second edition, October 2019, in preparing the annual report and financial statements of the Charity.

Introduction

North West Air Ambulance was established as a company limited by guarantee in 1999. It is governed by a Memorandum and Articles of Association, which were amended in 2017 to update the appointment and tenure of Trustees, objectives and inclusion of training as a future area where the Charity could be involved. Further changes covering election terms and voting processes were made in 2019.

The objectives for which the Charity is established are:

- ✓ The relief of sickness and injury and the protection of human life by the provision or support of an air ambulance service in Lancashire, Cumbria, Greater Manchester, Merseyside, Cheshire and such other areas as the Trustees may in their absolute discretion determine from time to time.
- ✓ The provision of training and education in matters relating to the relief of sickness and injury and the protection of human life.

To raise funds for the delivery of its services, the Charity is supported by North West Air Ambulance Promotions Limited, a trading company (primarily shops) and the Friends of the North West Air Ambulance Lottery Community Interest Company (CIC), which runs the Charity's lottery. Both companies are subsidiaries of the Charity. In addition to raising funds, these subsidiaries also generate awareness of the Charity.

Public Benefit Statement

The Trustees confirm that they have due regard to the Charity Commission's guidance on public benefit and that the Charity meets the requirements in the advancement of its objectives.

The Charity exists to provide free of charge, emergency enhanced, pre hospital care services to the people of the North West of England. Three helicopters are crewed by highly skilled

Consultant level Doctors and Critical Care Paramedics providing cover typically during daylight hours, supported by five critical care response vehicles, one of which operates on two evenings per week from 6pm until 2am. This car service is to be expanded during 2024/25 to seven nights per week.

Our impact

Summary of the year

Overall, demand for our service has increased and we are attending a wider range of complex cases. The service delivery requirements, enabled by state of the art equipment and a highly skilled Consultant led service supported by Critical Care Paramedics (CCPs) continues to increase, with 3,168 (increase of 9.85%) callouts and the treatment of 1,546 (increase of 11.79%) patients compared to the prior year totals of 2,884 call outs and the treatment of 1,383 patients. Of note, our delivery of blood transfusions has increased from 67 last year to 95 this year, representing an increase of 41.79%.

The Clinical team has consistently delivered high levels of patient care, evidenced by internal and external peer review audits and continues to deliver more high acuity interventions. Strategic partnerships and strong relationships are pivotal for the successful delivery of our life saving work. These strategic partnerships include Babcock Aviation Services (BAS), North West Ambulance Service (NWAS), Salford Royal Hospital and Greater Manchester Blood Bikes (GMBB).

Our enhanced pre hospital care service is now firmly established. Going forward, our aspiration is to trailblaze the way forward in pre hospital care as we adopt a number of transformational initiatives to shape what more is possible in pre hospital emergency care.



OUR PATIENT - JENSON

Patient Impact – Our Crew

Our highly skilled life saving frontline team consists of:

- ✓ One Medical Director - provided via Service Level agreement (SLA) with North West Ambulance Service (NWAS)
- ✓ One Consultant Paramedic - provided via SLA with NWAS
- ✓ Twenty Consultant Level Doctors - provided via SLA with NWAS
- ✓ Twenty Critical Care Paramedics (increase of two) - provided via SLA with NWAS
- ✓ **New this year** - One Dedicated NWAA Pharmacist - provided via SLA with NWAS
- ✓ Seven Based Pilots - provided via Contract with Babcock
- ✓ Three based Engineers - provided via Contract with Babcock

Patient Impact - Blood

Blood is supplied to NWAA from Salford Royal Hospital daily via Greater Manchester Blood Bikes Charity. It is currently delivered operationally via our Consultant led platform, supported by a Critical Care Paramedic. This year saw an increase in transfusions from 67 to 95, representing an increase of 41.79%. Since its introduction in January 2019, our blood transfusion ability with over 300+ transfusions to date, is and continues to be a highly impactful intervention, saving and prolonging the lives of countless numbers of patients throughout the North West.



Jenson in Manchester Children's Hospital and then on the road to recover with his mum, Michelle.

On Wednesday 17th May 2022, a tragic accident occurred that forever changed the lives of the Downes family. Jenson, then 2 years old, accidentally poured boiling tea over himself, causing severe injuries. In a state of shock and horror, Jenson's parents called 999 for help, the crew quickly arrived on the scene, providing specialist lifesaving care to Jenson including advanced pain relief and fluids. The crew then flew him from his home in Cheshire to Manchester Children's Hospital.

The crew's expertise and professionalism were crucial in ensuring Jenson received the immediate medical attention he needed.

Jenson suffered burns to the right side of his body and face, requiring a skin graft on his right shoulder. For the next 10 days, he underwent treatment and care. The Downes family is grateful beyond words for the assistance they received during their darkest hour and even visited the base to meet the crew that supported Jenson.

Jenson's Mum, Michelle Downes, said: *"Our family will forever be grateful to NWAA Charity for helping our son when he needed it most.*

"The impact of the charity on everyday families like ours is immeasurable. They are a lifeline in times of crisis, providing expert care and support when it is needed most. Without their quick response and interventions, our story could have had a very different ending."

This heart wrenching story highlights the real impact NWAA has on individuals and families who find themselves in desperate situations.

Patient Impact - Technology

The introduction of ultrasound has seen the use of advanced technology to improve the diagnosis of patients. The butterfly device used connects to a mobile phone and gives immediate visuals, used in cardiac arrests and incidents involving penetrating wounds to the chest. The use of this technology supports patient diagnosis and informs interventions.

Ultrasound Technology



Video Laryngoscopes

The introduction of cutting edge video laryngoscopes has improved time and success rate when conducting intubations as it provides a digital picture to help with placement of the breathing tube between the vocal cords and into the trachea, to maintain the airway. Dr Scott Beattie said "Undertaking airway manoeuvres out of the hospital is one of the highest risk locations these procedures can be performed. The screen provides us with optimised views and also allows wider awareness within the team of what the intubator is experiencing in real-time and they can therefore pre-empt any assistance that may be required. Overall, these benefits have enabled significant improvements in clinical care and safety for our patients".

Pharmacist

NWAA has made a game changing introduction of a dedicated NWAA Pharmacist, who is part of the wider NWAS Pharmaceutical team. They provide increased drug oversight and guidance and have made operational improvements with drug deliveries and clinically led marginal gains, such as colour coded drugs and improved clinical drug use procedures.

OUR PATIENT – JON

Jon Hill, a 62 year old biking enthusiast, was enjoying a solitary ride through the hills of Macclesfield when he unexpectedly collided with a farmer manoeuvring his cattle trailer onto the road.

Due to the severity of the accident, the North West Air Ambulance Charity (NWAA) was immediately dispatched. Consultant Doctor, Eimhear and Critical Care Paramedic Adam arrived to find Jon on the brink of a cardiac arrest. Their examination revealed life threatening injuries, including a tension pneumothorax, which is the presence of air or gas in the cavity between the lungs and the chest wall, which can result in a collapse of the lung. Moving swiftly, the NWAA crew stabilised Jon before performing chest surgery.

Without this lifesaving procedure, Jon's lungs would have compressed and caused his heart to stop beating. The crew also performed an ultrasound at the scene, usually performed in a hospital setting. The ultrasound looked for internal bleeding, resulting in Jon receiving five units of blood.



Major Trauma Event

NWAA hosted its inaugural Major Trauma Event, "From Roadside to Hospital" bringing together five hundred senior clinical professionals from every trauma network and major trauma centres across our five served counties and beyond. Convening an event with such wide representation enabled unique discussions to take place on the power of being joined up in optimizing emergency pre hospital care and patient impact.

Research

NWAA is now participating in high level research and has recently been a key contributor to the Swift whole blood trial, a national project involving nine other air ambulances run by the National Health Service Blood Transfusion (NHSBT) Service. Additional research is also ongoing with:

- ✓ Participation in the ABACUS Trial – use of an impedance device in cardiac arrests to potentially improve patient outcomes.
- ✓ Collaborative working with Lancaster University Unit Data Sciences: Rapid Sequence Induction (RSI) data is being studied to develop KPIs for pre hospital emergency anaesthesia (PHEA).

Patient Aftercare

NWAA employs clinical staff in the Major Trauma Centres across the North West as Patient Aftercare Coordinators (PAC) to track each NWAA patient. As well as liaising with the patient's family to provide advice and support, the PAC will track adult patients for 3 months and paediatrics for 6 months to provide details of diagnosis, treatment and outcome to assist with NWAA's research strategy.

PAC were in post in 5 of the 6 Major Trauma Centres in the North West throughout last year with the 6th coming on board in August 2024 to ensure a PAC is now in place in each of the 6 Major Trauma Centres.

The next step will be the introduction of an external Patient Aftercare Manager, who will work closely with the NWAA Head of Supporter Experience. This team approach will ultimately provide the best Research information to ensure patient impact is maximized.

OUR PATIENT – JON CONT...

Considering the severity of his injuries, the crew made the decision to fly him to Manchester Royal Infirmary, significantly reducing transport time compared to a road journey.

Without the enhanced pre hospital care provided by NWAA, Jon's chances of survival would have been significantly diminished. Jon's story illustrates their unwavering commitment to saving lives and providing critical care, when and where it's needed. In the last 25 years, NWAA has responded to over 35,000 missions like Jon's.

Reflecting on the accident, Jon said:

"I have no memory of the incident, but through conversations with the police and those who assisted me at the scene, I have been able to piece together what happened. My first memories were a day or so later when I recall seeing family members at my bedside.

"Volunteering for the charity is my way of saying thank you, I'm due to retire soon and I've recently moved to working three days a week, as a build up to retirement. I felt that I wanted to give something back, which is why I now volunteer in the NWAA Wilmslow shop one day a week."

Despite extensive injuries, including broken bones, fractures, and a lacerated liver, Jon made a remarkable recovery thanks to the indomitable spirit and tireless efforts of the North West Air Ambulance Charity.

Expressing gratitude for saving his life, Jon recently met with Dr Eimhear at the charity's base and now dedicates his time to volunteering at their Wilmslow retail shop.

Forward Look

Strategy 2024 - 2029

In February 2024, the Charity launched its new strategy for 2024-2029, which focuses on **leading the way** in emergency pre hospital care and maximizing the life saving impact we make to patients.

Five strategic imperatives have been identified in this strategy, that will enable the Charity to realise its vision to **lead the way** in bringing the hospital to the patient. Two of these strategic imperatives are completely transformational in realising this vision (Research and Training). The five strategic imperatives are as follows:

Research – To become a Research Active Organisation (RAO) that shapes the future scope of enhanced pre hospital care (EPHC), by participating in, and conducting our own pioneering research, into what additional hospital interventions could be done at scene to maximise patient impact.

Training - To become a world class training faculty for Emergency Pre-Hospital Care (EPHC) and Major Trauma, with a focus on training and retaining our own talent.

People - To have the best people working for us, in an inclusive and values-based culture, where everyone can thrive and be fulfilled knowing they are making a lifesaving difference.

Profile - To be the number one trusted and recognised Charity brand in the North West, with a reputation for trailblazing the way in saving lives by bringing the hospital to the patient.

Finance - To be financially robust, with a healthy finance position, and strategic financial planning expertise, and confidence in the delivery of sustainable income growth and diversification to enable the desired pace of service development and innovation.

The Charity continues to achieve its objectives and targets and with robust reserves and a detailed five year financial plan in place, the Charity is in a positive position to progress in the next financial year and beyond.

OUR PATIENT – JON CONT...

Dr Eimhear, from the NWAA Charity, said: *“This is a perfect example of the importance of the enhanced pre hospital care we deliver to patients. Jon had two life threatening injuries, and the treatment for each can only be provided at the scene by NWAA. These included a lifesaving blood transfusion to treat his abdominal haemorrhage and the release of his tension pneumothorax to allow the relief of a life threatening build up of air in his chest which was impairing his heart from beating effectively.*

“Without both of these interventions, Jon would not have made it to the hospital alive. Both Adam and I are grateful we have the opportunity to give lifesaving treatment to patients like Jon.”

Over the past quarter century, NWAA has become an integral part of the region’s emergency response system, ensuring swift, expert medical assistance for those in dire need. Through the dedication of their exceptional teams and the generosity of their supporters, NWAA continues to make a profound impact on communities throughout the North West.



Plans for 2024 - 2029

Operational

The new, upgraded helicopter fleet arrived in April – July 2024, which future proofs our service with a range of enhancements as requested by our clinical crew. One of these new helicopters is night vision capable, which will be trialled in Autumn 2024.

The provision of blood will be expanded to include the CCP led aircraft/car at Barton. The full expansion will be seen during 2025 with blood being available on all aircraft and cars.

Following the successful introduction and evaluation of the evening car, this service will be rolled out to 7 nights per week from October 2024.

Research

We will become a Research Active Organisation (RAO), driving clinical excellence for our patients. This will be achieved by participating in and conducting our own pioneering research into what additional hospital interventions could be done at the scene to maximise patient impact.

Our objectives for 2024/25 are to develop a governance structure with robust research ethics in place, aligned to NWAS, and to have a dedicated in-house Research Lead.

Training

We will work towards becoming a world class training faculty for Emergency Pre Hospital Care (EPHC) and Major Trauma, with a focus on training and retaining our own talent. Our objectives for 2024/25 are to have a defined structure in place including faculty leadership, educators and coordinators along with the necessary resources in place.

People

We will ensure we are in a position to attract and retain the best talent and continue with our #OneCrew ethos, ensuring everyone, irrespective of their role, feels they belong and are part of #OneCrew, together making a lifesaving difference.

Finance

The reserves policy gives the ability for us to meet our charitable objectives and service provision, even within times of great uncertainty.

Having strong financial planning and robust finances will ensure that the Charity can develop its big, brave and bold ambitions unimpeded.

Fundraising

We will look to ensure the sustainability of our fundraised income and to diversify fundraising to reduce reliance on lottery and legacy income and to enhance the profitability and sustainability of the retail business.

We will trailblaze digital and innovative approaches to fundraising, which will enable us to engage with a more diverse demographic of supporter. Our new supporter engagement system went live in July 2024, which will be instrumental in developing effective supporter journeys.

Artificial Intelligence

We will make technological improvements and the identification of more effective and efficient opportunities to streamline patient focused activities such as live in air data transmission and the use of Artificial Intelligence (AI) to enable gains such as data analysis and resource time benefits.

We will make greater use of Artificial Intelligence across the wider organisation wherever possible.

Retail

We will open two new retail stores with one being our first ever Superstore.

Risk

Our risk management practices will be continually reviewed and developed.

flying to save lives.

People & Culture

We would like to thank all our employees, medical staff and volunteers for all their incredible hard work during the year.

The Charity has a progressive, people centred approach with a strong #OneCrew ethos, ensuring everyone, irrespective of their role, feels they belong and are part of #OneCrew, together making a lifesaving difference. The Charity's keen focus on best in class culture recognises that culture is increasingly important for an organisation to be valued as an 'employer of choice' for both job seekers and employee retention.

Hybrid working continues to be monitored with the benefits it brings recognised by the Charity. The Charity has the vision to aspire to a modern, inspirational, integrated base for all staff and crew but as an interim step, the office working environment was improved by the introduction of a modular build at Barton, which provides a modern, open plan, engaging working environment where the benefits of being co-located with the crew are clearly evident.

In February 2024, the Charity annual staff conference and values awards took place for staff, crew and Trustees, and included the launch of the Charity's new Strategy for 2024-2029 along with touching in-person, patient stories. The day also included the presentation of values awards to employees who best demonstrated the Charity's values:

- ✓ We are passionate about saving lives.
- ✓ We take ownership.
- ✓ We never stand still.
- ✓ We are #OneCrew.

Equality, Diversity and Inclusion (EDI)

During the year, the Charity commissioned an external EDI audit to compare the Charity's current EDI practices against the requirements of the Equality Act 2010 and also best practice in EDI. The results of this audit were very positive with the Charity showing full compliance against the requirements of the Equality Act 2010

OUR PATIENT – ABIGAIL

Abigail Richardson, a 28 year old Cheshire local who was involved in a critical accident while towing a trailer with her husband and children on the way home for Christmas. The incident occurred when a lorry passed by the van that Abigail was in, causing a huge gust of wind that made the trailer start swaying and the van rock.

Abigail's husband warned her of an impending collision with a tree, and the next thing she knew, the door frame and dashboard were crushing her leg, trapping her inside the vehicle. Abigail briefly regained consciousness before passing out again and was trapped in the wreckage with the door and dashboard wrapped around her leg.

Abigail's life was saved thanks to the prompt and expert response of crew like Martin, a Critical Care Paramedic, who provided lifesaving care at the scene of the accident. Upon arrival at the scene, Martin climbed into the car with Abigail and was able to get intravenous access so that she could be administered enhanced pain relief like ketamine, antibiotics, and tranexamic acid, to help stop catastrophic bleeding.



and is developing EDI policies and practices that go beyond the requirements of the Act.

The Charity also developed its EDI Statement, which has the following vision:

North West Air Ambulance Charity is committed to encouraging equality, diversity and inclusion among all our employees and volunteers and for each employee and volunteer to feel respected and able to give their best in an environment where they feel they belong, can safely raise concerns, ask questions and admit mistakes. An inclusive culture improves retention, supporting us to grow our workforce and deliver our ambitious strategy.

The Charity's commitments to EDI as published in its EDI Statement are as follows:

- ✓ Encourage equality, diversity and inclusion in the workplace as they are good practice and make business sense.
- ✓ Create a working environment free of bullying, harassment, victimisation and unlawful discrimination, promoting dignity and respect for all, and where individual differences and the contributions of all employees and volunteers are recognised and valued.
- ✓ Take seriously complaints of bullying, harassment, victimisation and unlawful discrimination by fellow employees, volunteers, customers, suppliers, visitors, the public and any others in the course of the Charity's work activities.
- ✓ Make opportunities for training, development and progress available to all employees and volunteers, who will be helped and encouraged to develop their full potential, so their talents and resources can be fully utilised to maximise the efficiency of the organization.
- ✓ Review employment practices and procedures when necessary to ensure fairness and also update them and the policy to take account of changes in the law.

Professional and Personal Growth

During the year, there has been a greater focus on professional growth for our employees, medical staff and volunteers with a

OUR PATIENT – ABIGAIL CONT...

Martin and the team supported the Fire and Rescue service to help extricate Abigail from the car. The crew then applied specialist traction splints to her leg and a pelvic binder, while putting trauma dressings on the wounds to her leg and arm, before airlifting her to a major trauma centre for further treatment

The quick response of the NWAA crew, their expertise in providing enhanced drugs like ketamine, and their ability to deliver critical care early on in Abigail's journey were crucial factors in her survival and positive outcome.

Martin, who was instrumental in saving Abigail's life, said: *"When we arrived at the scene of the RTC (Road Traffic Collision), the high energy impact was evident in the wreckage of the car, particularly on the passenger side where Abigail was trapped. "Her injuries were severe; a broken leg, head trauma, and a potentially life threatening fractured pelvis. The clock was ticking, and rapid extrication was essential to prevent further deterioration.*

"As a critical care paramedic, my expertise was put to the test. Administering ketamine for pain relief was crucial, a skill honed over years of specialised training. Getting intravenous access was challenging due to her injuries, but quick thinking and decisive action were paramount.

"The lasting impression of that day will never fade. We were unable to detect any pulse in her foot and were very concerned for the limb. We had a strong suspicion that her pelvis was also fractured which is a potentially life threatening injury.

wide range of development opportunities delivered. These development opportunities covered a variety of areas including clinical skills, leadership and management development, mental health first aid and a range of IT related topics.

Volunteer Engagement

Over 500 volunteers served us in regular roles and we engaged with over 800 individual volunteers throughout 2023/24, our largest ever total. Included in this is 58,899 hours of volunteer support for retail; again, our largest ever total.

During the year, we obtained the coveted Investing in Volunteers quality standard having received an exceptional report in our first ever Investing in Volunteers assessment. This award reflects the great work of our Volunteer Engagement Team, who engage with, support and develop our volunteers with 99% of volunteers reporting feeling valued by us and an average volunteer enjoyment score of 9/10 maintained throughout the year.

Our volunteers are the life blood of the Charity and their support in our retail stores and in the community is essential for us to raise the funding we need along with our profile to continue to provide our life saving service. We thank all our volunteers for their incredible hard work.

Finance

Financial Performance

Each year we aim to raise sufficient funds to cover all expenditure, as well as to be able to generate additional funds to cover the cost of future projects and to ensure that sufficient funds are held to satisfy the requirements of the Reserves Policy.

During 2024/25, the Charity Group had a consolidated surplus for the year of £1,666,707 (2022/23 £1,420,851) with significant increases in both income and expenditure.

The following table summarises the consolidated financial results (comprising the Charity, Promotions and Lottery entities):

OUR PATIENT – ABIGAIL CONT...

“This accident highlighted the critical importance of swift response and the enhanced prehospital care provided by teams like ours. Thanks to our team’s quick response, we were able to provide lifesaving interventions that ultimately led to a positive outcome for Abigail.”

Reflecting on the accident, Abigail commented: *“Words can’t express how grateful I am to the North West Air Ambulance Charity. Without the extrication, splinting and drugs they provided I would undoubtedly have either lost my leg or worse, died. “I owe my entire life to them. The internal bleeding and injuries were just so severe that I would not have stood a chance. I still need surgery on my leg but I’m doing lots better now. Last year, I was in a wheelchair every day and my mobility was next to nothing. I was in bed for 6 months out of the whole year and couldn’t even walk to my kitchen. “They truly are an amazing charity and I’m proud to support them through fundraising and raising awareness of the vital work they do.”*



Summary Financial Statements	1 April 2023 – 31 March 2024 £'000	1 April 2022 – 31 March 2023 £'000
<u>Income</u>		
Donations and legacies	7,007	6,170
Other trading activities	8,396	7,983
Investments	280	93
Total Income	15,683	14,246
<u>Expenditure</u>		
Commercial trading operations	3,153	2,854
Other fundraising costs	2,483	2,136
Charitable activities	8,632	7,735
Total expenditure	14,268	12,725
Net income	1,415	1,522
Gains/(losses) on investments	251	(101)
Net movement in funds	1,666	1,421

Total income increased from £14,246,459 to £15,683,255 (an increase of 10.09%), driven by strong fundraising performance, particularly community fundraising and lottery.

Total expenditure increased from £12,724,920 to £14,267,824 (an increase of 12.13%) with the focus of this growth in expenditure being on increasing the impact of our service delivery as the introduction of new cutting edge clinical initiatives enables us to treat a wider range of complex cases. Initiatives including our night car service, the introduction of a pharmacist and patient aftercare all progressed at a pace in the year. Inflationary pressures also contributed to this increase in expenditure along with an increase in the number of calls, which increased from 2,884 to 3,168 (an increase of 9.85%) and an increase in the number of patients treated, which increased from 1,383 to 1,546 (an increase of 11.79%).

The Charity adopts key performance indicators (KPIs) to monitor performance against a range of targets for the year. These targets include the following:

	Actual	Target
Charity spend % (proportion of spend that relates to charitable activities in the Charity only i.e. excluding the Promotions and Lottery entities)	78%	79%
Operational costs per call	£2,232	£2,858
Retail Volunteer hours worked	58,899	57,600

Retail Performance

Our retail stores continue to show year on year significant improvement, with 2023/24 being our most successful year of trading with strong sales supported by a good return on Gift Aid claims. Some of the key improvements during the year were as follows:

- ✓ Introduction of additional staff across the store portfolio and the introduction of a dedicated northern delivery team, based out of the Blackburn store.
- ✓ Introduction of a new fully liveried delivery/collection vehicle part sponsored by a corporate partner “BrightHR”.
- ✓ Introduction of a Retail Strategy to expand the portfolio of retail stores over the coming years, including the opening of our first ever Superstore.

From 1 April 2024, we became a Real Living Wage Employer, paying at least the real living wage, as recognised by the Living Wage Foundation, to all our staff.

Fundraising Performance

The Trustees of the North West Air Ambulance Charity are committed to a responsible approach to fundraising, treating donors and fundraisers respectfully and fairly, so they feel valued and free to donate if, when and how they wish.

The Charity is registered with the Fundraising Regulator and complies with its Code of Fundraising Practice in all fundraising activity. The Charity is supported by North West Air Ambulance Promotions Limited, a trading company (primarily shops), and the Friends of the North West Air Ambulance Lottery Community Interest Company (CIC), which runs the Charity’s lottery, its largest income stream.

We rely entirely on donations to fund our work. Without the public’s generosity, taking part in its weekly lottery, taking part in events, becoming regular donors or leaving a gift in their Will, the lifesaving service we provide would not continue.

We work very closely with carefully chosen fundraising agencies to make sure anyone

fundraising on our behalf properly represents us and works to the highest standards.

We are transparent about how our funds are raised, proactively engaging with the Fundraising Regulator so that any concerns can be highlighted and addressed as a priority.

New employees receive a Code of Fundraising Practice briefing in their induction. We provide employee training and have an implementation plan for compliance policies to reduce the risk of any breaches of fundraising guidelines.

We are always looking to be innovative in our approach to fundraising and to ensure sustainable funds for the future. We continually explore ways of diversifying income generation.

Highlights from the year include the following:

Legacy Income

- ✓ Legacy income of £4.05m was received in the year, our highest ever total.
- ✓ Our Legacy Team were recognised with a national award at the Smee & Ford Legacy Giving Awards 2024.

Individual Giving

- ✓ Individual Giving income surpassed £1m for the second consecutive year with a total of £1.09m.
- ✓ A new regular giving supporter journey was successfully launched in the year, with the aim of encouraging new supporters and retaining existing donors.

Lottery

- ✓ Lottery income was £5.94m, its highest ever total.
- ✓ 2023/24 was the first full year of outsourcing management of the Lottery to Sterling Lotteries, which has been a real success.

Community Fundraising

- ✓ Income from Community Fundraising reached its second highest ever amount at £999k.
- ✓ The Charity continues to innovate in its delivery of fundraising events with the focus being on bespoke and mass participation events.

High Value Giving (Major Giving, Corporate Trust Fundraising and Charitable Trust Income)

- ✓ High Value Giving income increased by £129k (25.5%) from £505k to £634k.
- ✓ Corporate Crew, the Charity's new business membership club was launched in the year with a wide range of organisations joining and benefiting from a range of marketing and networking opportunities.

Risk

Risk management is well embedded in the Charity with inherent risks identified along with the controls in place to mitigate those risks and any further actions required in order to ensure that each risk is mitigated as far as possible.

The Charity's Board of Trustees, supported by the Governance and Finance Sub Committees, has responsibility for ensuring that an effective risk management system is in place. Risks are regularly reviewed and discussed by the Board of Trustees at least bi annually and by the Leadership Team at least quarterly.

To assist with the identification and mitigation of risks, the Charity also uses a range of qualified and experienced external consultants and advisors to perform reviews / audits of higher risk areas, highlighting inherent and residual risks, testing the adequacy of existing controls and suggesting additional controls to further mitigate risks.

Currently, the top three strategic risks identified are:

- ✓ Impact of economic uncertainty due to inflationary pressures.
- ✓ Unable to recruit and retain the best people to take our Charity forward.
- ✓ Reputational damage to the Charity.

The Board of Trustees are satisfied that appropriate actions are being taken to mitigate these risks as far as reasonably possible.

Environmental Management

The Charity is committed to minimising its energy consumption and carbon footprint as it works towards carbon neutrality and formed an Environmental Management working group for this purpose.

The Charity recognises that its helicopters and fuel give a high carbon footprint but are essential for the Charity to achieve its objectives of bringing the hospital to the patient and providing its life saving services. However, the Charity is working with its partners and other air ambulance organisations to identify more environmentally friendly means of operating and is developing a plan to reduce its carbon footprint with the aspiration to ultimately become carbon neutral. During the year, the Charity took significant steps to reducing its carbon emissions by installing low energy lighting in all premises and reducing its ground based emission. Supply chain sustainability and carbon offsetting are all areas being actively explored.

Reserves Policy

The Charity holds reserves to ensure that it's able to continue delivering its services, even in the event of a sudden downturn in income. The Board has determined that the Charity should retain a general unrestricted fund reserve of 12 months' costs (after allowing for any of these costs already included in designated funds) plus funds for any large future capital spend. A designated fund for the next two years' budgeted helicopter and property lease costs should be held.

Whilst there is virtually no scenario that would result in income reducing to zero in a single year, scenarios could arise that would result in a significant reduction in income and where reserves would be used.

Full budget costs for 2024/25 amounts to £18.5m including helicopter and property lease costs for that year of £4.5m. The helicopter and property lease costs for the next two years (including 2024/25) are £9.4m, which has been designated. The general reserve target is therefore £14.0m (£18.5m - £4.5m) for one year's other costs. A capital reserve of £4.0m has been created to fund the Charity's expected contribution towards a future large capital project.

At 31 March 2024, total unrestricted reserves are £19.9m. This reserve balance is made up of a designated reserve for the next two years' helicopter and property lease costs of £9.4m, a capital reserve of £4.0m, leaving a general free reserve balance of £6.5m. This general reserve balance of £6.5m is £7.5m short of the target of £14.0m. The Trustees will endeavour to raise additional general funds to bring this balance nearer the target over the medium term.

There are also restricted funds of £0.9m as shown in the Financial Statements for donor specified future purposes.

Investments

The majority of the Charity's reserves are held in investments and cash or deposit accounts. Investments are made in line with the Investment Policy and advice is sought from qualified advisors, authorised and regulated by the Financial Conduct Authority (FCA), when making investment decisions.

The Trustees' policy is to only consider investments which are compliant with environmental, social and governance (ESG) factors.

Going Concern

The directors have considered the financial forecasts for the Charity Group and the 5 year financial strategy and are confident that it remains a going concern and for the accounts to be prepared on this basis.

Organisation Structure

The Charity and its promotions and lottery subsidiaries are governed by the Trustees who are also Directors of the companies.

Trustee Governance

Trustees appointed by the Charity are unpaid. They are appointed for a period of up to three years and at the end of that three year term, they may be re-appointed.

Trustees are selected for their ability to make an effective contribution to the Charity and key skills, attributes and experience required.

The Board of Trustees is chosen to reflect the diverse range of skills needed. The Charity undertakes an annual review of the composition of the board, considering the skills and experience mix required and those already in place, to ensure a good cross-section of skills and that the board is not over dependent on individual Trustees. In most areas, it can, therefore, expect a proficient level of resilience and challenge.

The board recognises that, on occasion, this may require specialist input and assurance. It has, for example, ensured that it has external aviation support during the procurement of its helicopter provision and sought specialist support to review the challenges faced by the retail business during the pandemic.

The appraisal and self-assessment of Trustees is in place and has fed into improving training and development for Trustees. Trustees are ultimately accountable for the operation of the Charity and its subsidiary companies. Decisions regarding key risks, strategy, annual budget agreement and major purchases are reserved for the board.

The overall accountability framework for the organisation showing the Board and Sub Committee composition and their terms of reference is agreed annually by the board.

Governance Review

In 2021, the Board commissioned the appointed auditors to undertake a review of NWAA's compliance and governance framework in order to further improve governance procedures. The review was commissioned following the publication of the updated 2020 Charity Code of Governance.

The Charity was assessed against key areas including purpose, leadership, integrity, decision making, risk control, board effectiveness, equality, diversity and inclusion, openness and accountability.

The report concluded that North West Air Ambulance Charity showed considerable evidence of compliance with the Code in line with recognised good practice.

A further review will be undertaken during 2025.

During 2023/24, further governance improvements were made to improve the robustness and effectiveness of how we operate. These improvements include revising authority levels in the Scheme of Delegation and introducing a range of new policies, with a particular focus on equality, diversity and inclusion (EDI). More recent improvements include revising the terms of reference for the Sub Committees and the Board of Trustees and introducing a new suite of key performance indicators, which are colour coded to provide an 'at a glance' summary of performance against a range of strategic and operational targets.

Leadership Team

The day to day running of the Charity and subsidiaries is undertaken by the Leadership team following delegated powers of authority.

The Leadership team consists of:

- ✓ Chief Executive Officer
- ✓ Medical Director
- ✓ Director of Operations
- ✓ Director of Finance and Resources

The remuneration packages of the Leadership team (excluding the Medical Director) are benchmarked against those of similar organisations and are reviewed annually by the Trustees.

The Medical Director is provided by North West Ambulance Service NHS Trust, a key strategic partner, as part of a service level agreement arrangement. The role is essential to manage and be held accountable for the clinical governance of the Charity. The position provides assurance to the Trustees that the Charity is operating in a compliant clinical manner and, accordingly, in their approach to risk.

Legal

Company secretarial and governance advice is provided by Brabners LLP.

Board Sub Committees

✓ [Finance Sub Committee \(FSC\)](#)

The FSC, comprising two Trustees and members of the Leadership team, meets quarterly to provide oversight of the Charity's financial policies and financial operations, including risk, investment management and information technology.

✓ [Governance Sub Committee \(GSC\)](#)

The GSC provides assurance that the Board of Trustees fulfils its legal, ethical and functional responsibilities and that there is a robust and effective process for evaluating the performance of the Board of Trustees, Committees and individual Trustees. The GSC meets quarterly and comprises two Trustees and members of the Leadership team.

✓ [Clinical Governance Sub Committee \(CGSC\)](#)

The CGSC monitors and provide assurance regarding clinical governance and CQC registration provided by North West Ambulance Service to NWAA. The CGSC comprises two Trustees and members of the Leadership Team, meets quarterly and reports to the Board of Trustees on all clinical and quality aspects of service delivery.

✓ [Operations Sub Committee \(OSC\)](#)

The OSC scrutinises and reviews the systems required to ensure, monitor and develop the quality and outcomes of the operational service provided, to support and facilitate Clinical Service Delivery and the wider Charity. In addition, the active reporting of health and safety requirements is overseen by this Committee. The OSC meets quarterly and comprises two Trustees and members of the Leadership Team.

All sub-committees are chaired by a Trustee.

Complaints and Compliments

The Charity's complaints policy is available via the website and can be sent to supporters via post. In 2023/24, eight complaints were received, of which seven related to our fundraising activity and retail stores. All complaints were resolved at stage 1 of our complaints process. Complaints are taken very seriously – they provide the Charity with an opportunity to gain feedback and take the appropriate action to minimize the risk of recurrence.

An internal report is produced on a monthly basis which reviews the number of complaints and compliments received by the Charity. This information is used to continuously monitor our service delivery to ensure we are providing the best possible supporter experience.

All the Charity's direct marketing communications contain clear instructions on how a supporter can easily opt out of receiving further communication, if they wish to. The Charity is signed up to the Fundraising Preference Service to enable people to inform the Charity if they do not wish to receive further fundraising communications. A total of four requests were received from this service.

Statement of Trustees' Responsibility

The Trustees (who are also directors of North West Air Ambulance Charity, for the purposes of company law) are responsible for preparing the Trustees' annual report and the financial statements in accordance with applicable law and United Kingdom generally accepted accounting practice (United Kingdom accounting standards).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group, and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period.

In preparing these financial statements, the Trustees are required to:

- ✓ Select suitable accounting policies and then apply them consistently.
- ✓ Observe the methods and principles in the Charity's statements of recommended practice.
- ✓ Make judgements and estimates that are reasonable and prudent.
- ✓ State whether applicable UK 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 charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the Charity's constitution. They are also responsible for safeguarding the assets of the Charity and the group and, hence, for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as the Trustees are aware, there is no relevant audit information (as defined by section 418 of the Companies Act 2006) of which the Charity's auditor is unaware, and the Trustees have each taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditors

Champion Accountants LLP were appointed as auditors for the audit of the financial statements for the year ended 31 March 2024 and subsequent years.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies.

Approved by the Board of Trustees on^{12/12/24} and signed on its behalf by:

allan jude

kim spencer

Mr A G Jude

Mrs K J Spencer

Chair

Trustee

How to support us

There are many ways in which people can support our lifesaving Charity: by giving money, time or talent.

Making a Donation

To make a donation, please visit our Donate page at nwairambulance.org.uk or call our team on 0800 587 4570.

Fundraising

Our lifesaving service is there for the whole of the North West community. Each year thousands of people run, swim, walk and do amazing things to raise money for our Charity. We have a dedicated team to support people who want to make a difference and support our Charity by taking part in a fundraising event or holding an event themselves. To learn more, please contact fundraising@nwairambulance.org.uk.

Play our Lottery

Playing in our Lift Off Lotto is a fun way to support our Charity. Our weekly lottery is a vital source of income and it funds around half of all of our missions. Tickets are £1 and players have the chance of winning up to £1,000 every week, plus a huge £10,000 in our quarterly super draws. To learn more, or to enter into our lottery or raffles, visit nwairambulance.org.uk/play-our-lottery.

Legacy Support

Legacy gifts provide the Charity with a valuable income that can allow us to plan for the future and benefit as many patients as possible. Gifts left to our Charity in a will help us to fund vital service to make a difference to the people of the North West.

As a Charity, our patients are at the heart of everything we do. We are dedicated to bringing the hospital to the patient by delivering enhanced pre hospital care and gifts in wills allow us to continue to do this for everyone in the North West.

In the 2023/24 financial year we received £4,051,745 in legacy gifts.

Gift Aid

If you are a UK taxpayer and make a simple declaration, for every £1 donated the Charity receives 25p of Gift Aid. In 2023/24 we were able to claim £300,311 in Gift Aid.

Volunteer

Our volunteers are the life blood of our Charity and we welcome volunteers across a range of different areas including fundraising and retail. If you'd like to explore volunteer opportunities, please visit <https://www.nwairambulance.org.uk/how-you-can-help/volunteer-with-us/>.

A big thank you.

The Charity would like to thank everyone who has supported us in the past year. You really have made a lifesaving difference to the people of the North West.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND THE TRUSTEES OF NORTH WEST AIR AMBULANCE

Opinion

We have audited the financial statements of North West Air Ambulance ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities, the Balance Sheets, the Consolidated Cash Flow Statement, and notes to the financial statements, including 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 groups and the charitable company's affairs as at 31 March 2024 and of the group's income and expenditure, 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 group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC'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 or the group'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 trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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 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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND THE TRUSTEES OF NORTH WEST AIR AMBULANCE

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within 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 and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 25, the trustees (who are also the directors of the charitable company for the purposes of company law) 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND THE TRUSTEES OF NORTH WEST AIR AMBULANCE

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group 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, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were those contained within the Charities Act and the Gambling Commission Regulations.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

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. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charitable company's members, 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 members 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 members as a body, for our audit work, for this report, or for the opinions we have formed.

P Buck.

Peter Buck FCA, DChA
Senior Statutory Auditor
For and on behalf of
Champion Accountants LLP
Statutory Auditor
7-9 Station Road
Hesketh Bank
Preston
PR4 6SN

Date 12/12/24

NORTH WEST AIR AMBULANCE

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME & EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2024

	Notes	Restricted funds total Year ended 31 March 2024 £	Unrestricted funds total Year ended 31 March 2024 £	Funds total Year ended 31 March 2024 £	Funds total Year ended 31 March 2023 £
Income from:					
Donations and legacies	4	1,089,154	5,918,632	7,007,786	6,170,479
Other trading activities	5	-	8,395,962	8,395,962	7,982,992
Investments	3	-	279,507	279,507	92,988
Total		1,089,154	14,594,101	15,683,255	14,246,459
Expenditure on:					
Raising funds:					
Commercial trading operations		-	3,153,412	3,153,412	2,853,641
Other fundraising costs		-	2,482,723	2,482,723	2,136,131
	6	-	5,636,135	5,636,135	4,989,772
Charitable activities					
Cost of operation of the North West Air Ambulance	6	201,087	8,430,602	8,631,689	7,735,148
Total	6	201,087	14,066,737	14,267,824	12,724,920
Net Income		888,067	527,364	1,415,431	1,521,539
Other recognised gains					
Gains/(losses) on investments	12	-	251,276	251,276	(100,693)
Net movement in funds		888,067	778,640	1,666,707	1,420,851
Reconciliation of funds:					
Total funds brought forward		16,755	19,082,356	19,099,111	17,678,260
Total funds carried forward	15	904,822	19,860,996	20,765,818	19,099,111

The notes in the appended pages form part of these Financial Statements.

NORTH WEST AIR AMBULANCE

BALANCE SHEETS FOR THE YEAR ENDED 31 MARCH 2024 Registered Company Number: 03752544

	Notes	Group		Charity	
		2024	2023	2024	2023
		£	£	£	£
Fixed Assets					
Tangible Assets	10	323,209	507,087	283,677	408,890
Investments	12	11,386,082	10,904,901	10,853,747	10,398,540
Intangible assets	11	-	-	-	-
		11,709,291	11,411,988	11,137,424	10,807,430
Current assets					
Stock		10,744	11,023	-	-
Debtors	13	2,615,192	2,172,105	4,020,706	3,423,625
Cash at bank and in hand		7,978,877	7,220,336	6,434,814	5,772,696
		10,604,813	9,403,464	10,455,520	9,196,321
Creditors: amounts falling due within one year	14	(1,548,286)	(1,716,341)	(891,175)	(946,091)
Net current assets		9,056,527	7,687,123	9,564,345	8,250,230
Net assets		20,765,818	19,099,111	20,701,769	19,057,660
Income funds					
Restricted Funds	15	904,822	16,755	904,822	16,755
Unrestricted – General Funds	15	6,460,996	11,205,121	6,396,947	11,163,670
Unrestricted – Designated Funds	15	13,400,000	7,877,235	13,400,000	7,877,235
		20,765,818	19,099,111	20,701,769	19,057,660

The consolidated figures above include the results of the Charity which had income for the year of £12,529,842 (2023: £11,293,704) and a net surplus of £1,644,109 (2023: £1,312,019).

The Financial Statements were approved and authorised for issue by the Board of Trustees on 12/12/24 and signed on its behalf by:

allan jude

Mr A G Jude
Chair

kim spencer

Mrs K J Spencer
Trustee

NORTH WEST AIR AMBULANCE
CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2024

	2024	2023
	£	£
Cash flows from operating activities		
Net cash provided by operating activities	<u>734,346</u>	<u>600,436</u>
<i>Cash Flows from investing activities</i>		
Dividends and interest from investments	279,507	92,988
Purchase of property, plant and equipment	(25,406)	(176,687)
Proceeds from investments	(229,906)	(80,501)
	<u>24,195</u>	<u>(164,200)</u>
Net cash provided by investing activities	<u>24,195</u>	<u>(164,200)</u>
Change in cash and cash equivalents in the year.	758,451	436,236
Cash and cash equivalents at the beginning of the year	<u>7,220,336</u>	<u>6,784,100</u>
Cash and cash equivalents at the end of the year.	<u>7,978,877</u>	<u>7,220,336</u>

NET CASH FLOW FROM OPERATING ACTIVITIES

	2024	2023
	£	£
Net incoming resources	1,415,431	1,521,539
Investment income	(279,507)	(92,988)
Depreciation and amortisation of fixed assets	209,285	221,715
Decrease/(increase) in debtors	(443,087)	(367,848)
Decrease/(increase) in stock	279	6,243
Increase in creditors	(168,055)	(688,226)
Net cash provided by operating activities	<u>734,346</u>	<u>600,436</u>

ANALYSIS OF CASH AND CASH EQUIVALENTS

	2024	2023
	£	£
Cash at bank	<u>7,978,877</u>	<u>7,220,336</u>

RECONCILIATION OF NET DEBT

	At 1 April 2023 £	Cashflow £	Other non- cash changes	At 31 March 2024 £
Cash at bank	7,220,336	734,346	24,195	7,978,877
	<u>7,220,336</u>	<u>734,346</u>	<u>24,195</u>	<u>7,978,877</u>

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

1. General information

The Charity is a company limited by guarantee (registered number 03752544) which is incorporated in England and Wales. The address of the registered office is Stanley House, North Mersey Business Centre, Woodward Road, Knowsley, Merseyside L33 7UY.

2. Accounting policies

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

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) - (Charities SORP (FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006. North West Air Ambulance meets the definition of a public benefit entity under FRS102.

The Charity has taken advantage of the exemption available to a qualifying entity in FRS102 from the requirement to produce a charity only cash flow statement with the consolidated financial statements.

The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

Basis of consolidation

The consolidated financial statements include the Financial Statements of the subsidiary companies: North West Air Ambulance Promotions Limited and Friends of the North West Air Ambulance Lottery CIC for the year to 31 March 2024. This has been consolidated on a line by line basis in accordance with the requirements of the Charity SORP (FRS102).

The Charity has not presented its own Statement of Financial Activities (SOFA) as permitted by the Companies Act 2006 and the provisions of the Charity SORP 2015 (FRS102).

The financial statements for the two subsidiaries contain financial information up to 31 March 2024.

Going concern

Charity income streams have shown significant results in the year, particularly Legacies and Promotions. The operational business continues to provide a life-saving service. The clinical strategy and the five-year Fundraising strategy are progressing, and the Charity currently has a reserves policy that gives the financial headroom for this to take place. Therefore, the Trustees have considered the financial forecasts for the Charity and are confident that it has the means to remain a going concern and to adapt as necessary to changes required.

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

2. Accounting policies (continued)

Income, Grants and donations

All incoming resources are included on the Statement of Financial Activities when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Grants and donations are included in the Statement of Financial Activities as they become due and are included in the relevant fund. Income expended is accounted for in the Statement of Financial Activities.

Where income has donor imposed restrictions regarding its use, this is shown within restricted funds with related costs being allocated to the same fund.

Where there is a timing restriction which requires income to be deferred to a future period, such amounts are shown within creditors and later credited to the Statement of Financial Activities as eligible.

Donations in kind

Where assets are donated to the Charity these are included within restricted income and costs at the market value of the asset or the value in use at the time of the donation. Where the cost is capitalised, a transfer is made out of restricted funds to the extent that the restriction no longer exists. A threshold of £3,000 is operated for donations in kind.

Legacies

Legacy income is recognised when the Charity is satisfied that the conditions of entitlement, probability and measurement have been met. Pecuniary legacies are accounted for when notified. Life Interest Will Trust legacies and Residuary legacies are recognised upon receipt. Any new legacy income first notified more than one month after the Charity's year end will be included in the following financial year's income for practical accounting purposes.

Grants paid

Grants paid are included in the Statement of Financial Activities as they become payable. These become payable when authorised by the trustees.

Expenditure and support costs

Expenditure has been charged to the Statement of Financial Activities on an accruals basis. Expenditure relating directly to the objectives of the Charity is shown as charitable expenditure. All costs have been directly attributed to one of the functional categories of resources expended in the statement of financial activities. There is deemed to be only one key objective to which charitable costs are allocated.

Support costs are shown in note 8. These include Governance costs. Governance costs include an element of administrative staff costs / support costs which relate mainly to year end compliance costs and non-fundraising related professional fees.

Investments

Investments are shown at market value.

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

2. Accounting policies (continued)

Commercial income

Commercial income represents the amounts (excluding value added tax) received from the sale of goods to customers during the year through the trading subsidiary North West Air Ambulance Promotions Limited and income from the lottery run by Friends of the North West Air Ambulance Lottery CIC. All such turnover arises in the United Kingdom.

Taxation

The Charity does not have any charge to tax on its charitable activities.

Unrestricted funds

Unrestricted funds are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Irrecoverable VAT

Irrecoverable VAT is accounted for in the expenditure category under which the costs are incurred.

Fixed Assets

Tangible fixed assets for use by the Charity are stated as cost less depreciation. A fixed asset is defined as a unit of property that has an economic useful life that extends beyond 12 months and was acquired or produced for a cost greater than £500.

In addition, "Grouped assets" are a collection of assets which individually may be valued at less than £500 but which together form a single collective asset because the items fulfil all the following criteria:

- the items are functionally interdependent;
- the items are acquired at about the same date and are planned for disposal at about the same date;
- the items are under single managerial control; and,
- each individual asset thus grouped has a value of over £200

Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Plant & machinery, office equipment and motor vehicles: 20% on straight line basis
Computer equipment: 33% on straight line basis

Goodwill

Goodwill being the amount paid in connection with the acquisition of a business in 2007 which is now fully amortised.

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

2. Accounting policies (continued)

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowances for any obsolete or slow moving items.

Donated goods received for sale in the shops are not valued as it is impractical to do so.

Operating lease agreements

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged against income on a straight-line basis over the period of the lease

Pension costs and post-retirement benefits

The Charity operates a defined contribution scheme for the benefit of its employees. The assets of the scheme are held separately from those of the Charitable Company. Employer contributions in respect of this scheme are charged to the Statement of Financial Activities in the period to which they relate.

Financial instruments

The Group has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at the transaction value and subsequently measured at amortised cost using an effective interest method. Financial assets are held at amortised cost comprise cash and bank in hand, together with trade and other debtors. Financial liabilities held at amortised cost comprise bank loans and overdrafts, trade, and other creditors.

Critical accounting judgements and key sources of estimation uncertainty

In the application of the entity's accounting policies which are described above, the Trustees are required to make judgments, estimates, assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects the current and future periods.

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

3. Investments – Group

	Year ended 31 March 2024 £	Year ended 31 March 2023 £
Bank Interest	31,420	245
Investment Income	<u>248,087</u>	<u>92,743</u>
	<u>279,507</u>	<u>92,988</u>

4. Donations and Legacies – Group

	Year ended 31 March 2024 £	Year ended 31 March 2023 £
Community Fundraising	999,674	660,950
Corporate Fundraising	271,968	191,636
Challenge Events	161,030	135,192
Individual Giving	1,088,239	1,222,201
Charitable Trust	201,506	178,469
Unallocated Income	3,574	6,918
Legacies	4,051,745	3,561,609
Donations Gift Aid	230,050	213,504
Grants	-	-
Donations in Kind	-	-
	<u>7,007,786</u>	<u>6,170,479</u>

5. Other trading activities - Group

	Year ended 31 March 2024 £	Year ended 31 March 2023 £
Lottery income	5,941,437	5,638,077
Shop income	<u>2,454,525</u>	<u>2,344,915</u>
	<u>8,395,962</u>	<u>7,982,992</u>

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

6.	Total expenditure – Group	Year ended 31 March 2024 £	Year ended 31 March 2023 £
	Direct Charitable expenditure		
	Operating costs	7,021,334	6,366,839
	Support costs (note 8a)	1,430,473	1,193,797
	Depreciation	150,381	154,474
	Investment managers fees	<u>29,501</u>	<u>20,038</u>
		<u>8,631,689</u>	<u>7,735,148</u>
	Raising Funds		
	Staff costs and travel (note 8a)	1,144,444	1,022,022
	Other expenses (note 8a)	<u>1,338,279</u>	<u>1,114,109</u>
		<u>2,482,723</u>	<u>2,136,131</u>
	Subsidiary expenses		
	Lottery expenses	1,245,981	1,121,451
	Shop expenses	<u>1,907,431</u>	<u>1,732,190</u>
		<u>3,153,412</u>	<u>2,853,641</u>
		<u>14,267,824</u>	<u>12,724,920</u>
7.	Staff members and costs –Group	Year ended 31 March 2024 £	Year ended 31 March 2023 £
	Total staff costs for the year may be analysed as follows:		
	Wages and salaries	2,838,743	2,476,668
	Social Security costs	239,913	220,075
	Pension costs	144,611	71,001
		<u>3,223,267</u>	<u>2,767,744</u>

In addition to the staff costs above, there are further costs relating to operational staff and paramedics included within 'Operating costs' which are paid by way of a service level agreement. We also provided a clinical team including paramedics, doctors, dispatch, and a senior consultant.

The Trustees decided that the charity should pay the full cost of the service provision from 2020/21 and therefore the charity now receives no government funding for clinical costs.

The costs of the Charity shop management staff (within the subsidiary company) are included within fundraising costs.

The key management personnel of the Charity comprise the senior management team and are listed in the legal and administrative information on page 3. The total employee benefits of the key management personnel of the Charity were £460,391 (2023: £361,411).

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

The average number of employees, analysed by function was as follows:

	Year ended 31 March 2024 Number	Year ended 31 March 2023 Number
Fundraising	40	35
Administration	14	17
Commercial	46	43
	100	95

The remuneration package of the higher paid employees was:

	2024 No	2023 No
£60,001 - £70,000	3	-
£70,001 - £80,000	-	2
£80,001 - £90,000	1	1
£90,001 - £100,000	2	-
£100,001 - £110,000	-	1
£170,001 - £180,000	1	-
	1	-

The Trustees received £nil remuneration from the Charity (2023: £nil), reimbursement of expenses during the year totalled £nil (2023: £nil). During the year professional indemnity insurance was purchased relating to all of the Trustees, at a cost of £3,041 (2023: £3,041).

During the year there were redundancy or termination payments which amounted to £5,000 (2023: £nil).

8a **Support costs**

Support costs are allocated to fundraising and direct charitable expenditure as follows (on the basis outlined below):

	Total 2024	Charitable Activities	Fundraising Costs	Total 2023
Cost of raising funds	480,918	-	480,918	664,932
Staff cost and travel	2,288,889	1,144,445	1,144,444	2,044,044
Office and utility costs	278,432	140,906	137,526	145,137
Stationery, postage and telephone	30,373	15,187	15,186	35,377
Events and consultancy	54,176	-	54,176	84,971
Advertising and website	399,134	-	399,134	98,690
Professional fees and other costs	335,119	83,780	251,339	233,680
Governance costs	46,155	46,155	-	23,097
	3,913,196	4,430,473	2,482,723	3,329,928

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

8b Support costs – Basis of allocation

Support costs are allocated to fundraising and direct charitable expenditure on the basis outlined below:

	Total	Charitable Activities	Fundraising Costs	Basis of allocation
Costs of raising funds	480,918	0%	100%	Nature of service
Staff cost and travel	2,288,889	50%	50%	Staff numbers
Office and utility costs	278,432	50%	50%	Staff numbers
Events and consultancy	54,176	0%	100%	Nature of service
Stationery and postage	30,373	50%	50%	Staff numbers
Advertising and website	399,134	0%	100%	Nature of service
Professional fees and other costs	335,119	25%	75%	Nature of service
Governance costs	46,155	100%	0%	Nature of service
	<u>3,913,196</u>			

8c Governance costs

	Year ended 31 March 2024 £	Year ended 31 March 2023 £
Non fundraising related professional fees	14,548	-
Auditor's fees – audit and accounts	18,620	16,342
Auditor's fees – non-audit	3,615	-
Bank charges and other	9,372	6,755
	<u>46,155</u>	<u>23,097</u>

9 Taxation

Neither the Charity nor its subsidiary companies had any liability to corporation tax during the year.

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

10 Tangible Fixed Assets

Group	Plant & machinery	Office and computer equipment	Motor Vehicles	Total
Cost	£	£	£	£
At 1 April 2023	962,023	418,075	178,703	1,558,801
Additions	13,962	11,444	-	25,407
Disposals	(94,398)	(8,216)	-	(102,615)
At 31 March 2024	<u>881,587</u>	<u>421,303</u>	<u>178,703</u>	<u>1,481,593</u>
Depreciation				
At 1 April 2023	632,822	315,620	103,272	1,051,714
Charge for the year	129,504	55,930	23,850	209,285
Depreciation on disposals	(94,398)	(8,216)	-	(102,615)
Adjustments to depreciation	-	-	-	-
At 31 March 2024	<u>667,928</u>	<u>363,334</u>	<u>127,122</u>	<u>1,158,384</u>
Net Book Value				
31 March 2024	<u>213,659</u>	<u>57,969</u>	<u>51,581</u>	<u>323,209</u>
31 March 2023	<u>329,201</u>	<u>102,455</u>	<u>75,431</u>	<u>507,087</u>

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

10 Tangible Fixed Assets

Charity	Plant & machinery	Office and computer equipment	Motor Vehicles	Total
Cost	£	£	£	£
At 1 April 2023	553,962	340,644	178,703	1,073,309
Additions	13,962	11,444	-	25,407
Disposals	(94,398)	(8,216)	-	(102,615)
At 31 March 2024	<u>473,526</u>	<u>343,872</u>	<u>178,703</u>	<u>996,101</u>
Depreciation				
At 1 April 2023	314,814	246,333	103,272	664,419
Charge for the year	76,442	50,327	23,850	150,620
Depreciation on disposals	(94,398)	(8,216)	-	(102,615)
Adjustments to depreciation				-
At 31 March 2024	<u>296,858</u>	<u>288,444</u>	<u>127,122</u>	<u>712,424</u>
Net Book Value				
31 March 2024	<u>176,668</u>	<u>55,428</u>	<u>51,581</u>	<u>283,677</u>
31 March 2023	<u>239,148</u>	<u>94,311</u>	<u>75,431</u>	<u>408,890</u>

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

11 Intangible Fixed Assets- Group

	Software £	Goodwill £	Total £
Cost			
At 1 April 2023	-	125,000	125,000
Additions	<u>-</u>	<u>-</u>	<u>-</u>
At 31 March 2024	-	125,000	125,000
Amortisation			
At 1 April 2023	-	125,000	125,000
Amortisation in the year	<u>-</u>	<u>-</u>	<u>-</u>
At 31 March 2024	<u><u>-</u></u>	<u><u>125,000</u></u>	<u><u>125,000</u></u>
Net Book Value			
At 31 March 2024	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>-</u></u>
At 31 March 2023	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>-</u></u>

12 Fixed Asset Investments

	2024 £	2023 £
Group		
Carrying value (MV) at beginning of year	10,916,402	10,936,591
Disposals at carrying value	(18,181)	(12,239)
Investment income	248,087	92,743
Net gain/(loss) on revaluation	251,276	(100,693)
	<u>11,397,584</u>	<u>10,916,402</u>
Carrying value (MV) at end of year		
Historical cost of above investment at the end of the year	<u><u>10,000,000</u></u>	<u><u>10,000,000</u></u>
Analysis or investment value by type:	2024	2023
	£	£
Diversified Growth Funds	3,135,509	5,440,898
Liquidity funds	8,250,573	5,464,003
	<u>11,386,082</u>	<u>10,904,901</u>

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

Group	2024	2023
	£	£
Investments in listed securities	11,125,922	10,387,038
Investments in subsidiary entities	11,502	11,502
	<hr/>	<hr/>
	11,137,424	10,398,540
	<hr/> <hr/>	<hr/> <hr/>

Investment in subsidiary entities	2024	2023
	£	£
Ordinary £1 shares in North West Air Ambulance Promotions Limited – at market value	11,502	11,502
	<hr/>	<hr/>

The historical cost of these investments was £11,502 (2023: £11,502).

The Charity has two subsidiaries, North West Air Ambulance Promotions Limited, a company incorporated in England and Wales (Company Number: 03752582) and Friends of the North West Air Ambulance Lottery CIC (Registered Number 6646759) which are consolidated into the results of the North West Air Ambulance. The Charity owns the entire share capital of North West Air Ambulance Promotions Limited, being 11,502 ordinary shares. The Charity is the sole member of Friends of the North West Air Ambulance Lottery CIC. The companies raised funds for the North West Air Ambulance during the year.

Audited Financial Statements of North West Air Ambulance Promotions Limited and Friends of the North West Air Ambulance Lottery CIC for the year ended 31 March 2024 are filed with the Registrar of Companies. A summary of the trading results of North West Air Ambulance Promotions Limited and Friends of the North West Air Ambulance Lottery CIC are shown below:

North West Air Ambulance Promotions Limited

	2024	2023
	£	£
Turnover	2,454,515	2,095,104
Cost of sales	(80,016)	(119,712)
	<hr/>	<hr/>
Gross profit	2,374,499	1,975,392
Administrative expenses	(1,811,432)	(1,612,478)
Other operating income	10	249,811
	<hr/>	<hr/>
Operating loss	563,077	612,725
Interest payable	-	(9,375)
Tax on profit	(15,983)	(3,380)
	<hr/>	<hr/>
Profit/(loss) on ordinary activities after tax	547,094	599,970
Gift aid payment to Parent	(547,094)	(628,081)
	<hr/> <hr/>	<hr/> <hr/>
Total comprehensive income	<u>-</u>	<u>(28,111)</u>

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

The aggregate of assets, liabilities and reserves are:

	2024	2023
	£	£
Assets	917,865	1,014,255
Liabilities	(906,363)	(1,002,753)
	<hr/>	<hr/>
Total reserves (including £11,502 share capital)	11,502	11,502
	<hr/> <hr/>	<hr/> <hr/>

North West Air Ambulance Lottery CIC

	2024	2023
	£	£
Turnover	5,941,436	5,638,077
Cost of sales	(1,039,203)	(993,414)
	<hr/>	<hr/>
Gross Surplus	4,902,233	4,644,663
Administration expenses	(206,777)	(128,037)
	<hr/>	<hr/>
Operating Surplus	4,695,456	4,516,626
Interest receivable and similar income	25,980	9,711
	<hr/>	<hr/>
Surplus for the Financial Year	4,721,436	4,526,337
Gift Aid Payment	(4,695,461)	(4,516,627)
	<hr/>	<hr/>
Total Comprehensive Income	25,975	9,710
	<hr/> <hr/>	<hr/> <hr/>

The aggregate assets, liabilities and reserves are:

	2024	2023
	£	£
Assets	1,462,183	1,412,664
Liabilities	(1,398,135)	(1,374,591)
	<hr/>	<hr/>
Total reserves	64,048	38,073
	<hr/> <hr/>	<hr/> <hr/>

The consolidated statements of financial activities include the results of the subsidiary companies.

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

13 **Debtors**

	Group 2024	Group 2023	Charity 2024	Charity 2023
	£	£	£	£
Trade debtors	50,548	16,511	25,959	6,990
Amounts owed by subsidiary undertakings	-	-	2,576,535	1,488,852
Prepayments	1,575,692	1,418,064	459,567	1,307,874
Accrued income	797,790	523,395	767,483	405,774
Other debtors	191,162	214,135	191,162	221,125
	2,615,192	2,172,105	4,020,706	3,423,625

Debtors includes £250,000 (2023: £250,000) due after more than one year.

14 **Creditors: amounts falling due within one year**

	Group 2024	Group 2023	Charity 2024	Charity 2023
	£	£	£	£
Trade creditors	452,130	554,896	329,522	352,722
Bank overdraft	-	-	-	-
Social security and other taxes	74,906	102,198	45,268	44,811
Accruals and deferred income	547,872	523,826	516,385	453,711
Prepaid Subscriptions	471,851	440,574	-	-
Sundry creditors	1,530	94,847	-	94,847
	1,548,289	1,716,341	891,175	946,091

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

15 Reconciliation of movement in funds

Charity	1 April 2023	Incoming resources	Outgoing resources	Gains/ (losses)	Transfers	31 March 2024
	£	£	£	£	£	£
Restricted funds						
Zochonis Charitable Trust	6,749		(901)	-	-	5,848
The Grace Trust	4,000			-	-	4,000
The Dixie Rose Findlay Charitable Trust	2,400			-	-	2,400
The Morrisons Foundation	2,466			-	-	2,466
Wallasey Lions Club	1,140			-	-	1,140
Dunn	-	20,000	(20,000)	-	-	-
Tesco Old Swan	-	500	(500)	-	-	-
EG Foundation	-	8,500	(7,238)	-	-	1,262
The Louis Nicholas Residuary Charitable Trust	-	5,000	(5,000)	-	-	-
From the Estate of HC Lunn	-	880,000	-	-	-	880,000
From the Estate of S Ditchfield	-	148,098	(148,098)	-	-	-
Lomax	-	2,056	(2,056)	-	-	-
Mr & Mrs Ainscough	-	25,000	(17,294)	-	-	7,706
Restricted funds	16,755	1,089,154	(201,087)	-	-	904,822
Unrestricted funds						
General	11,163,670	11,440,688	(10,909,947)	225,301	(5,522,765)	6,896,947
Designated	7,877,235	-	-	-	5,522,765	13,400,000
	19,040,905	11,440,688	(10,909,947)	225,301	-	19,796,947
Total funds	19,057,660	12,529,842	(11,111,034)	225,301	-	20,701,769

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

15 Reconciliation of movement in funds (continued)

Group	1 April 2023	Incoming resources	Outgoing resources	Gains/ (losses)	Transfers	31 March 2024
	£	£	£	£	£	£
Restricted funds						
Zochonis Charitable Trust	6,749	-	-	-	-	6,749
The Grace Trust	4,000	-	-	-	-	4,000
The Dixie Rose Findlay Charitable Trust	2,400	-	-	-	-	2,400
The Morrisions Foundation	2,466	-	-	-	-	2,466
Wallasey Lions Club	1,140	-	-	-	-	1,140
DUNN Charitable Trust	-	20,000	(20,000)	-	-	-
Tesco	-	500	(500)	-	-	-
Eg Foundation	-	8,500	(7,238)	-	-	1,262
The Louis Nicholas Residuary Charitable Trust	-	5,000	(5,000)	-	-	-
Estate of H C Lunn	-	880,000	-	-	-	880,000
Estate of S Ditchfield	-	148,098	(148,098)	-	-	-
Lomax	-	2,056	(2,056)	-	-	-
Mr & Mrs Ainscough	-	25,000	(17,294)	-	-	7,706
	16,755	1,089,154	(201,087)	-	-	904,822

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

15 Reconciliation of movement in funds (continued)

	1 April 2023	Incoming resources	Outgoing resources	Gains/ (losses)	Transfers	31 March 2024
Group						
Restricted funds	16,755	1,089,154	(201,087)	-	-	904,822
Unrestricted funds						
General	11,205,121	14,594,101	(14,066,737)	251,276	(5,552,765)	6,460,996
Designated	7,877,235	-	-	-	5,522,765	13,400,000
	<u>19,082,356</u>	<u>14,594,101</u>	<u>(14,066,737)</u>	<u>251,276</u>	<u>-</u>	<u>19,860,996</u>
Total funds	<u>19,099,111</u>	<u>15,683,255</u>	<u>(14,267,824)</u>	<u>251,276</u>	<u>-</u>	<u>20,765,818</u>

The designated fund of £13,400,000 shown above is made up of two amounts: £9,400,000 has been earmarked to cover two years' annual lease commitments (see note 17 below); £4,000,000 has been earmarked as a Capital Reserve relating to a future build project. It is imperative that the Charity is able to meet these costs before committing other expenditure. The transfer from general to designated funds represents the increase in lease costs.

All balances on the balance sheet relate to the unrestricted funds with the exception of restricted funds which are represented by cash.

Restricted funds

- The Zochonis Charitable Trust is money to assist in the purchase of a defibrillator for the response vehicle and for Monitors.
- The Grace Trust is money for a community defibrillator.
- The Dixie Rose Findlay Charitable Trust is money for shop defibrillators.
- The Morrisons foundation is funding vehicle defibrillators and Monitors.
- Wallasey Lions Club is funding for the supply of kit bags.
- The Dunn fund was for medical equipment which has been purchased in the year.
- Tesco Old Swan is form medical equipment and was spent during the year.
- The EG foundation donated towards the purchase of 4 helmets.
- The Louis Nichola Residuary Charitable Trust balance is for the purchase of equipment.
- The Estate of HC Lunn is for the purchase of new helicopters and equipment re-fits.
- The estate of S Ditchfield was for the cost of aircraft and crew stationed at Blackpool and has been spent in the year.
- The Lomax fund was for the ongoing costs of a doctor and has been spent in the year.
- The donation from Mr & Mrs Ainscough is held for the Volunteero platform.

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

16 Analysis of Net Assets between Funds

Group	Unrestricted £	Restricted £	Total 2024 £
Fixed assets	11,709,291	-	11,709,291
Current assets	9,699,991	904,822	10,604,813
Current liabilities	(1,548,286)	-	(1,548,286)
	<u>19,860,996</u>	<u>904,822</u>	<u>20,765,818</u>
Group	Unrestricted £	Restricted £	Total 2023 £
Fixed assets	11,411,988	-	11,411,988
Current assets	9,386,709	16,755	9,403,464
Current liabilities	(1,716,341)	-	(1,716,341)
	<u>19,082,356</u>	<u>16,755</u>	<u>19,099,111</u>

17 Operating lease commitments

Future minimum lease repayments under non-cancellable operating leases for the following periods are:

Group	Property £	Other £	Helicopters £	Total 2024 £	Total 2023 £
Within 1 year	71,588	-	3,825,110	3,896,669	3,938,617
After 1 year and less than 5 years	351,047	-	17,013,241	17,364,288	16,513,439
After 5 years	-	-	6,697,893	6,697,893	11,066,857
	<u>422,606</u>	<u>-</u>	<u>27,536,244</u>	<u>27,958,850</u>	<u>31,518,913</u>
Total operating lease commitments	422,606	-	27,536,244	27,958,850	31,518,913

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

18 Related party transactions

The Trustee directors of the Charity are also directors of the trading subsidiaries: North West Air Ambulance Promotions Limited and Friends of the North West Air Ambulance Lottery CIC. The transactions with these entities are consolidated with the results of the Charity and as such do not require separate disclosure.

There are no other related party transactions that need to be disclosed in the financial statements.

19 Financial Instruments

Group	2024	2023
	£	£
Financial assets measured at amortised cost	<u>9,018,377</u>	<u>7,974,377</u>
Financial assets measured at fair value	<u>11,386,082</u>	<u>10,904,901</u>
Financial liabilities measured at amortised cost	<u>1,473,383</u>	<u>1,614,143</u>

Financial assets at amortised cost consist of cash, trade debtors and other debtors

Financial assets held at fair value include assets held as investments

Financial liabilities at amortised cost consist of trade creditors and other creditors

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

20. **CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES – Comparative figures by fund type**

	Notes	Restricted funds total Year ended 31 March 2023 £	Unrestricted funds total Year ended 31 March 2023 £	Funds total Year ended 31 March 2023 £
Income from:				
Donations and legacies	4	26,130	6,144,349	6,170,479
Other trading activities	5	-	7,982,992	7,982,992
Investments	3	-	92,988	92,988
Total		26,130	14,220,329	14,246,459
Expenditure on:				
Raising funds:				
Commercial trading operations		-	2,853,641	2,853,641
Other fundraising costs		-	2,136,131	2,136,131
	6	-	4,989,772	4,989,772
Charitable activities				
Cost of operation of the North West Air Ambulance	6	92,607	7,642,541	7,735,148
Total	6	92,607	12,632,313	12,724,920
Net Income		(66,477)	1,588,016	1,521,539
Other recognised gains				
(Losses)/gains on investments	12	-	(100,693)	(100,693)
Net movement in funds		(66,477)	1,487,323	1,420,851
Reconciliation of funds:				
Total funds brought forward		83,232	17,595,028	17,678,260
Total funds carried forward	15	16,755	19,082,356	19,099,111

NORTH WEST AIR AMBULANCE

England & Wales - Charity number 1075641

Accounts

NORTH WEST AIR AMBULANCE

TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS

For the year ended 31 March 2023

NORTH WEST AIR AMBULANCE

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NORTH WEST AIR AMBULANCE

Chairman's Introduction and Review of Activities

A warm welcome to our annual review.

Firstly, on behalf of all our patients and their families, may I say thank you to all our wonderful supporters for their ongoing commitment to ensuring our Charity can continue to 'fly to save lives', and guaranteeing we are able to 'bring the hospital' to the most critically ill and injured patients, across the whole of the North West, 365 days a year.

As a lifesaving charity, it is imperative we remain fit for purpose and fit for the future, ensuring we have the right level of funds and our income is sustainable, so we can deliver our clinical ambition.

This year:

- We continued to work towards the targets set in the 2018 – 2023 strategy, with significant progress in all areas.
- We signed the contract for an upgraded helicopter fleet.
- We appointed an external lottery management partner to run the Lottery, which provides funding for the Charity to operate.
- We continued to adopt a 'digital first' approach with the digital transformation of systems and processes, with the utmost consideration given to digital security and data governance compliance.

Engaging with our staff and volunteers and ensuring everyone has a voice is essential to making sure we have a culture where everyone feels valued, part of a team and has the opportunity for personal growth and development.

This year:

- We revisited our Employee Value Proposition (EVP) to ensure that we remain competitive and attract the best talent.
- We have reviewed and continue to see the benefits of being able to offer hybrid working where appropriate.
- We held our second #OneCrew annual staff conference and values awards.
- We conducted our annual staff engagement survey to ensure that everyone has a voice, feels heard and is valued.

This year:

- We commenced the implementation of the new supporter engagement system to support our five-year strategy and grow all income streams. The system will improve the supporter journey process and connect existing systems to centralise all data and reporting.

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- We made improvements to core business services in IT, Finance, People and Culture and Project Management including the implementation of a number of systems to work smarter and continually improve efficiency.
- We further developed the Charity's cyber security and data protection training for Trustees, staff and volunteers.

Clinically our service continues to go from strength to strength. All our Paramedics have been up-skilled to Critical Care Paramedics (CCPs) and now have the capability to administer specialist drugs, such as ketamine, as well as carry out surgical interventions, such as sedation and thoracostomies, interventions which previously have only been carried out by our Consultant-level Doctors.

This year:

- We initiated the role of Patient Aftercare Coordinator via strategic partnerships with hospital trusts to provide support and clinical advice to North West Air Ambulance Charity patients and families and to provide us with essential valuable patient data. This service will be fully established across all major trauma centres during 2023/24.
- We agreed to continue with the night car service, which was successfully trialled. This service operates on Friday and Saturday evenings between 6pm until 2am and is expected to become a seven days a week service during 2023/24.
- We agreed to implement blood on board all platforms, which will go live in 2023/24.

In shaping the future of our Charity, our aim is to lead the way in bringing the hospital to the patient and to this end we have big, brave, and bold aspirations over the coming years.

This annual report will inform you further of the achievements, challenges and performance of our Charity over the last 12 months, in line with our 2018 - 2023 strategy, all of which have been made possible thanks to the dedication and commitment of all our supporters, staff, crew and volunteers, whether it is on the front line carrying out lifesaving medical interventions, or behind the scenes. Everyone is part of the same crew: #OneCrew.

Together, we continue to save lives!



Mr A G Jude

Chair, on behalf of the board of Trustees

NORTH WEST AIR AMBULANCE

Legal and Administrative Details

North West Air Ambulance ("the Charity") is a registered company and is registered with the Charity Commission. The Charity was incorporated on 12 April 1999.

Charity registration number: 1075641
Company registration number: 03752544
Chair of the Trustees: Allan Jude

Bankers:

The Co-Operative Bank plc
1 Balloon Street
Manchester
M60 4EP

Barclays Bank plc
48b & 50 Lord Street
Liverpool
L2 1TD

Registered Auditors:

Crowe U.K. LLP
The Lexicon
Mount Street
Manchester
M2 5NT

Registered and Principal Office:

Stanley House
North Mersey Business Centre
Woodward Road
Knowsley
Merseyside
L33 7UY

Key management personnel:

Ms Heather Arrowsmith – Chief Executive Officer
Mrs Emma Pridgeon – Director of Finance and Resources (resigned February 2022)
Mr David Briggs – Director of Operations
Mrs Sarah Naismith – Director of Income and Engagement
Mr Roger Brown – Director of Finance and Resources (appointed February 2022)

Trustees:

Mr A G Jude (Chair)
Mrs K J Spencer
Mr S E Meehan
Mrs D J Smith
Dr R C Hall (resigned 7 July 2021)
Mr D R Head
Dr S J Mercer (appointed 6 October 2021)

NORTH WEST AIR AMBULANCE

Investment Advisors:

Isio Manchester
3 Hardman Square
Manchester
M3 3EB

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TRUSTEES' REPORT

North West Air Ambulance Charity Financial Performance

The Trustees, who are also directors of the Charity for the purposes of the Companies Act, submit the annual report and audited financial statements for the year ended 31 March 2023. The Trustees have adopted the provisions of the Statement of Recommended Practice 2019 Accounting and Reporting for Charities second edition, October 2019, in preparing the annual report and financial statements of the Charity.

North West Air Ambulance Charity was established as a company limited by guarantee in 1999. It is governed by a Memorandum and Articles of Association, which were amended in 2017 to update the appointment and tenure of Trustees, objectives and inclusion of training as a future area where the Charity could be involved. Further changes covering election terms and voting processes were made in 2019.

The objectives for which the Charity is established are:

- The relief of sickness and injury and the protection of human life by the provision or support of an air ambulance service in Lancashire, Cumbria, Greater Manchester, Merseyside, Cheshire and such other areas as the Trustees may in their absolute discretion determine from time to time.
- The provision of training and education in matters relating to the relief of sickness and injury and the protection of human life.

The Charity is supported by North West Air Ambulance Promotions Limited, a trading company (primarily shops) and the Friends of the North West Air Ambulance Lottery Community Interest Company (CIC) which runs the Charity's lottery. Both companies are subsidiaries of the Charity. They were established to raise funds and/or generate awareness of the Charity.

Financial Performance

The Charity Group had a consolidated surplus for the year of £1,420,851 (2021/22, £(349,630)) with significant increases of income and costs.

The following table summarises the financial results.

NORTH WEST AIR AMBULANCE

Summary Financials	1/4/22 to 31/3/23 £k	1/4/21 to 31/3/22 £k
Donations and legacies	6,170	4,062
Other trading activities	7,983	7,174
Investments	93	3
Total Income	14,246	11,239
Commercial trading operations	2,854	2,763
Other fundraising costs	2,136	1,968
Charitable activities	7,735	6,876
Total expenditure	12,725	11,606
Net income	1,522	(367)
Gains/(losses) on investments	(101)	18
Net movement in funds	1,421	(350)

Total income increased from £11,239,148 to £14,246,459, driven by strong retail sales, a large increase in legacy income and healthy fundraising activity, continuing the bounce back from the restricted activity of previous years.

Despite the closure of three shops in the previous financial year, retail income increased, achieving shop sales of over £2 million, with an initial £227,000 and a further £22,000 received from a business interruption insurance claim related to the pandemic shop closures.

Fundraising activity increased further during the year with a full programme of community events taking place for the first time since the pandemic. Regular giving continued to increase, achieving over £50,000 in income per month by March 2023.

Mission numbers increased again, as activity returned to normal, and all helicopters operated for 12 hours. Additional operational costs were incurred as the evening car trial continued each weekend. This will be rolled out seven days a week during 2023/24.

Staffing levels were maintained in the year, with a cost-of-living payment made to all staff in October 2022.

The Charity's investments in diversified growth funds continued to fluctuate during the year as global market conditions remained volatile and ended the year with an overall reduction in value. The liquidity fund is now far eclipsing pre-pandemic levels, with monthly returns reaching over £17,000 by March 2023.

An additional critical care car was purchased, with further investment in new and advanced medical equipment.

Supplier and manufacturer delays means the new and modified helicopters, originally due to start

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arriving in August 2023, are due to arrive at the end of January 2024.

Retail Development

The promotions business continues to show significant improvement, benefitting from the restructure of stewardship at the start of the 2022/23 financial year. This was bolstered by the addition of a Regional Manager for the south of the area. Strong sales were supported by a good return on Gift Aid claims.

Investment in improvements have demonstrated a positive impact, these being:

- Additional staff to increase the staffing model to enable increased workflow and sales.
- Improvements to the staff benefits package to bring in line with the wider charity.
- Property improvements including a new shop fit-out, improved electrical installations and LED lighting replacing standard lighting in most shops.
- Two new fully liveried delivery/collection vehicles.

An added contribution to income came from business continuity insurance for forced closures during the pandemic.

Results of Subsidiary Companies and Group

The results of the Charity group are summarised in the Statement of Financial Activities and those of the subsidiary companies in the notes to the Financial Statements.

Clinical Impact

Introduced and embedded Critical Care Paramedics into the team

To enhance and further develop the clinical capabilities of the North West Air Ambulance Charity crews, investment was made into up-skilling existing Paramedics to become Critical Care Paramedics, with North West Ambulance Service and a partnership with Bangor University, providing the academic structure.

All the Charity's Paramedics work operationally as Critical Care Paramedics with the majority also have been signed off academically. This brings huge patient benefits as they can now offer additional surgical skills including airway management, and crucially, can administer additional specialist drugs such as ketamine.

Introduced new and innovative equipment

Schiller Monitor: Having previously used the Lifepak15 monitor which was heavy, cumbersome and technologically limited, trials were conducted to assess three alternatives. The Schiller Monitor was chosen for its advanced technology, its ability to communicate with other pieces of clinical equipment - and potentially hospitals - with patient information - and because it weighs

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less than half of the Lifepak15.

Seven monitors were purchased, one for each aircraft and vehicle. These are now in daily operation with all crews. Since the introduction, North West Ambulance Service, the Charity's strategic partner, has also commissioned Schiller to provide its entire service with defibrillators/monitors, demonstrating the Charity leads the way.

Arterial Lines: These were introduced alongside the Schiller Monitor to help measure vital signs/levels more accurately. Additional training equipment was purchased, and training was conducted in-house by the Charity's highly skilled, Consultant-level Doctors.

Butterfly Ultrasound Equipment: Used by the Consultant-level Doctors, with ongoing training to potentially enable use by Critical Care Paramedics, Butterfly iQ+ (Butterfly Network Inc) is a pocket-sized, portable, external, ultrasound scanner. It's a handheld, single-probe, whole-body ultrasound system, powered by a single, silicon chip which connects to a Smartphone.

Trialled and introduced an evening car service

An evening car response service was trialled by the Charity for six months between October 2021 and March 2022. This used an evidence-based approach and was supported by work previously commissioned with Lancaster University. Based at Barton Airbase, it delivered enhanced pre-hospital care by either a Consultant-level Doctor and a Critical Care Paramedic, or two Critical Care Paramedics, between 6pm and 2am each Friday and Saturday.

The trial, validated by an academic clinical study, supported the evidence-based approach and demonstrated a need for such a service within the North West region. The service delivery model was adopted as a permanent feature from April 2023 with plans to expand capacity in the next financial year, supported by additional clinical recruitment. The aspiration is to move to seven nights per week by March 2024.

Clinical Crew

During the last four years, the number of clinical staff within the Charity has more than doubled. Within the last 12 months, there has been an increase of two Critical Care Paramedics, with further recruitment during the next financial year for the night car expansion.

Current Clinical Staffing	1/4/22 to 31/3/23	1/4/21 to 31/3/22
Consultant-level Doctor	22	22
Critical Care Paramedic	20 moving to 25 during financial year	18 moving to 20 in Dec 2022
Pilot	7	7
Engineer	3	3
Bank Paramedic	7	7

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All clinical staff and governance are provided via a service level agreement with North West Ambulance Service. A Medical Director and Consultant Paramedic oversee all clinical matters and North West Air Ambulance Charity is now fully embedded into the North West Ambulance Service clinical directorate.

Consultant-level Doctors typically work two days per month with North West Air Ambulance Charity, with Critical Care Paramedics on full-time, permanent secondment to the Charity. Bank Paramedics are used to cover ad-hoc sickness and Pilots, Engineers and air operators' certificates are provided via Babcock.

Patient Impact

The tables below show the activity levels for the last two years.

Table 1 – Number of incidents, patients and treatments

Number of jobs	1/4/22 to 31/3/23	1/4/21 to 31/3/22
Total number of jobs	2,884	2,690
Number of patients	1,383	1,206
Number of Rapid Sequence Intubation (RSIs)	137	136
Number of intubations without drugs	142	97
Major haemorrhages	46	72
Blood plasma patients	65	72

Table 2 – Number of incidents by job type

Number of jobs by type	1/4/22 to 31/3/23	1/4/21 to 31/3/22
Accidental injury	683	660
Road traffic collision	770	753
Medical	772	609
Assault	248	282
Other	64	67
Intentional self-harm	186	177
Sport / Leisure	77	95
Transfer	26	16
Other transfer	28	20
Exposure	30	11
Total	2884	2,690

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Table 3 – Number of jobs by region

Number of missions by county	1/4/22 to 31/3/23	1/4/21 to 31/3/22
Cumbria	156	150
Lancashire	808	835
Greater Manchester	1055	918
Merseyside & Cheshire	819	760
Other	46	27
Total	2,884	2,690

What's Next:

Introducing blood on board to all aircraft and critical care vehicle teams

The capability to deliver blood, via the enhanced pre-hospital care team was introduced by the Charity in January 2019. Since then, more than 230 transfusions have been given, making a significant impact to the chances of survival for patients across the region.

The current operating model is provided by the Consultant-led Doctor team, either via aircraft or critical care vehicles. This is supported by a strategic partnership with Greater Manchester Blood Bikes (a charitable organisation) and Salford Hospital Blood Service. Blood products are provided by Salford Hospital via a service level agreement. The products are delivered daily and on request to Barton Airbase by volunteers.

Increased capacity to deliver blood is planned to expand beyond the current Consultant-led approach to the Critical Care Paramedic-led aircraft and critical care vehicles.

North West Ambulance Service supports this challenging and ambitious goal. The North West Ambulance Service's clinical governance and procedures underpin all the Charity's essential ethical and governance requirements. Blood is planned to be available on all platforms by quarter three of 2023. This will help to ensure an equitable blood transfusion service. The Charity is participating in a national research trial called 'Swift' along with another nine air ambulances. This is to ascertain if whole blood makes a difference when administered at the roadside. Currently, the Charity provides packed red blood cells and plasma.

Rob's Story:

In June 2022, Rob, a plumber from Preston, was working in his garden. He was using a new chainsaw to cut wood when the machinery bounced back off the wood, hitting Rob in the chest.

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The chainsaw had caught in Rob's t-shirt, causing significant damage to his chest. He was losing a considerable amount of blood. His injuries were life-threatening.

Rob called his wife Karen for help. She said:

"I heard Rob shouting my name. He's always pottering around in the garden, but this was a different shout to his usual.

"He came from the side of the shed and walked around, and I could see the chainsaw.

"He was trying to push it away from his body and then he just lay down on the floor."

Karen attempted to stop the bleeding from Rob's wound while speaking to 999 call handlers.

When Paramedics arrived, they requested an air ambulance immediately because of the severity of Rob's injuries. A helicopter carrying a Consultant-led Doctor and Critical Care Paramedic from North West Air Ambulance Charity arrived to treat Rob.

The crew began treatment straight away. The Charity's enhanced pre-hospital care teams carry eight units of blood on board to every job. All eight units were used at the scene to give Rob the best chance of survival.

Doctor Eimhear, who treated Rob at the scene, said:

"We immediately started to transfuse Rob with our blood products as quickly as we could.

"Undoubtedly without the pre-hospital blood transfusions, Rob would have died on the way to hospital.

"The injuries he sustained included laceration of his subclavian artery and vein. These are large vessels inside the chest that originate very close to the heart and pump blood at high volume and pressure."

Rob received advanced pain relief and the crew performed a thoracostomy on Rob to re-inflate his lung. The crew also prepared Rob in case he suffered a traumatic cardiac arrest on his way to hospital caused by ongoing catastrophic blood loss. Treating this would have required the ambulance team to stop the ambulance and perform a resuscitative thoracotomy – a form of emergency surgery that provides access to the chest for a better view of Rob's major organs. Rob was transferred to hospital via land ambulance.

After spending time in hospital, Rob returned home just before his wedding anniversary. He said:

"The intervention and treatment from the North West Air Ambulance Charity was the pinnacle point for me. They gave me the time to get to the hospital. I've been very lucky – I feel like a very lucky man."

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Increasing service delivery by providing 12-hour cover on each aircraft daily

From October 2022, all aircraft commenced operating for a 12-hour period, something previously only provided via the Consultant-led Doctor aircraft.

The Consultant-led Doctor aircraft will continue to work from 8am to 8pm, 365 days a year. Previously, helicopter provision was staggered seasonally across the day to provide maximum flying potential, covering nine and a half hours on each of the two Critical Care Paramedic-led aircraft. This increase allows for a more robust staffing model, better work-life balance for crews and raises coverage of enhanced pre-hospital care by a total of five hours per day, 365 days a year.

Upgrading helicopters

The helicopter contract with Babcock was renewed last year, following a robust tendering process. The scope of the contract changed significantly to enable delivery of the Charity's clinical strategy. The upgraded and replacement helicopters will be introduced in a phased approach during December 2023 and January 2024.

The new contract will see increased performance for two of the existing aircraft, giving a payload increase of 115kg which can be used to carry additional fuel, equipment, medical trainees/observers and potentially a parent and child at an incident.

All aircraft will benefit from brand new, medical-fit interiors including:

- The latest ergonomically beneficial stretchers, to aid both crew-loading procedures and patient treatment/comfort.
- Improved seating and lighting.
- Additional storage solutions.

Although not possible with the three existing airframes, the replacement aircraft will have the ability to operate at night, should an evidence-based study (timeframe to be confirmed) suggest this as a future option.

To support operational resilience, the new contract includes a dedicated North West Air Ambulance Charity branded, back-up aircraft to provide cover during planned maintenance or ad-hoc prolonged downtime. The current service delivery standards for aircraft and pilot availability sit at more than 98%.

Another added benefit of the new contract is the provision of a dedicated seventh regional pilot to support the existing team of six, along with the pool of available touring Pilots provided by Babcock.

Finally, with a digital-first based approach, all three helicopters will have the ability to operate as

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a data flight cell, meaning patient data can be transmitted while in the air, representing a huge step forward in the aligned use of digital-based solutions and improvements to existing working practices.

Digital

Working towards paperless patient records (ePR)

An initiative to go paperless for patient records is a key objective because it will save crew time as they will not need to re-type the same information, enabling a more seamless and secure transfer of patient sensitive data. In partnership with North West Ambulance Service, the Charity is trialling integrating HEMSbase, its patient reporting system, with North West Ambulance Service's direct access system, so receiving hospitals can be provided with secure, timely and relevant information electronically.

North West Air Ambulance Charity Patient Aftercare

The Charity's approach is to enable an integrated and joined up way of working with receiving hospitals, focusing on the six major trauma centres across the region.

A patient aftercare service has been established in Aintree and Preston Hospitals (the two busiest in terms of receiving North West Air Ambulance Charity patients), along with Salford Royal Hospital and Alder Hey Children's Hospital. There are advanced discussions with Manchester Children's Hospital and Manchester Royal Hospital, who are all aiming to be online by quarter four of 2023.

The aftercare service provides the following:

- Immediate clinical feedback to our crews, via hospital-based, major trauma practitioners, funded by and acting on behalf of North West Air Ambulance Charity.
- Support and clinical advice to North West Air Ambulance Charity patients, families and loved ones.
- Essential valuable patient data via Trauma, Audit and Research Network (TARN) submissions. This data is essential to evidence and support via research, showing the real difference North West Air Ambulance Charity makes to its patients.

What's Next:

- Fully establish and embed at each location.
- Introduce managerial role to oversee.
- Begin use of Trauma, Audit and Research Network data via research team.

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Fundraising Performance

The Trustees of the North West Air Ambulance Charity are committed to a responsible approach to fundraising, treating donors and fundraisers respectfully and fairly, so they feel valued and free to donate if, when and how they wish.

The Charity is registered with the Fundraising Regulator and complies with its Code of Fundraising Practice. in all fundraising activity. The Charity is supported by North West Air Ambulance Promotions Limited, a trading company (primarily shops), and the Friends of the North West Air Ambulance Lottery Community Interest Company (CIC), which runs the Charity's lottery, its largest income stream.

The North West Air Ambulance Charity relies entirely on donations to fund its work. Without the public's generosity, taking part in its weekly lottery or becoming regular donors, the lifesaving service the Charity provides would not continue.

The Charity works very closely with carefully chosen fundraising agencies to make sure anyone who is fundraising on its behalf, represents the organisation and works to the highest standards.

The Charity is transparent about how its funds are raised, proactively engaging with the Fundraising Regulator, so that any concerns can be highlighted and addressed as a priority.

New employees receive a Code of Fundraising Practice briefing in their induction. The Charity provides employee training and has an implementation plan for compliance policies to reduce the risk of any breaches of fundraising guidelines.

Throughout the year an innovative approach to fundraising has been adopted. To ensure sustainable funds for the future, the Charity has also explored ways of diversifying income generation.

Overall, income from charitable fundraising finished slightly below the target of £1.83 million, at £1.78 million, just £43,000 behind. Initially, supporters seemed reluctant to attend events, but regular giving rapidly increased during the year through the growth in successful direct debit sign-ups.

Community and Events

The Community and Events team have completed the first year of a five-year strategy to increase income by 302%. The income target of £890,000 was exceeded and by year end, over £1 million income had been achieved by the team.

During this year, the new schools' presentation and lesson pack was launched, enabling engagement with new audiences including around 40 schools across the North West. The team also increased engagement with colleges and universities through an online question and answer

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session with the Charity's clinical crew, which aimed to enhance understanding of the Charity's work and charitable status.

The Charity had physical presence at key public events, including the Royal Cheshire and Lancashire Shows, Blackpool Air Show, Kendal Calling Festival and the Great Manchester Run, where the Charity's key messages were shared with the public. The annual Cross Bay Walk took place in July with 400 participants supporting the Charity and the team were finally able to stage large-scale public collections again for the first time since the pandemic.

The Charity launched a successful Christmas campaign across all channels, offering supporters to send a 'message in a bauble' to the clinical crew. This was promoted through Skylines, magazine, which achieved over 800 responses, with baubles being displayed at both Barton and Blackpool airbases. An online message in a bauble option was launched, to extend the campaign's reach.

The Charity's first Facebook challenge took place in March, engaging and recruiting new audiences and re-engaging with former patients who signed up to take part.

What's Next:

The Charity continues to take a digital-first approach to community and events fundraising, looking at new and innovative ways to fundraise including developments in contactless technologies, new online platforms and social media fundraising options, embracing the introduction of digital solutions and innovations to create new opportunities for people to support us.

The team will be focusing on increasing diversity in the supporter base by implementing activities that target under-represented communities in the North West.

A dedicated Events team is now in place and will be increasing the number of North West Air Ambulance Charity bespoke events on offer to the public and making maximum use of new branded event kit to further promote the Charity. They will be developing new supporter experience programmes for participants in running and challenge events and further strengthening relationships with key event organisers in the region, with the aim of creating a pipeline of 'charity of the year' status at large events.

The team will be actively contributing to the development of the Charity's 25th anniversary plans for 2024, utilising the increased public awareness to reach new audiences.

High Value Giving

Major Gifts:

The Charity's first in-person, high-value event was held at a prestigious venue in Manchester City Centre in 2022/23. The evening was a great success, providing greater insight into the current

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prospect pipeline and their warmth to the Charity.

The enrolment of a new Major Gifts' Fundraiser has been a crucial step in the development of the major gifts programme. This has supported the expansion of reach and the steady increase of the Charity's major gift income.

Trust and Foundations:

There has been a noticeable growth in the Charity's trust and foundations income since recruiting an in-house Trust and Foundations Fundraiser. Building strong long-term relationships with the grant-giving trusts and Trustees has enabled larger donations to be secured and enhanced relationships, resulting in some cases, multi-year pledges. There has also been an uplift in Trustees attending airbase visits to witness first-hand the crew's vital work. The impact of all this work has resulted in an increase of income to this particular income stream.

Corporate:

The key focus of the corporate team during 2022/23 has been to increase the Charity's reach to businesses in the North West: identifying new corporates who have a charitable arm within their organisation and making initial enquiries to receive their support.

There have been numerous successes in securing 'charity of the year' partnerships and sponsorship during 2022/23 and a substantial increase in the number of approaches being made. The team have built relationships with businesses across an array of industries whilst raising awareness of the Charity.

What's Next:

In 2023/24, a corporate club is being developed, enabling small and medium sized businesses to be part of a corporate networking group whilst supporting the Charity with charity donation. The roll out is planned in quarter two.

Individual Giving

The Charity's regular giving supporter base steadily increased over the year, with face-to-face acquisition going well with an external partner.

The development of a regular giving supporter journey has begun. This aims to increase the retention of regular giving supporters. The Charity is working with a creative agency to develop a full supporter welcome pack and a games area on our website for supporters' families to explore.

A successful Christmas campaign took place through Skylines, raising over £48,000.

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What's Next:

An individual giving campaign across all channels, to inform supporters of our uplift in operational costs will be launched. This aims to re-engage with donors. Over the coming year the use of additional digital channels will be explored with the aim of attracting and engaging with a younger demographic.

The Charity's enhanced supporter journey will be implemented, and retention rates will be monitored. Further development of the supporter journey is planned.

We are looking at introducing a 'keep the change' initiative on our lottery which would enable our supporters to 'round up' their lottery donation. This would mean we are able to claim Gift Aid on those donations and will result in extra income for the Charity.

Lottery

At the beginning of the year, a company was appointed to host both lottery and raffle sign-up pages through the Charity's website, the first time that the raffle has been available to purchase online. The raffle moved from being sent along with Skylines and was advertised as a stand-alone product. As a result, the raffle was marketed to a cold audience for the first time. An external lottery partner has been appointed to run weekly lottery draws on the Charity's behalf, freeing up North West Air Ambulance Charity staff to spend more time on other products and ensuring capacity to meet five-year strategy objectives.

This year saw two successful in-house raffles both achieving over-target income.

A media agency was appointed to manage a digital marketing campaign for Lift Off Lotto and film adverts with previous winners. The campaign performed very strongly and finished in June 2023.

What's Next:

A new digital initiative will be introduced this year. This is an app-based football bingo game which will be in place from May 2023 onwards.

Lottery winner video ads have been filmed and will be promoted in 2023/24.

The weekly lottery supporter journey will continue to be improved. Winners' questionnaires will be included along with cheques in the new year.

An external supplier will take over the operations of the Charity's raffle and lottery and their webpages in 2023/24.

Legacy

The Charity has invested in the Legacy team to maximise the opportunity to increase income from

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legacies. Involvement with the National Free Wills Network has been maintained. While new relationships with Make a Will Online and local solicitors have been built to encourage supporters to move from considering a gift in their will to taking action.

There were three supporter events: two at Barton Airbase in Manchester and one in Kendal. They gave the opportunity to show supporters the impact that gifts in wills make. These were successful in generating new pledgers and enquirers as well as building relationships with supporters.

In March, there was a coordinated burst of legacy promotion including features across social media, inclusion in Skylines and the e-newsletter. This generated 25 legacy enquirers who will be stewarded in future.

What's Next:

The programme of supporter events will continue, with events in Liverpool and Cheshire in 2023/24 to show supporters the impact a legacy makes to the Charity's work.

A dedicated 'gifts in wills' mailing will be trialled, asking supporters to consider leaving a gift in their will. To introduce legacy messaging to a wider audience, a social campaign will be tested. The legacy focus month will be repeated, and legacies will be integrated into other communications to ensure gifts in wills messaging is seen by current supporters.

In 2023/24, there will be a focus on legacy pledgers and enquirers' supporter journey, including introducing a welcome gift, offering more opportunities to visit the airbase and regular updates.

The internal culture of legacies will continue with dedicated training, working closely with Retail and other teams to make sure legacy conversations are introduced to supporters at the appropriate stage of their journey with the Charity.

Supporter Engagement

The Supporter Engagement team is often the first point of contact in the Charity for supporters, potential donors and members of the public.

The team is responsible for managing a variety of people, engaging with supporters by phone, email and in writing about a wide range of enquiries, ensuring these are managed in accordance with the Charity's customer service standards.

In 2022/23, the team received regular training on complaints handling, the Codes of Fundraising Practice and the Licence Conditions and Codes of Practice, which set out the requirements all licensees must meet in order to hold a Gambling Commission licence.

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The Charity's Customer Relationship Management team also resides within this area. They are responsible for the management of the Charity's database which is used to maintain supporter relationships.

In 2022/23, the team conducted a procurement process to acquire a new Customer Relationship Management system to integrate with digital fundraising platforms, better manage interactions with its supporters and streamline processes to support the delivery of the five-year strategy. Following the selection of a system supplier the development of the implementation plan has begun.

What's Next:

In 2023/24, potential contact centre solutions will be reviewed to enable better management of calls, emails, live chat and social media interactions through one platform. The team will also support the planned activities for the Charity's 25th anniversary.

The Customer Relationship Management team will be responsible for completing the database migration which will include the embedding of new workflow management solutions throughout the Charity to increase efficiency and ultimately improve the supporter experience.

Marketing, Communications and Public Relations

A summer media campaign ran from the beginning of June 2022 until the start of August 2022, consisting of radio, outdoor and social media advertising. During the period of the campaign, the North West Air Ambulance Charity's website had 8,423 visitors. Facebook advertising in June and July reached 216,000 people in the Manchester and Merseyside areas. The adverts were clicked through 2,247 times.

Between April 2022 and March 2023, North West Air Ambulance Charity's social media posts reached 2.3 million users, with 2,000 posts published across the platforms. People interacted 33,000 times on Facebook, the highest engagement rate of those platforms at 27%.

What's Next:

While building and sustaining brand awareness of the Charity across all channels will continue, advancing its digital presence will be a focus for the Marketing team.

The team will continue to enhance the Charity's positive reputation and support through proactive press engagement.

A programme of research will inform key marketing opportunities, strategy and the subsequent tactics deployed.

Previous research identified a marketing opportunity to attract a younger demographic. A

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marketing campaign is in development for delivery in July and August 2023, targeting those in the 18 to 34 age range.

Further market research will support the campaign delivery and ensure it resonates with its intended audience. This research will also ensure that the channels utilised will be the most effective to reach the younger demographic.

During the planned brand audit, the campaign's effectiveness will be assessed through awareness levels once the campaign is completed.

The team will be instrumental in the implementation of the marketing activity celebrating the Charity's 25th anniversary.

Volunteer Engagement

As the North West Air Ambulance Charity volunteer programme continued to grow, 2022 saw the introduction of volunteer awards. Over 100 nominations were received to recognise the impact of exceptional volunteers. 12 volunteers, nominated by staff and peers, were invited to the Barton Airbase for a celebration, led by the Charity's Chief Executive Officer.

All nominated volunteers received certificates of appreciation, ten volunteers received special recognition videos from the crew while the winners received awards and a tour of the airbase with the Charity's Leading Paramedic for emergency helicopter and vehicle services.

There has been a significant increase in volunteer support in Retail Operations. 2021/22 ended with 249 volunteers supporting retail operations across the 11 stores, e-commerce, and warehouse. The year 2022/2023 saw 320 volunteers averaging over 1,000 hours of support each week which was the biggest single year increase of volunteers the Charity has seen.

With 185 volunteers supporting the Community Fundraising team, the Charity had 505 committed volunteers at the end of the year. Volunteer growth at North West Air Ambulance Charity has bucked the trend of volunteer growth nationally, which is in decline.

New volunteer roles, enhanced training for volunteers and improved communication through newsletters, forums and focus groups, has enabled volunteers to feel closer to the Charity. Strategic partnerships leading to regular volunteer placements have also opened the door to new volunteers.

The 2023 survey showed a further increase in volunteers from diverse backgrounds. In 2020, 100% of volunteers who chose to complete the survey were from white backgrounds; in 2023, volunteers from black, Asian or mixed/multiple ethnic groups make up 10% of the volunteer workforce.

The investing in volunteers audit demonstrated areas of volunteering best practice and directed

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strategic changes to improve the volunteer programme.

What's Next:

The implementation of new supporting documents to process and induct volunteers, will ensure all volunteers are given consistent key messaging and a positive introduction to the Charity.

Volunteer co-ordinators will offer further in-person support as standard during the volunteer training and induction process, to ensure a consistent volunteer experience and to help volunteer managers in up-skilling and supporting volunteers at the start of their role. New flexible volunteer roles and leadership roles will be launched, to allow volunteer managers more scope to expand the work they do, particularly in Community and Events.

The achievement of investing in volunteers will be a cause for celebration as the Charity continues to show its commitment to a quality volunteer experience.

The implementation of the new Customer Relationship team platform and volunteer management software will be revolutionary in how the Charity engages with volunteers.

Complaints and Compliments

The complaints policy is available via the Charity's website, email and post. In 2022/23, seven complaints were received, of which four related to fundraising. Complaints are taken very seriously – they provide the Charity with an opportunity to gain feedback and take the appropriate action to minimise the risk of a recurrence.

An internal complaints and compliments report is compiled which is shared with Directors. By recording compliments and comments received from the public, we can share the information with relevant staff and strategic partners, which supports the continual improvement of our supporter journey.

All the Charity's direct marketing communications contain clear instructions of how a supporter can easily opt out of receiving any further communication, if they wish to. The Charity is signed up to the Fundraising Preference Service to enable people to inform the Charity if they do not wish to receive fundraising communications. Two requests were received from this service last year.

Retail

The Promotions business was able to achieve 50 weeks of sales after the final pandemic lockdown, so recovery was ahead of expectations, delivering strong end of year results.

Three shops were closed within the year, two of them due to commercial decisions and one where the landlord required us to return the premises.

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Staffing brought its challenges because of recruitment issues and pandemic sickness levels.

For most of the year, the Promotions business was brought into the Operations directorate and there was a further retail management change at the end of the year, to create a more robust management structure.

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GOVERNANCE

Organisation Structure

The Charity and its promotions and lottery subsidiaries are governed by the Trustees who are also Directors of the companies. The Trustees hold board meetings four times a year and where necessary, hold occasional meetings and communications via tele and video conferences between official board meetings.

Trustee Governance

Trustees appointed by the Charity are unpaid. They are appointed for a period of up to three years and at the end of that three-year term, they may be re-appointed.

Trustees are selected for their abilities to make an effective contribution to the Charity and key attributes and experience include:

- Business management
- Marketing
- Fiscal management
- Governance and legal
- Medical/clinical experience
- Charity management.

The board of Trustees is chosen to reflect the diverse range of skills needed. The Charity undertakes an annual review of the composition of the board, considering the skills and experience mix required and those already in place, to ensure a good cross-section of skills and that the board is not over dependent on individual Trustees. In most areas, it can, therefore, expect a proficient level of resilience and challenge.

The board recognises that, on occasion, this may require specialist input and assurance. It has, for example, ensured that it has external aviation support during the procurement of its helicopter provision and sought specialist support to review the challenges faced by the retail business during the pandemic.

The appraisal and self-assessment of Trustees is in place and has fed into improving training and development for Trustees. Trustees are ultimately accountable for the operation of the Charity and its subsidiary companies. Decisions regarding key risks, strategy, annual budget agreement and major purchases are reserved for the board.

The overall accountability framework for the organisation showing the board and sub-committee composition and their terms of reference is agreed annually by the board.

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Governance Review

In 2021, the appointed auditors undertook a review of North West Air Ambulance Charity's compliance and governance framework in order to further improve governance procedures. The review was recommended by the Trustees in response to the updated 2020 Charity Code of Governance. The Code of Governance is not a legal or regulatory requirement but represents good practice.

The Charity was assessed against key areas including purpose, leadership, integrity, decision making, risk control, board effectiveness, equality, diversity and inclusion, openness and accountability.

The report concluded that North West Air Ambulance Charity showed considerable evidence of compliance with the Code in line with recognised good practice. Recommendations were raised for consideration by the board about the organisation's development and enhancement, and these will be considered to future-proof governance arrangements.

Leadership Team

The running of the Charity and subsidiaries led by the Chief Executive is undertaken by the Leadership team following delegated powers of authority.

The Leadership team consists of:

- Chief Executive Officer.
- Medical Director.
- Director of Income and Engagement.
- Director of Operations.
- Director of Finance and Resources.

The remuneration packages of the Leadership team (excluding the Medical Director) are benchmarked against those of similar organisations and are reviewed annually by the Trustees.

The Medical Director is provided by North West Ambulance Service NHS Trust, a key strategic partner, as part of a service level agreement arrangement. The role is essential to manage and be held accountable for the clinical governance of the Charity. The position strengthens the revisions to the service level agreement and provides assurance to the Trustees that the Charity is operating in a compliant clinical manner and, accordingly, in their approach to risk.

The interim Director of Finance and Resources completed their contract in April 2023, with a permanent replacement in post during June 2023

Legal

Company secretarial and governance advice is provided by Brabners LLP.

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Associations

The Charity is a member of Air Ambulances UK. The association was established as a membership body for those organisations which form the air ambulance services in the UK and extensive use is being made of the contacts with forums available for all Air Ambulance Chief Executive Officers, Finance Directors, Operations Directors and Human Resources Managers.

Board Sub-Committees

Finance Sub-Committee (FSC)

A finance sub-committee, comprising two Trustees and members of the Leadership team, meets quarterly to consider financial matters, risk management, investment management and information technology, and reports to the board of Trustees accordingly.

As a result of careful financial stewardship, the Charity continues to carry reserves in excess of the current reserves policy.

During the year, the Financial Services Commission recommended changes to the scheme of delegations for North West Air Ambulance Charity.

Governance Sub-Committee (GSC)

The governance sub-committee continues to review all aspects of governance. It comprises two Trustees and members of the Leadership team and meets quarterly.

Key matters taken to the sub-committee during the year are noted below.

The compliance framework document is a key North West Air Ambulance Charity governance tool. This is the internal framework which was created based on the Association of Air Ambulances' framework for a high performing air ambulance service in 2013 and continually developed by North West Air Ambulance Charity. The compliance framework document is updated and evidenced against the appropriate standards noting completed items.

The Charity has a robust programme embedded with several audits as standard working practice across the organisation.

Clinical Governance Sub-Committee (CGSC)

As per the service level agreement and to demonstrate compliance within the accountability framework, the North West Ambulance Service provides clinical governance and Care Quality Commission (CQC) registration for North West Air Ambulance Charity.

The purpose of the Charity's clinical governance sub-committee is to monitor and provide assurance regarding clinical governance provided by North West Ambulance Service and to report

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to the board of Trustees on all clinical and quality aspects of service delivery.

Supporting information for the clinical governance sub-committee is achieved via clinical governance review meetings, held monthly and chaired by a member of the Clinical Senior Management Team. This forum allows for case review, professional discussion and creates a positive learning environment. In addition, all clinicians, led by the Clinical Senior Management Team, have been appointed a defined audit area to review and will support the methodology of and enable 'deep dive' key topic audit review.

Operations Sub-Committee (OSC)

This committee scrutinises and reviews systems in place to ensure, monitor and improve the quality of operational service provided to support and facilitate clinical service delivery and the wider Charity. The active reporting of health and safety requirements is overseen here along with oversight and guidance in relation to the above-mentioned helicopter contract review and renewal.

During the year, the committee discussed the following key matters noted below:

- Annual health and safety report including managing risk and carrying out risk assessments in the retail shops.
- North West Air Ambulance Charity and Babcock's development of a crisis communications plan and collaboration regarding the robust plan being in place

Staffing and Resources

People and Culture

The outdated term 'HR' has been replaced with the new term, 'People and Culture', to reflect a progressive, people-centred approach with a keen focus on best-in-class culture. Culture being increasingly important for an organisation to be valued as an 'employer of choice' for both job seekers and employee retention.

North West Air Ambulance Charity Culture and Values

Following on from the success of its first staff conference, the Charity's second annual staff conference and values awards took place in November 2022 with the focus on 'Our why'.

The day captured the purpose, essence and spirit of what and why the Charity does, with touching in-person, patient stories as well as lifesaving skills sessions delivered by the clinical crew.

The day also included the presentation of values awards to employees who best demonstrated the Charity's values:

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- We are passionate about saving lives.
- We take ownership.
- We never stand still.
- We are #OneCrew.

The conference brought the majority of employees across the Charity together including staff, crew and Trustees, who all enjoyed a memorable day full of direct engagement and integration. Feedback from the day regarding both the conference and the value awards was overwhelmingly positive.

Employee Value Proposition

An appealing employee value proposition is being developed to reflect the value North West Air Ambulance Charity offers to employees in return for the value they bring to the organisation, with improvements to sick pay, pension contributions and annual leave.

Equality, Diversity and Inclusion

As part of promoting equality, diversity and inclusion, mandatory training is being rolled out across the Charity, focusing on promoting an inclusive and compassionate culture where diversity can thrive.

The candidate selection and interview process has been reviewed with the aim to tailor the current process to be more 'neurodiversity smart' and a new hire onboarding experience has been introduced. A blended learning approach is being worked on to promote personal growth opportunities and embed a strong learning and development opportunity culture.

Employee Engagement Survey

Following on from the first employee engagement survey last year, a second survey took place in quarter two. The previous survey results in June 2021, scored the Charity in the 'one to watch' category, meaning the organisation had demonstrated good levels of workplace engagement.

In the second survey, the score increased further into this category with a 36-point improvement. This was based on a larger number of participants who responded this year compared to last year.

An action plan from the staff survey results, is in place and being worked through. Other staff engagement initiatives remain in place such as an employee forum and monthly update calls, amongst others.

Staff turnover rates decreased in 2022-23. This followed an increase in new roles in Income and Engagement teams in this period and was also in keeping with the general trend and impact of the pandemic of staff movement experienced across the UK.

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Staff turnover in 2022/23 in comparison to previous years:

	Retail	Charity	Total
2019-20	21.5%	28%	24.4%
2020-21	8.1%	9.5%	8.8%
2021-22	31%	41%	36%
2022-23	23%	19%	25.8%

Engaging with staff and ensuring everyone has a voice is essential to making sure the Charity has the right culture where everyone feels valued, part of a team and has the opportunity for personal growth. Having an active and representative employee forum, conducting annual staff engagement surveys, and holding conferences, are all examples of important elements in achieving this.

Hybrid working has become the norm and where appropriate, has been facilitated throughout the year. This has also enabled the Charity to increase our headcount in a way that would otherwise be impossible with the existing workspace.

There has been a greater focus on learning and development opportunities, too. For example, mental health first aid training has recently been rolled out and first aid training will be scheduled this year.

The absence levels across the whole organisation remain low and below the national average.

IT and Data Governance

The Charity has continued to maintain a robust data governance framework, which is supported by its internal data protection steering group. The annual data governance audit showed us to be compliant with the UK GDPR and positively assessed the way personal data is handled within the organisation.

As the value of digital information grows, cyber security is of high importance and a priority for the Charity. The type of risks posed include theft of sensitive and personal data, theft or damage to data, threat of hacking for criminal or fraud purposes and potential disruption to infrastructure such as charity IT systems and the Charity's public facing website.

To mitigate these threats, protective measures have been enhanced by ensuring multi-factor authentication and strong passwords are enforced to all accounts that access the Charity's systems. Cyber security and data protection training has been refreshed for all staff and delivered through the new training platform.

We look forward to the implementation of our new supporter engagement system to support our five-year strategy and grow all income streams. The new system is key to maximising our supporters' journey, integrating existing services and raising our social media presence.

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Core business services have improved in IT, Finance, People and Culture and Project Management. Solutions have been implemented that make day-to-day tasks easier, collaborative and more accessible across devices. These improvements are made with careful consideration to digital security and compliance with data governance.

The renewal of cyber essentials plus certification reconfirms and provides assurance that the Charity follows industry standard good practice across the organisation and the addition of cyber insurance cover this year provides peace of mind that if the worst happened, the support is in place to recover and continue business operations.

Public Benefit Statement

The Trustees confirm that they have due regard to the Charity Commission's guidance on public benefit and that the Charity meets the requirements in the advancement of its objectives.

The Charity exists to provide free of charge, emergency-enhanced, pre-hospital care services to the people of the North West of England. Three helicopters are crewed by highly skilled Consultant-level Doctors and Critical Care Paramedics providing cover typically during daylight hours, supported by four critical care response vehicles, one of which operates on two evenings per week from 6pm until 2am. This care service is to be expanded during 2023/24 with the aim of covering four and then seven nights per week.

Financial Investments

Trustees completed their review of the investment policy under the guidance of professional independent financial advisors and implemented it during 2016/2017.

The Charity relies entirely on donations from the public for its activities, with investment assets held as reserves. The investment objective is to generate a return in excess of inflation, as inflation is a key risk to long-term objectives.

The Charity is aiming to achieve and maintain a real portfolio value of circa £10 million over the medium to long term. The portfolio aims to preserve capital value as much as possible while seeking to achieve our investment objective and maintaining the liquidity necessary to support operational requirements.

The target and actual investment allocations as of 31 March 2023, were as follows:

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Asset Class	Fund	Strategic Allocation	31 March 2023
Diversified Growth Fund	Black Rock Dynamic Diversified Growth Fund	25%	26.5%
Diversified Growth Fund	Ninety-One Diversified Growth Fund	25%	23.4%
Cash	ABRDN Sterling Liquidity Fund	50%	50.1%
Total		100%	

The Trustees engage ISIO as investment advisors (ISIO were formed out of the sale of KPMG's pensions advisory business) with the performance of the funds kept under review by ISIO and reviewed twice a year by the board of Trustees.

The total return to 31 March 2023, can be broken down between mandates as follows:

Relative returns	BlackRock DDG fund	ABRDN Sterling Liquidity fund	Ninety-One DGF (formerly Investec)	Total
12-month net return	-2.8%	2.3%	-0.9%	0.1%
12-month net objective (target)	5.6%	2.3%	13.3%	5.9%
Net objective description (target)	Sonia + 3%	Sonia	CPI + 3.25%	

Developed equity markets have delivered strong returns over the last six months despite recent volatility surrounding the banking sector, following the collapse of Silicon Valley Bank (SVB). Investors concluded the systemic risk was minimal and as a result the financial sector recovered in March to finish on a quarter high. The total return is estimated at 0.1% compared with the investment manager's objective returns target of 5.9%.

In the first few months of the year, the valuation of Black Rock and Ninety-One dropped dramatically, similar in nature to those prior to the pandemic. They recovered in the last few months of the year, but not enough to prevent an overall loss in value of the two funds.

The Charity is aiming to achieve and maintain a real portfolio value of £10 million.

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Risk

North West Air Ambulance Charity has a corporate 'strategic' risk strategy. During the year, the risk register was migrated to a cloud-based platform which adds clarity and functionality to ensure a clearer risk management process.

The board is made aware of the highest-rated risks and the plans to reduce their current levels and what residual risks will remain if actions remain open. A red, amber, green (RAG) system is reported at the quarterly board meetings.

The finance sub-committee provides oversight of the process and ensures progress, accountability and consistency are maintained. Each committee will review and challenge the risk assessments for its own area, as necessary.

Each of the Leadership team Directors has identified risks that are reviewed each month and specific notes and comments made for the Financial Services Commission and board awareness and horizon scanning.

Throughout the year, sub-committees are also invited to undertake 'deep dives' on risks identified at their quarterly meetings to gain a greater understanding of the assessment of, and assurance around, the risks identified.

During the fiscal year, the pandemic has remained a key focus, together with monitoring of necessary staff recruitment and mitigation of risks for the key income areas for the Charity.

As we go into the new fiscal year, the current top three strategic risks identified are:

- Impact of economic uncertainty due to inflationary pressures.
- Sustainability of the retail operating model and monitoring of lottery income.
- The committee has also been made aware of the robust North West Air Ambulance Charity's approach to GDPR compliance and to counter cyber attacks.

The board notes the action plans put in place to mitigate known risks, although it is recognised that this will not all be within the control of the Charity.

Reserves Policy

Funds as per the balance sheet

The total reserves/funds for the group at the end of 2022/23 is £19,099,111 (2021/22: £17,678,260). Of this, the restricted funds for nominated specific use totals £16,754 (2021/22:

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£83,231) which are analysed in more detail in the notes to the accounts leaving unrestricted funds of £19,082,357 (2021/22 £17,595,028).

Unrestricted designated funds are based upon the need to earmark funds to meet two years' annual lease commitments (for property and helicopters) as described in the notes to the accounts, which gives a value of £7,877,235 (2021/22 £6,589,550). This leaves a value of £11,205,121 (2021/22 £11,005,478) of unrestricted general funds.

A further allowance must be made to discount for tangible functional fixed assets, to reflect the fact that these funds cannot be freely spent. This reduction of £507,087 (2021/22 £552,115) then leaves a free reserves balance of £10,698,034 (2021/22 £10,453,363).

Review of Available Reserves

The Charity's policy is to hold two years of operational expenditure as reserves to ensure continued financial security and to provide for contingencies. The reserves considered are those that are unrestricted funds, less the tangible assets.

The total annual operational expenditure for 2022/23 was £7,560,639 (2021/22 £6,605,805) which was mostly from unrestricted funds. This comprises the direct costs of the operations (lease costs, fuel, clinical staffing, training) plus a proportion of indirect costs (such as staffing, depreciation and governance costs) as detailed in the notes to the accounts.

To assess the reserves policy position at the end of the year, it will be necessary to compare the total funds above and planned operational spend for the next two years. It will be also necessary to consider any forecast change in reserves.

The funds available under the reserves policy as of 31 March 2023, are therefore £18,575,270 (being unrestricted funds less the tangible assets). This is in excess (by circa £3.45 million) of two years of the 2022/23 total unrestricted operational expenditure at current levels. Therefore, Trustees should consider if it remains within its reserves policy when considering contracts costs going forward.

Trustees are committed to continuing evidence-led operational and clinical development and, therefore, expenditure will increase further over future years.

Given this forward-looking context, the reserves of £18,575,270 are in line with holding two years of operational funds and, therefore, the organisation is operating within its reserves policy.

Over the next couple of years, reserves will be put under pressure by capital expenditure plans, the new helicopter contract and an increase in indirect operational spend. Once the new helicopter contract commences, the annual direct operational spend alone will be in excess of £8 million. Whilst the reserves are currently in excess of the two years of operational spend, these

NORTH WEST AIR AMBULANCE

plans will reduce this surplus. As a consequence, the Trustees will ensure the policy is kept under review.

Going Concern

In light of the financial outlook outlined above, the directors have considered the financial forecasts for the CIC (Lottery) and are confident that it remains a going concern, and for the accounts to be prepared on this basis.

Similarly, the financial forecasts for the Charity, with the potential to use reserves in the medium term if required, enable the Trustees to remain confident that it has the means to remain a going concern and to adapt as necessary to changes required.

The results for promotions from this year have shown another healthy surplus, again without the need to continue the use of our CBILS facility from the Co-Operative Bank.

On this basis, the Directors have considered the forecasts for the retail business and consider the business to be a going concern.

Statement of Trustees' Responsibility

The Trustees (who are also directors of North West Air Ambulance Charity, for the purposes of company law) are responsible for preparing the Trustees' annual report and the financial statements in accordance with applicable law and United Kingdom generally accepted accounting practice (United Kingdom accounting standards).

Company law requires the Trustees to prepare financial statements for each fiscal year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group, and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period.

In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charity's statements of recommended practice.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK 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 charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show

NORTH WEST AIR AMBULANCE

and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the Charity's constitution. They are also responsible for safeguarding the assets of the Charity and the group and, hence, for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as the Trustees are aware, there is no relevant audit information (as defined by section 418 of the Companies Act 2006) of which the Charity's auditor is unaware, and the Trustees have each taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

During the last year, Simon Mercer joined us as an interim Trustee whilst Rachel Hall took a sabbatical. Simon has since been appointed as a permanent Trustee of the Charity, Director of the promotions company and Director of the lottery company.

Forward Look for the Charity

North West Air Ambulance Charity continues to achieve its objectives and targets and with robust reserves in place, the Charity is in a positive position to progress in the next financial year and beyond.

- Work will commence on the new strategy, which will continue in the same strategic direction. The patient will remain at the heart of everything the Charity does, but with leveraged ambition from the board to 'lead the way' in bringing the hospital to the patient.
- The Charity will ensure it is in a position to attract and retain the best talent and continue with its #OneCrew ethos, ensuring everyone irrespective of their role, feels they belong and are part of #OneCrew, together making a lifesaving difference.
- The reserves policy gives the ability for the Charity to meet its charitable objectives and service provision, even within times of great uncertainty.
- Having strong financial planning and robust finances will ensure that the Charity can develop its big, brave and bold ambitions unimpeded.
- The operational plan is focused around improving patient impact and ensuring operational excellence.
- Following a successful trial, the night car service will be rolled out to a seven days per week service in 2023/24.
- Blood on board all platforms will be provided from 2023/24 onwards.
- The patient aftercare programme will continue with patient aftercare coordinators in place in all the major trauma centres in the region during 2023/24.

NORTH WEST AIR AMBULANCE

- The new, upgraded helicopter fleet will arrive in 2023/24, with a commitment to fly more hours in 2023/24 with increased Consultant-led Doctor and Critical Care Paramedic resources.
- The Charity will consider the headroom capacity to use its reserves, through its investments where appropriate, subject to financial forecasts and risk management.
- The Charity will look to ensure the sustainability of its fundraised income and to diversify fundraising to reduce reliance on lottery and legacy and to enhance the profitability and sustainability of the retail business.
- North West Air Ambulance Charity will trail blaze digital and innovative approaches to fundraising, which will enable the Charity to engage with a more diverse demographic of supporter. The new Charity supporter engagement system is expected to 'go-live' in 2023/24.
- The Charity's risk management practices will be continually reviewed and developed.

Plans for the Future Period and Long-Term Objectives:

The report gives a detailed outline of the objectives for the immediate future, which are:

- To evidence and maximise patient impact.
- To drive improvements in clinical capability and capacity.
- The regeneration of diverse income streams and development of the longer-term income growth strategy.
- To make North West Air Ambulance Charity an even better place to work and volunteer and as a leader in its field.
- To create an environment to encourage innovative healthcare and a digital first approach.
- Raising the profile of North West Air Ambulance Charity as a Charity and a leader in delivering specialist and enhanced medical care to the critically ill and injured.

The key aspects of our strategy for longer term objectives are:

- Impact: To save lives.
- Forward thinking: To actively encourage innovation and embrace emerging technology to enhance our ability to provide innovative pre-hospital healthcare.
- Collaborative: To continue to collaborate with our strategic partner organisations to provide the best possible outcomes for all.
- Transparent: To adhere to robust governance structures and ensure transparency and compliance.
- Our people: To create an environment where staff and volunteers flourish.
- Sustainable: To ensure financial stability and responsible income generation.

NORTH WEST AIR AMBULANCE

- Profile: To continue to raise awareness with the public and all other stakeholders across the North West of the lifesaving difference it makes and that it is completely self-funded.

Auditors

Crowe UK LLP has indicated its willingness to be reappointed as statutory auditors.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies.

Approved by the Board of Trustees on 4th October 2023 and signed on its behalf by:



Mr A G Jude
Chair



Mrs K J Spencer
Trustee

NORTH WEST AIR AMBULANCE

How to Support Us

There are many ways in which people can support our lifesaving Charity by giving money, time or talent.

Making a Donation

To make a donation, please visit our Donate page at nwairambulance.org.uk or call our team on 0800 587 4570.

Fundraising

Our lifesaving service is there for the whole of the North West community. Each year thousands of people run, swim, walk and do amazing things to raise money for our Charity. We have a dedicated team to support people who want to make a difference and support our Charity by taking part in a fundraising event or holding an event themselves. To learn more please contact fundraising@nwairambulance.org.uk.

Play our Lottery

Playing in our Lift Off Lotto is a fun way to support our Charity. Our weekly lottery is a vital source of income and it funds around half of all of our missions. Tickets are £1 and players have the chance of winning up to £1,000 every week, plus a huge £10,000 in our quarterly super draws. To learn more, or to enter into our lottery or raffles, visit nwairambulance.org.uk/play-our-lottery.

Legacy Support

Legacy gifts provide the Charity with a valuable income that can allow us to plan for the future and benefit as many patients as possible. Gifts left to our Charity in a will help us to fund vital service to make a difference to the people of the North West.

As a Charity, our patients are at the heart of everything we do. We are dedicated to bringing the hospital to the patient by delivering enhanced pre-hospital care and gifts in wills allow us to continue to do this for everyone in the North West.

In the 2022/23, financial year we received £3,437,765 in legacy gifts.

Gift Aid

If you are a UK taxpayer and make a simple declaration, for every £1 donated the Charity receives 25p of Gift Aid. In 2022/23 we were able to claim £194,829 in Gift Aid.

A big thank you.

The Charity would like to thank everyone who has supported us in the past year. You really have made a lifesaving difference to the people of the North West.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND THE TRUSTEES OF NORTH WEST AIR AMBULANCE

Opinion

We have audited the financial statements of North West Air Ambulance ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities, the Balance Sheets, the Consolidated Cash Flow Statement, and notes to the financial statements, including 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 groups and the charitable company's affairs as at 31 March 2023 and of the group's income and expenditure, 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 group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC'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 or the group'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 trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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 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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND THE TRUSTEES OF NORTH WEST AIR AMBULANCE

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within 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 and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 21, the trustees (who are also the directors of the charitable company for the purposes of company law) 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND THE TRUSTEES OF NORTH WEST AIR AMBULANCE

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group 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, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were those contained within the Charities Act and the Gambling Commission Regulations.

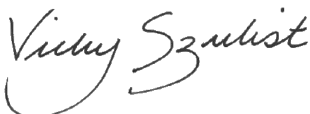
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

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. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charitable company's members, 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 members 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 members as a body, for our audit work, for this report, or for the opinions we have formed.



Vicky Szulist
Senior Statutory Auditor
For and on behalf of Crowe U.K. LLP
Statutory Auditor
The Lexicon
Manchester
M2 5NT
Date: 9th November 2023

NORTH WEST AIR AMBULANCE

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME & EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Restricted funds total Year ended 31 March 2023 £	Unrestricted funds total Year ended 31 March 2023 £	Funds total Year ended 31 March 2023 £	Funds total Year ended 31 March 2022 £
Income from:					
Donations and legacies	4	26,130	6,144,349	6,170,479	4,062,158
Other trading activities	5	-	7,982,992	7,982,992	7,174,442
Investments	3	-	92,988	92,988	2,548
Total		26,130	14,220,329	14,246,459	11,239,148
Expenditure on:					
Raising funds:					
Commercial trading operations		-	2,853,641	2,853,641	2,763,234
Other fundraising costs		-	2,136,131	2,136,131	1,967,570
	6	-	4,989,772	4,989,772	4,730,804
Charitable activities					
Cost of operation of the North West Air Ambulance	6	92,607	7,642,541	7,735,148	6,875,653
Total	6	92,607	12,632,313	12,724,920	11,606,457
Net Income		(66,477)	1,588,016	1,521,539	(367,309)
Other recognised gains					
Gains/(losses) on investments	12	-	(100,693)	(100,693)	17,679
Net movement in funds		(66,477)	1,487,323	1,420,851	(349,630)
Reconciliation of funds:					
Total funds brought forward		83,232	17,595,028	17,678,260	18,027,890
Total funds carried forward	15	16,755	19,082,356	19,099,111	17,678,260

The notes in the appended pages form part of these Financial Statements.

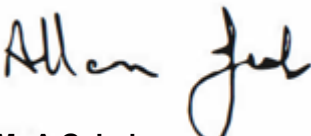
NORTH WEST AIR AMBULANCE

BALANCE SHEETS FOR THE YEAR ENDED 31 MARCH 2022 Registered Company Number: 03752544

	Notes	Group		Charity	
		2023	2022	2023	2022
		£	£	£	£
Fixed Assets					
Tangible Assets	10	507,087	552,115	408,890	412,361
Investments	12	10,904,901	10,925,089	10,398,540	10,428,439
Intangible assets	11	-	-	-	-
		11,411,988	11,477,204	10,807,430	10,840,800
Current assets					
Stock		11,023	17,266	-	-
Debtors	13	2,172,105	1,804,257	3,423,625	2,971,359
Cash at bank and in hand		7,220,336	6,784,100	5,772,696	5,421,771
		9,403,464	8,605,623	9,196,321	8,393,130
Creditors: amounts falling due within one year	14	(1,716,341)	(2,404,567)	(946,091)	(1,612,140)
Net current assets		7,687,123	6,201,056	8,250,230	6,780,990
Net assets		19,099,111	17,678,260	19,057,660	17,621,790
Income funds					
Restricted Funds	15	16,755	83,232	16,755	83,232
Unrestricted – General Funds	15	11,205,121	11,005,478	11,163,670	10,949,008
Unrestricted – Designated Funds	15	7,877,235	6,589,550	7,877,235	6,589,550
		19,099,111	17,678,260	19,057,660	17,621,790

The consolidated figures above include the results of the Charity which had income for the year of £11,417,549 (2022: £8,350,511) and a net surplus of £1,546,267 (2022: deficit £492,716).

The Financial Statements were approved and authorised for issue by the Board of Trustees on 4th October 2023 and signed on its behalf by:



Mr A G Jude
Chair



Mrs K J Spencer
Trustee

NORTH WEST AIR AMBULANCE
CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2023

	2023	2022
	£	£
Cash flows from operating activities		
Net cash provided by operating activities	<u>600,436</u>	<u>(905,551)</u>
<i>Cash Flows from investing activities</i>		
Dividends and interest from investments	92,988	2,548
Purchase of property, plant and equipment	(176,687)	(224,588)
Proceeds from investments	(80,501)	27,845
	<u> </u>	<u> </u>
Net cash provided by investing activities	<u>(164,200)</u>	<u>(194,165)</u>
Change in cash and cash equivalents in the year.	436,236	(1,099,745)
Cash and cash equivalents at the beginning of the year	<u>6,784,100</u>	<u>7,883,845</u>
Cash and cash equivalents at the end of the year.	<u>7,220,336</u>	<u>6,784,100</u>

NET CASH FLOW FROM OPERATING ACTIVITIES

	2023	2022
	£	£
Net incoming resources	1,521,539	(367,309)
Investment income	(92,988)	(2,548)
Depreciation and amortisation of fixed assets	221,715	215,492
Decrease/(increase) in debtors	(367,848)	(1,115,123)
Decrease/(increase) in stock	6,243	12,890
Increase in creditors	<u>(688,226)</u>	<u>351,047</u>
Net cash provided by operating activities	<u>600,436</u>	<u>(905,551)</u>

ANALYSIS OF CASH AND CASH EQUIVALENTS

	2023	2022
	£	£
Cash at bank	<u>7,220,336</u>	<u>6,784,100</u>

RECONCILIATION OF NET DEBT

	At 1 April 2022 £	Cashflow £	Other non- cash changes	At 31 March 2023 £
Cash at bank	6,784,100	600,436	(164,200)	7,220,336
	<u>6,784,100</u>	<u>600,437</u>	<u>(164,200)</u>	<u>7,220,336</u>

NORTH WEST AIR AMBULANCE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

1. **General information**

The Charity is a company limited by guarantee (registered number 03752544) which is incorporated in England and Wales. The address of the registered office is Stanley House, North Mersey Business Centre, Woodward Road, Knowsley, Merseyside L33 7UY.

2. **Accounting policies**

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

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) - (Charities SORP (FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006. North West Air Ambulance meets the definition of a public benefit entity under FRS102.

The Charity has taken advantage of the exemption available to a qualifying entity in FRS102 from the requirement to produce a charity only cash flow statement with the consolidated financial statements.

The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

Basis of consolidation

The consolidated financial statements include the Financial Statements of the subsidiary companies: North West Air Ambulance Promotions Limited and Friends of the North West Air Ambulance Lottery CIC for the year to 31 March 2023. This has been consolidated on a line by line basis in accordance with the requirements of the Charity SORP (FRS102).

The Charity has not presented its own Statement of Financial Activities (SOFA) as permitted by the Companies Act 2006 and the provisions of the Charity SORP 2015 (FRS102).

The financial statements for the two subsidiaries contain financial information up to 31 March 2023.

Going concern

Charity income streams have shown significant results in the year, particularly Legacies and Promotions. The operational business continues to provide a life-saving service. The clinical strategy and the five-year Fundraising strategy are progressing, and the Charity currently has a reserves policy that gives the financial headroom for this to take place. Therefore, the Trustees have considered the financial forecasts for the Charity and are confident that it has the means to remain a going concern and to adapt as necessary to changes required.

NORTH WEST AIR AMBULANCE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

2. Accounting policies (continued)

Income, Grants and donations

All incoming resources are included on the Statement of Financial Activities when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Grants and donations are included in the Statement of Financial Activities as they become due and are included in the relevant fund. Income expended is accounted for in the Statement of Financial Activities.

Where income has donor imposed restrictions regarding its use, this is shown within restricted funds with related costs being allocated to the same fund.

Where there is a timing restriction which requires income to be deferred to a future period, such amounts are shown within creditors and later credited to the Statement of Financial Activities as eligible.

Donations in kind

Where assets are donated to the Charity these are included within restricted income and costs at the market value of the asset or the value in use at the time of the donation. Where the cost is capitalised, a transfer is made out of restricted funds to the extent that the restriction no longer exists. A threshold of £3,000 is operated for donations in kind.

Legacies

Legacy income is recognised when the Charity is satisfied that the conditions of entitlement, probability and measurement have been met. Pecuniary legacies are accounted for when notified. Residuary legacies are accounted for on receipt.

Grants paid

Grants paid are included in the Statement of Financial Activities as they become payable. These become payable when authorised by the trustees.

Expenditure and support costs

Expenditure has been charged to the Statement of Financial Activities on an accruals basis. Expenditure relating directly to the objectives of the Charity is shown as charitable expenditure. All costs have been directly attributed to one of the functional categories of resources expended in the statement of financial activities. There is deemed to be only one key objective to which charitable costs are allocated.

Support costs are shown in note 8. These include Governance costs. Governance costs include an element of administrative staff costs / support costs which relate mainly to year end compliance costs and non-fundraising related professional fees.

Investments

Investments are shown at market value.

NORTH WEST AIR AMBULANCE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

2. **Accounting policies (continued)**

Commercial income

Commercial income represents the amounts (excluding value added tax) received from the sale of goods to customers during the year through the trading subsidiary North West Air Ambulance Promotions Limited and income from the lottery run by Friends of the North West Air Ambulance Lottery CIC. All such turnover arises in the United Kingdom.

Taxation

The Charity does not have any charge to tax on its charitable activities.

Unrestricted funds

Unrestricted funds are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Irrecoverable VAT

Irrecoverable VAT is accounted for in the expenditure category under which the costs are incurred.

Fixed Assets

Tangible fixed assets for use by the Charity are stated as cost less depreciation. A fixed asset is defined as a unit of property that has an economic useful life that extends beyond 12 months and was acquired or produced for a cost greater than £500.

In addition, "Grouped assets" are a collection of assets which individually may be valued at less than £500 but which together form a single collective asset because the items fulfil all the following criteria:

- the items are functionally interdependent;
- the items are acquired at about the same date and are planned for disposal at about the same date;
- the items are under single managerial control; and,
- each individual asset thus grouped has a value of over £200

Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Plant & machinery, office equipment and motor vehicles: 20% on straight line basis
Computer equipment: 33% on straight line basis

Goodwill

Goodwill being the amount paid in connection with the acquisition of a business in 2007 which is now fully amortised.

NORTH WEST AIR AMBULANCE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

2. Accounting policies (continued)

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowances for any obsolete or slow moving items.

Donated goods received for sale in the shops are not valued as it is impractical to do so.

Operating lease agreements

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged against income on a straight-line basis over the period of the lease

Pension costs and post-retirement benefits

The Charity operates a defined contribution scheme for the benefit of its employees. The assets of the scheme are held separately from those of the Charitable Company. Employer contributions in respect of this scheme are charged to the Statement of Financial Activities in the period to which they relate.

Financial instruments

The Group has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at the transaction value and subsequently measured at amortised cost using an effective interest method. Financial assets are held at amortised cost comprise cash and bank in hand, together with trade and other debtors. Financial liabilities held at amortised cost comprise bank loans and overdrafts, trade, and other creditors.

Critical accounting judgements and key sources of estimation uncertainty

In the application of the entity's accounting policies which are described above, the Trustees are required to make judgments, estimates, assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects the current and future periods.

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

3. Investments – Group

	Year ended 31 March 2023 £	Year ended 31 March 2022 £
Bank Interest	245	895
Investment Income	<u>92,743</u>	<u>1,653</u>
	<u>92,988</u>	<u>2,548</u>

4. Donations and Legacies – Group

	Year ended 31 March 2023 £	Year ended 31 March 2022 £
Community Fundraising	660,950	549,479
Corporate Fundraising	191,636	206,346
Challenge Events	135,192	57,685
Individual Giving	1,222,201	816,221
Charitable Trust	178,469	152,977
Unallocated Income	6,918	6,395
Legacies	3,561,609	2,006,364
Donations Gift Aid	213,504	189,056
Grants	-	74,725
Donations in Kind	-	<u>2,910</u>
	<u>6,170,479</u>	<u>4,062,158</u>

5. Other trading activities - Group

	Year ended 31 March 2023 £	Year ended 31 March 2022 £
Lottery income	5,638,077	5,373,687
Shop income	<u>2,344,915</u>	<u>1,800,755</u>
	<u>7,982,992</u>	<u>7,174,442</u>

NORTH WEST AIR AMBULANCE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

6.	Total expenditure – Group	Year ended 31 March 2023 £	Year ended 31 March 2022 £
	Direct Charitable expenditure		
	Operating costs	6,366,839	5,624,613
	Support costs (note 8a)	1,193,797	1,068,392
	Depreciation	154,474	141,402
	Investment managers fees	<u>20,038</u>	<u>41,246</u>
		<u>7,735,148</u>	<u>6,875,652</u>
	Raising Funds		
	Staff costs and travel (note 8a)	1,022,022	873,829
	Other expenses (note 8a)	<u>1,114,109</u>	<u>1,093,745</u>
		<u>2,136,131</u>	<u>1,967,574</u>
	Subsidiary expenses		
	Lottery expenses	1,121,451	1,164,509
	Shop expenses	<u>1,732,190</u>	<u>1,598,725</u>
		<u>2,853,641</u>	<u>2,763,234</u>
		<u>12,724,920</u>	<u>11,606,457</u>
7.	Staff members and costs –Group	Year ended 31 March 2023 £	Year ended 31 March 2022 £
	Total staff costs for the year may be analysed as follows:		
	Wages and salaries	2,476,668	2,210,810
	Social Security costs	220,075	166,401
	Pension costs	71,001	62,864
		<u>2,767,744</u>	<u>2,440,075</u>

In addition to the staff costs above, there are further costs relating to operational staff and paramedics included within 'Operating costs' which are paid by way of a service level agreement. We also provided a clinical team including paramedics, doctors, dispatch, and a senior consultant.

The Trustees decided that the charity should pay the full cost of the service provision from 2020/21 and therefore the charity now receives no government funding for clinical costs.

The costs of the Charity shop management staff (within the subsidiary company) are included within fundraising costs.

The key management personnel of the Charity comprise the senior management team and are listed in the legal and administrative information on page 3. The total employee benefits of the key management personnel of the Charity were £361,411 (2022: £378,703).

NORTH WEST AIR AMBULANCE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

The average number of employees, analysed by function was as follows:

	Year ended 31 March 2023 Number	Year ended 31 March 2022 Number
Fundraising	35	32
Administration	17	14
Commercial	43	41
	<u>95</u>	<u>87</u>

The remuneration package of the higher paid employees was:

	2023 No	2022 No
£70,001 - £80,000	2	-
£80,001 - £90,000	1	-
£90,001 - £100,000	-	2
£100,001 - £110,000	1	1
£110,001 - £120,000	-	-
£120,001 - £130,000	-	1
	<u>4</u>	<u>4</u>

The Trustees received £nil remuneration from the Charity (2022: £nil), reimbursement of expenses during the year totalled £nil (2022: £nil). During the year professional indemnity insurance was purchased relating to all of the Trustees, at a cost of £3,041 (2022: £2,829).

During the year there were redundancy or termination payments which amounted to £nil (2022: £30,000).

8a Support costs

Support costs are allocated to fundraising and direct charitable expenditure as follows (on the basis outlined below):

	Total 2023	Charitable Activities	Fundraising Costs	Total 2022
Cost of raising funds	664,932	-	664,932	560,605
Staff cost and travel	2,044,044	1,022,022	1,022,022	1,747,659
Office and utility costs	145,137	72,569	72,568	217,560
Stationery, postage and telephone	145,137	17,689	17,688	16,450
Events and consultancy	84,971	-	84,971	59,576
Advertising and website	98,690	-	98,690	198,412
Professional fees and other costs	233,680	58,420	175,260	210,863
Governance costs	23,097	23,097	-	28,841
	<u>3,329,928</u>	<u>1,193,797</u>	<u>2,136,131</u>	<u>3,035,966</u>

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

8b Support costs – Basis of allocation

Support costs are allocated to fundraising and direct charitable expenditure on the basis outlined below:

	Total	Charitable Activities	Fundraising Costs	Basis of allocation
Costs of raising funds	664,932	0%	100%	Nature of service
Staff cost and travel	2,044,044	50%	50%	Staff numbers
Office and utility costs	145,137	50%	50%	Staff numbers
Events and consultancy	84,971	0%	100%	Nature of service
Stationery and postage	35,377	50%	50%	Staff numbers
Advertising and website	98,690	0%	100%	Nature of service
Professional fees and other costs	233,680	25%	75%	Nature of service
Governance costs	23,097	100%	0%	Nature of service
	3,329,928			

8c Governance costs

	Year ended 31 March 2023 £	Year ended 31 March 2022 £
Non fundraising related professional fees	3,530	3,390
Auditors fees – audit and accounts	16,342	14,857
Bank charges and other	6,968	6,864
	23,097	24,841

9 Taxation

Neither the Charity nor its subsidiary companies had any liability to corporation tax during the year.

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

10 Tangible Fixed Assets

Group	Plant & machinery	Office and computer equipment	Motor Vehicles	Total
Cost	£	£	£	£
At 1 April 2022	835,663	406,366	140,085	1,382,114
Additions	126,360	11,709	38,618	176,687
At 31 March 2023	<u>962,023</u>	<u>418,075</u>	<u>178,703</u>	<u>1,558,801</u>
Depreciation				
At 1 April 2022	499,873	251,395	78,731	829,999
Charge for the year	132,949	64,255	24,541	221,715
At 31 March 2023	<u>632,822</u>	<u>315,620</u>	<u>103,272</u>	<u>1,051,714</u>
Net Book Value				
31 March 2023	<u>329,201</u>	<u>102,455</u>	<u>75,431</u>	<u>507,087</u>
31 March 2022	<u>335,790</u>	<u>154,971</u>	<u>61,354</u>	<u>552,115</u>

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

Charity	Plant & machinery	Office and computer equipment	Motor Vehicles	Total
Cost	£	£	£	£
At 1 April 2022	453,264	328,935	140,085	922,284
Additions	100,698	11,709	38,618	151,025
At 31 March 2023	<u>553,962</u>	<u>340,644</u>	<u>178,703</u>	<u>1,073,309</u>
 Depreciation				
At 1 April 2022	242,761	188,431	78,731	509,923
Charge for the year	72,053	57,902	25,541	154,496
At 31 March 2023	<u>314,814</u>	<u>246,333</u>	<u>103,272</u>	<u>664,419</u>
 Net Book Value				
31 March 2023	<u>239,148</u>	<u>94,311</u>	<u>75,431</u>	<u>408,890</u>
31 March 2022	<u>210,503</u>	<u>140,504</u>	<u>61,354</u>	<u>412,361</u>

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

11 Intangible Fixed Assets- Group

	Software £	Goodwill £	Total £
Cost			
At 1 April 2022	<u>25,183</u>	<u>125,000</u>	<u>150,183</u>
At 31 March 2023	<u>25,183</u>	<u>125,000</u>	<u>150,813</u>
Amortisation			
At 1 April 2022	<u>25,183</u>	<u>125,000</u>	<u>150,183</u>
Amortisation in the year			
At 31 March 2023	<u>25,183</u>	<u>125,000</u>	<u>150,183</u>
Net Book Value			
At 31 March 2023	=	=	=
At 31 March 2022	=	=	=

12 Fixed Asset Investments

	2023 £	2022 £
Group		
Carrying value (MV) at beginning of year	10,936,591	10,935,254
Disposals at carrying value	(12,239)	(17,995)
Investment income	92,743	1,653
Net gain/(loss) on revaluation	(100,693)	17,679
Carrying value (MV) at end of year	<u>10,916,402</u>	<u>10,936,591</u>
Historical cost of above investment at the end of the year	<u>10,000,000</u>	<u>10,000,000</u>
Analysis or investment value by type:	2023	2022
	£	£
Diversified Growth Funds	5,440,898	5,563,540
Liquidity funds	5,464,003	5,361,549
	<u>10,904,901</u>	<u>10,925,089</u>

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

Charity	2023	2022
	£	£
Investments in listed securities	10,387,038	10,416,937
Investments in subsidiary entities	11,502	11,502
	<u>10,398,540</u>	<u>10,428,439</u>

Investment in subsidiary entities	2023	2022
	£	£
Ordinary £1 shares in North West Air Ambulance Promotions Limited – at market value	11,502	11,502
	<u>11,502</u>	<u>11,502</u>

The historical cost of these investments was £11,502 (2022: £11,502).

The Charity has two subsidiaries, North West Air Ambulance Promotions Limited, a company incorporated in England and Wales (Company Number: 03752582) and Friends of the North West Air Ambulance Lottery CIC (Registered Number 6646759) which are consolidated into the results of the North West Air Ambulance. The Charity owns the entire share capital of North West Air Ambulance Promotions Limited, being 11,502 ordinary shares. The Charity is the sole member of Friends of the North West Ambulance Lottery CIC. The companies raised funds for the North West Air Ambulance during the year.

Audited Financial Statements of North West Air Ambulance Promotions Limited and Friends of the North West Air Ambulance Lottery CIC for the year ended 31 March 2023 are filed with the Registrar of Companies. A summary of the trading results of North West Air Ambulance Promotions Limited and Friends of the North West Air Ambulance Lottery CIC are shown below:

North West Air Ambulance Promotions Limited

	2023	2022
	£	£
Turnover	2,095,104	1,800,755
Cost of sales	(119,712)	(50,319)
	<u>1,975,392</u>	<u>1,750,436</u>
Gross profit	1,975,392	1,750,436
Administrative expenses	(1,612,478)	(1,548,406)
Other operating income	249,811	71,122
	<u>612,725</u>	<u>273,152</u>
Operating loss	612,725	273,152
Interest payable	(9,375)	(9,375)
Tax on profit	(3,380)	
	<u>599,970</u>	<u>263,777</u>
Profit/(loss) on ordinary activities after tax	599,970	263,777
Gift aid payment to Parent	(628,081)	(138,373)
Total comprehensive income	<u>(28,111)</u>	<u>125,404</u>

NORTH WEST AIR AMBULANCE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

The aggregate of assets, liabilities and reserves are:

	2023	2022
	£	£
Assets	1,014,255	759,904
Liabilities	(1,002,753)	(720,291)
	<u> </u>	<u> </u>
Total reserves (including £11,502 share capital)	(11,502)	39,613
	<u> </u>	<u> </u>

North West Air Ambulance Lottery CIC

	2023	2022
	£	£
Turnover	5,638,077	5,373,689
Cost of sales	(993,414)	(1,032,284)
	<u> </u>	<u> </u>
Gross Surplus	4,644,663	4,341,405
Administration expenses	(128,037)	(132,226)
	<u> </u>	<u> </u>
Operating Surplus	4,516,626	4,209,179
Interest receivable and similar income	9,711	173
	<u> </u>	<u> </u>
Surplus for the Financial Year	4,526,337	4,209,352
Gift Aid Payment	(4,516,627)	(4,209,179)
	<u> </u>	<u> </u>
Total Comprehensive Income	9,710	173
	<u> </u>	<u> </u>

The aggregate assets, liabilities and reserves are:

	2023	2022
	£	£
Assets	1,412,664	1,465,809
Liabilities	(1,374,591)	(1,437,447)
	<u> </u>	<u> </u>
Total reserves	38,073	28,362
	<u> </u>	<u> </u>

The consolidated statements of financial activities include the results of the subsidiary companies.

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

13 Debtors

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£	£	£	£
Trade debtors	16,511	5,910	-	-
Amounts owed by subsidiary undertakings	-	-	1,488,852	1,297,719
Prepayments	1,418,064	1,176,015	1,307,874	1,078,339
Accrued income	523,395	417,676	405,774	390,144
Other debtors	214,135	204,656	221,125	205,157
	2,172,105	1,804,257	3,423,625	2,971,359

14 Creditors: amounts falling due within one year

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£	£	£	£
Trade creditors	554,896	1,448,400	352,722	1,284,246
Social security and other taxes	102,198	89,878	44,811	32,935
Accruals and deferred income	523,826	382,504	453,711	294,949
Prepaid Subscriptions	440,574	483,785	-	-
Sundry creditors	94,847	-	94,847	-
	1,716,341	2,404,567	946,091	1,612,140

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

15 Reconciliation of movement in funds

Charity	1 April 2022	Incoming resources	Outgoing resources	Gains/ (losses)	Transfers	31 March 2023
	£	£	£	£	£	£
Restricted funds				-	-	-
Mrs Kluziac	39,894	-	(39,894)	-	-	-
Zochonis Charitable Trust	6,749	-	-	-	-	6,749
The Grace Trust	4,000	-	-	-	-	4,000
Awards for All (National Lottery Community Fund)	7,237	-	(7,237)	-	-	-
The Dixie Rose Findlay Charitable Trust	2,400	-	-	-	-	2,400
The Williams Family Foundation	1,410	-	(1,410)	-	-	-
Hospital Saturday Fund	10,000	-	(10,000)	-	-	-
Lord Leverhulmes Charitable Trust	2,622	-	(2,622)	-	-	-
Yorkshire Building Society	2,000	-	(2,000)	-	-	-
Old coin card campaign	40	-	(40)	-	-	-
Williams Family Foundation	4,414	-	(4,414)	-	-	-
The Morrisons Foundation	2,466	22,990	(22,990)	-	-	2,466
Wallasey Lions Club	-	1,140	-	-	-	1,140
Trustees	-	2,000	(2,000)	-	-	-
	<u>83,231</u>	<u>26,130</u>	<u>(92,607)</u>	=	=	<u>16,754</u>

NORTH WEST AIR AMBULANCE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

15 **Reconciliation of movement in funds (continued)**

Charity	1 April 2022	Incoming resources	Outgoing	Gains/ -	Transfers -	31 March 2023
Unrestricted funds						
General	10,949,015	11,391,419	(9,778,675)	(110,403)	(1,287,685)	11,163,671
Designated	6,589,550	-	-	-	1,287,685	7,877,235
	<u>17,538,565</u>	<u>11,391,419</u>	<u>(9,778,675)</u>	<u>(110,403)</u>	<u>-</u>	<u>19,040,906</u>
Total funds	<u>17,621,797</u>	<u>11,417,549</u>	<u>(9,871,282)</u>	<u>(110,403)</u>	<u>-</u>	<u>19,057,660</u>

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

15 Reconciliation of movement in funds (continued)

Group	1 April 2022	Incoming resources	Outgoing resources	Gains/ (losses)	Transfers	31 March 2023
	£	£	£	£	£	£
Restricted funds						
Mrs Kluziac	39,894	-	(39,894)	-	-	-
Zochonis Charitable Trust	6,749	-	-	-	-	6,749
The Grace Trust	4,000	-	-	-	-	4,000
Awards for All (National Lottery Community Fund)	7,237	-	(7,237)	-	-	-
The Dixie Rose Findlay Charitable Trust	2,400	-	-	-	-	2,400
The Williams Family Foundation	1,410	-	(1,410)	-	-	-
Hospital Saturday Fund	10,000	-	(10,000)	-	-	-
Lord Leverhulmes Charitable Trust	2,622	-	(2,622)	-	-	-
Yorkshire Building Society	2,000	-	(2,000)	-	-	-
Old coin card campaign	40	-	(40)	-	-	-
Williams Family Foundation	4,414	-	(4,414)	-	-	-
The Morrisons Foundation	2,466	22,990	(22,990)	-	-	2,466
Wallasey Lions Club	-	1,140	-	-	-	1,140
Trustees of Hospital Saturday Fund	-	2,000	(2,000)	-	-	-
	<u>83,232</u>	<u>26,130</u>	<u>(92,607)</u>	=	=	<u>16,755</u>

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

	1 April 2022	Incoming resources	Outgoing resources	Gains/ (losses)	Transfers	31 March 2023
Unrestricted funds						
General	11,005,478	14,220,329	(12,632,313)	(100,693)	(1,287,685)	11,205,116
Designated	6,589,550	-	-	-	1,287,685	7,877,235
	17,595,028	14,220,329	(12,724,920)	(100,693)	-	19,082,356
Total funds	17,678,260	14,246,459	(12,724,920)	(100,693)	-	19,099,111

The designated fund of £7,877,235 shown above has been earmarked to cover two years annual lease commitments as described in note 17 and the Annual Report. It is imperative that the Charity is able to meet these costs before committing other expenditure. The transfer from general to designated funds represents the increase in lease costs.

The restricted balance called Mrs Kluziac relates to a legacy received in previous years of £61k which was to be used against future training costs. This fund has now been spent in full, within the year, on such training costs.

The Zochonis Charitable Trust is money to assist in the purchase of a defibrillator for the response vehicle and for Monitors.

The Grace Trust is money for a community defibrillator.

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

The Dixie Rose Findlay Charitable Trust is money for shop defibrillators.

All balances on the balance sheet relate to the unrestricted funds with the exception of restricted funds which are represented by cash.

The John Zochonis is funding for Lucas machines.

The Lord Leverhulme fund and Yorkshire Building Society have provided funding for Fluid Warmers

The Williams Family Foundation has contributed funds towards parapacs and ultrasound machines

The Morrisons foundation is funding vehicle defibrillators and Monitors.

The Hospital Saturday Fund has contributed funds towards parapacs (completed within the year).

Yorkshire Building Society have provided funding for Fluid Warmers.

The Old coin card campaign was a campaign to raise funds specifically for the future cost of new helmets for the crew.

Wallasey Lions Club is funding for the supply of kit bags.

Trustees of Hospital Saturday Fund is restricted for the purchase of training manikins.

16 Analysis of Net Assets between Funds

Group	Unrestricted	Restricted	Total 2023
	£	£	£
Fixed assets	11,411,988	-	11,411,988
Current assets	9,386,79	16,755	9,403,464
Current liabilities	(1,716,341)	-	(1,716,341)
	19,082,356	16,755	19,099,111

Group	Unrestricted	Restricted	Total 2022
	£	£	£
Fixed assets	12,259,703	-	12,259,703
Current assets	7,739,892	83,232	7,823,124
Current liabilities	(2,404,567)	-	(2,404,567)
	17,595,028	83,232	17,678,260

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

17 Operating lease commitments

Future minimum lease repayments under non-cancellable operating leases for the following periods are:

Group	Property	Other	Helicopters	Total 2023	Total 2022
	£	£	£	£	£
Within 1 year	360,417	-	3,578,201	3,938,617	3,294,775
After 1 year and less than 5 years	244,231	-	16,269,208	16,513,439	13,892,561
After 5 years	-	-	11,066,857	11,066,857	11,149,692
Total operating lease commitments	604,647	-	30,914,266	31,518,913	28,337,028

18 Related party transactions

The Trustee directors of the Charity are also directors of the trading subsidiaries: North West Air Ambulance Promotions Limited and Friends of the North West Air Ambulance Lottery CIC. The transactions with these entities are consolidated with the results of the Charity and as such do not require separate disclosure.

There are no other related party transactions that need to be disclosed in the financial statements.

19 Financial Instruments

Group	2023 £	2022 £
Financial assets measured at amortised cost	<u>7,974,377</u>	<u>7,412,342</u>
Financial assets measured at fair value	<u>10,904,901</u>	<u>10,925,089</u>
Financial liabilities measured at amortised cost	<u>1,614,143</u>	<u>2,314,689</u>

Financial assets at amortised cost consist of cash, trade debtors and other debtors

Financial assets held at fair value include assets held as investments

Financial liabilities at amortised cost consist of trade creditors and other creditors

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

20. **CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES – Comparative figures by fund type**

	Notes	Restricted funds total Year ended 31 March 2022 £	Unrestricted funds total Year ended 31 March 2022 £	Funds total Year ended 31 March 2022 £
Income from:				
Donations and legacies	4	70,912	3,991,247	4,062,158
Other trading activities	5	-	7,174,442	7,174,442
Investments	3	-	2,548	2,548
Total		70,912	11,168,237	11,239,148
Expenditure on:				
Raising funds:				
Commercial trading operations		-	2,763,234	2,763,234
Other fundraising costs		-	1,967,574	1,967,574
	6	-	4,730,804	4,730,804
Charitable activities				
Cost of operation of the North West Air Ambulance	6	158,389	6,717,264	6,875,653
Total	6	158,389	11,448,068	11,606,457
Net Income		(84,477)	(279,832)	(367,309)
Other recognised gains				
(Losses)/gains on investments	12	-	17,679	17,679
Net movement in funds		(87,477)	(262,153)	(349,630)
Reconciliation of funds:				
Total funds brought forward		170,709	17,857,181	18,027,890
Total funds carried forward	15	83,232	17,595,028	17,678,260

NORTH WEST AIR AMBULANCE

England & Wales - Charity number 1075641

Accounts

NORTH WEST AIR AMBULANCE

TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS

For the year ended 31 March 2022

NORTH WEST AIR AMBULANCE

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NORTH WEST AIR AMBULANCE

CHAIRMAN'S INTRODUCTION AND REPORT AND REVIEW OF ACTIVITIES

A warm welcome to our annual review.

Firstly, on behalf of all our patients and their families, may I say thank you to all our wonderful supporters for their ongoing commitment to ensuring our Charity can continue to 'fly to save lives', and guaranteeing we are able to 'bring the hospital' to the most critically ill and injured patients, across the whole of the North West, 365 days a year.

Patients are at the heart of everything we do, and ultimately at the heart of every decision we make. They are 'Our Why' we exist, but it's because of our wonderful people that we are able to make the life saving difference we do.

I want to take this opportunity to thank every member of staff, crew, and volunteer for being #NWAAmazing. Whether it's on the front line carrying out life saving medical interventions, or behind the scenes, everyone is part of the same crew, 'One Crew', together saving lives.

As we emerge from the Pandemic, it is imperative we remain fit for purpose and fit for the future, ensuring we have the right level of funds and our income is sustainable, so we can deliver our clinical ambitions with confidence.

This year:

- we agreed an ambitious five-year income and engagement strategy to ensure financial resilience and significantly grow and diversify our income streams.
- we agreed an upfront investment in new talent, enabling the early recruitment of 13 new roles ahead of the next financial year as part of delivering this strategy.
- we made the commitment to invest in our first ever multimedia brand awareness campaign, including radio, billboards, and social ads across the North West.
- we undertook a robust competitive tendering process for renewal of our helicopter fleet. The contract was awarded to Babcock securing another 7 years of future proofed service delivery.

Engaging with our staff and volunteers and ensuring everyone has a voice is essential to making sure we have the right culture where everyone feels valued, part of a team and has the opportunity for personal growth.

This year:

- we have facilitated hybrid working.
- we held our first ever annual staff conference and values awards.
- we conducted our first external staff engagement survey.
- we reinvigorated our Employee and Volunteer Forums.

We continue to take a 'digital first' approach to all that we do with the upmost consideration to digital security and data governance compliance.

This year:

- we have improved our range of digital payment options, keeping on point with the growing use of contactless payments, and simplified the payment process, making it seamless across all platforms.
- we developed our clinical HEMSbase system so our hospital partnerships can record patient outcomes. This is a first for us and is vital for making evidence-based decisions to assess and evolve the care we provide.

Clinically our service continues to go from strength to strength. All our Paramedics have been upskilled to Critical Care Paramedics (CCPs) and now have the capability to administer specialist drugs such as ketamine as well as carry out surgical interventions, such as sedation and thoracotomies, interventions which previously have only been carried out by our consultant level doctors.

NORTH WEST AIR AMBULANCE CHAIRMAN'S INTRODUCTION AND REPORT AND REVIEW OF ACTIVITIES

This year:

- we continued to equip our crew with the most advanced medical equipment, one example of this is the ultrasound scanner; a pocket-sized portable, hand-held, full body scanner, which connects to a smartphone.
- we developed our Patient Aftercare service in both Aintree and Preston Hospitals, to provide support and clinical advice to NWAA patients and families, and to provide us with essential valuable patient data. This service will be fully established across all Major Trauma Centres during 2023.
- we trialled and introduced an evening car response service between October 2021 - March 2022, between 1800-0200 each Friday and Saturday.

In shaping the future of our Charity, our aspiration is to lead the way in bringing the hospital to the patient and to this end we have big, brave, and bold aspirations over the coming years.

This annual report will inform you further of the achievements, challenges, and performance of our Charity over the last 12 months, in line with our 2018- 2023 strategy, all of which have been made possible thanks to the dedication and commitment of all our supporters, staff, crew and volunteers.

Together we continue to make a life saving difference!



Mr A G Jude

Chair, on behalf of the Board of Trustees

NORTH WEST AIR AMBULANCE

Legal and Administrative details

North West Air Ambulance ("the Charity") is a registered company and is registered with the Charity Commission. The Charity was incorporated on 12 April 1999.

Charity registration number: 1075641

Company registration number: 03752544

Chair of the Trustees: Allan Jude

Bankers:

The Co-Operative Bank plc
1 Balloon Street
Manchester
M60 4EP

Barclays Bank plc
48b & 50 Lord Street
Liverpool
L2 1TD

Registered Auditors:

Crowe U.K. LLP
The Lexicon
Mount Street
Manchester
M2 5NT

Registered and Principal Office:

Stanley House
North Mersey Business Centre
Woodward Road
Knowsley
Merseyside
L33 7UY

Key management personnel:

Ms Heather Arrowsmith – Chief Executive Officer
Ms Emma Pridgeon – Director of Finance and Resources (resigned February 2022)
Mr David Briggs – Director of Operations
Mrs Sarah Naismith – Director of Income and Engagement
Mr Roger Brown – Director of Finance and Resources (appointed February 2022)

Trustees:

Mr A G Jude (Chair)
Mrs K J Spencer
Mr S E Meehan
Mrs D J Smith
Dr R C Hall (resigned 7 July 2021)
Mr D R Head
Dr S J Mercer (appointed 6 October 2021)

NORTH WEST AIR AMBULANCE

Legal and Administrative details

Investment Advisors

Isio Manchester
One St Peter's Square
Manchester
M2 3AE

NORTH WEST AIR AMBULANCE

Trustees Report

The Trustees, who are also Directors of the Charity for the purposes of the Companies Act, submit their annual report and audited financial statements for the year ended March 31, 2022. The Trustees have adopted the provisions of the Statement of Recommended Practice 2019 (SORP) Accounting and Reporting for Charities second edition, October 2019, in preparing the annual report and financial statements of the Charity.

The North West Air Ambulance (NWAA) was set up as a company limited by guarantee in 1999. It is governed by a Memorandum and Articles of Association, which were amended in 2017 to update the appointment and tenure of Trustees, objectives, and inclusion of training as a future area where the Charity could be involved. Further changes covering election terms and voting processes were made in 2019.

The objectives for which the Charity is established are:

- The relief of sickness and injury and the protection of human life by the provision or support of an air ambulance service in Lancashire, Cumbria, Greater Manchester, Merseyside, Cheshire, and such other areas as the Trustees may in their absolute discretion determine from time to time
- The provision of training and education in matters relating to the relief of sickness and injury and the protection of human life

The Charity is supported by North West Air Ambulance Promotions Limited, a trading company (primarily shops) and the Friends of the NW Air Ambulance Lottery CIC (Community Interest Company) which runs the Charity's Lottery. Both companies were set up and have the objective of raising funds and/or generating awareness of the Charity and are subsidiaries of the Charity.

PERFORMANCE SUMMARY

FINANCIAL PERFORMANCE

The Charity group had a consolidated deficit for the year of £349,630 (2020/21 £1,994,506) but with increased income and costs and a decreased gain on investments.

Summary Financials	1/4/21 to 31/3/22 £k	1/4/20 to 31/3/21 £k
Donations & Legacies	4,062	4,451
Other trading activities	7,174	5,964
Investments	3	9
Total income	11,239	10,425
Commercial trading operations	2,763	1,926
Other fundraising costs	1,968	1,293
Charitable activities	6,876	6,202
Total expenditure	11,606	9,421
Net income	(367)	1,003
Gains/(losses) on investments	18	991
Net movement in funds	(350)	1,995

Total income increased from £10,424,700 to £11,239,148, driven by the increase in retail sales, as shops were able to open fully from April 12th, 2022, following closures due to Covid restrictions. Fundraising activity increased as the year went on, with events finally taking place as restrictions lifted.

Shops opening meant only a small amount of grant funding was received, compared with last year, and furlough funding ceased once staff returned to work. Commercial trading costs returned to normal levels, with all shops opened and full activity taking place. Unfortunately, three shops had to close during the year,

NORTH WEST AIR AMBULANCE

Trustees Report

incurring additional dilapidation costs as per the lease agreements.

Fundraising activity slowly returned, with events costs increasing slightly in comparison to last year. Canvassing activity was allowed to start again, with elevated levels of recruitment for Lottery plays during the year. Efforts were made to increase regular giving, with a second approach if supporters didn't initially want to play the Lottery. This was canvassed separately later in the year.

With Covid restrictions ceasing, mission numbers increased as did normal day to day activity. Additional operational costs were incurred as evening car trials carrying Doctors and paramedics took place during weekends. Its success has led to it being rolled out further during 22/23.

Staffing levels returned to normal, with significant recruitment taking place to bring fundraising teams back to full capacity to meet the expected increase in demand for events and renewed support.

There was a small gain in investment values in contrast to the notable increase in the previous year. However, the valuation dipped significantly in Q4 as global economic events caused increased volatility in the markets. Further fluctuations in investment values are expected for the remainder of the 22/23 Fiscal Year (FY).

As planned, another response vehicle was purchased to replace an older vehicle, with other capital expenditure focusing on medical equipment replacement. Some equipment for community use was scarce and could not be purchased during the year.

Total income increased from £10,424,700 to £11,239,148

Retail development

The promotions business returned with a successful year compared with the difficulties experienced during the Covid pandemic restrictions. All shops were opened from April 12, 2021, with good sales levels across most shops.

Two shops were marked for closure during the year as the leases were due for renewal and they were deemed to be uneconomical to remain open. A third shop closed due to forced action by the landlord. Despite the loss of these three stores, the surplus for the year far exceeded pre-covid returns. Retail was also restructured during the FY21/22 seeing several changes made to capitalise on synergies and improvements to streamline the Retail operation. These being:

- To restructure the senior management of the Retail operation, merging it with that of Facilities Management. To capitalise on the synergies between these two functions.
- To create a second Regional Manager South role to provide all shops with closer, more effective line management.
- To create an On-Line Manager Role to bring together the Donated Stock and On-line functions to ensure a smooth and integrated operation.

Results of subsidiary companies and group

The results of the Charity Group are summarised in the Statement of Financial Activities, and those of the subsidiary companies in the notes to the Financial Statements.

CHARITABLE OPERATIONS

Clinic impact – CCPs, Helicopter, Evening Car, Expansion of service

What we've done

NORTH WEST AIR AMBULANCE

Trustees Report

Extended our Service Level Agreement (SLA) with North West Ambulance Service (NWAS)

Building on a strong relationship and strategic partnership with NWAS, in December 2021 we extended our Service Level Agreement (SLA) for another five years. NWAS provides Critical Care Paramedics (CCPs), Doctors, Medical Director and Consultant Paramedic, Care Quality Commission registration and all aspects of clinical governance for NWAA. It also provides clinical strategy and supports NWAA's clinical aspirations, such as service delivery expansion, clinical team skills, and development pathways.

Introduced Critical Care Paramedics (CCPs) into the team

To enhance and further develop the clinical capabilities of the NWAA crews, investment was made into upskilling existing Paramedics to become CCPs, with NWAS and a partnership with Bangor University providing the academic structure. All NWAA Paramedics now work operationally as CCPs, with the majority still undergoing academic study/sign off.

This brings huge patient benefits with CCPs offering additional surgical skills including airway management but, crucially, being able to administer additional specialist drugs such as ketamine. The CCPs pathway for NWAA Paramedics has also enabled us to amend the terms and conditions of employment meaning all CCPs are now on a permanent secondment with NWAA, instead of having to reapply every two years to remain in post.

Upskilling: All NWAA Paramedics now work operationally as CCPs

Renewed our aviation contract to future-proof the service

Our strategic partnership with existing aviation services provider Babcock Aviation Limited, continues after a brand new contract was agreed, following a robust market test and procurement process, with support from an external aviation expert, which resulted in five bidders and more than 10 potential options being explored. This will provide a future -proofed turn-key aviation service, until at least 2029.

Babcock, who have partnered with NWAA for more than 20 years, proved to be the most appropriate solution, matching the current and potential future needs of NWAA, while enabling service delivery of the clinical strategy. The contract will see two of the existing helicopters upgraded and another replaced with a newer Night Vision Imaging Systems (NVIS) capable aircraft, which would enable us to respond via aircraft at night.

Introduced new and innovative equipment such as...

Schiller Monitor: Having previously used the Lifepak15 monitor which was heavy, cumbersome, and technologically limited, we conducted clinical trials on three alternatives. The Schiller Monitor was chosen for its advanced technology, its ability to communicate with other pieces of clinical equipment - and potentially hospitals - with patient information, and because it weighs less than half of the Lifepak15. We've bought seven monitors, one for each aircraft and vehicle.

Arterial Lines: These were introduced alongside the Schiller Monitor to help measure vital signs/levels more accurately. We bought additional training equipment, and training was conducted in-house by NWAA highly skilled, Consultant Level Doctors.

Butterfly ultrasound equipment: Used by the Doctors, with training ongoing to potentially enable use by CCPs, Butterfly iQ+ (Butterfly Network Inc) is a pocket-sized portable external ultrasound scanner. It's a handheld, single-probe, whole-body ultrasound system, powered by a single silicon chip which connects to a smartphone.

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Trialed and introduced an evening car service

An evening car response service was trialed by NWAA for six months between October 2021-March 2022, using an evidence-based approach, and supported by work previously commissioned with Lancaster University. Based at Barton, it delivered Enhanced Pre-Hospital Care (EPHC) by either Doctor and CCP, or two CCPs, between 1800-0200 each Friday and Saturday. The trial, validated by an academic clinical study, supported the evidence-based approach, and demonstrated a need for such a service within the North West region. The service delivery model has been adopted as a permanent feature with plans to expand capacity in the coming year, supported by additional clinical recruitment.

Our Crew

Within the last four years the number of NWAA Clinical staff has more than doubled, and within the last 12 months there's been an increase of four CCPs and another four Consultant Level Doctors.

Current Clinical Staffing	1/4/21 to 31/3/22	1/4/20 to 31/3/21
Doctor	22	18
CCP	18 moving to 20 in Dec 2022	16
Pilot	7	6
Engineer	3	3
Bank Paramedic	7	5

All clinical staff are provided via an SLA with NWS. Doctors typically work two days per month with NWAA, with CCPs on full-time, permanent secondment to NWAA. Bank Paramedics are used to cover ad-hoc sickness, and Pilots and Engineers are provided via Babcock.

The Difference We Made to Our Patients

The tables below show the activity levels for the last two years.

Table 1 – Number of Incidents, Patients and Treatments

Number of Jobs	1/4/21 to 31/3/22	1/4/20 to 31/3/21
Total number of jobs	2,690	2,524
Number of patients	1,206	1,107
Number of RSTs (Rapid Sequence Intubation)	136	125
Number of intubations without drugs	97	79
Major haemorrhages	72	50
Blood plasma patients	72	52

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Table 2 – Number of Incidents by Job Type

Number of Jobs – by type	1/4/21 to 31/3/22	1/4/20 to 31/3/21
Accidental injury	660	713
Road traffic collision	753	656
Medical	609	447
Assault	282	300
Other	67	68
Intentional self-harm	177	211
Sport / Leisure	95	50
Transfer	16	42
Other transfer	20	17
Exposure	11	20
Total	2,690	2,524

Table 3 – Number of Jobs by Region

Number of missions – by county	1/4/21 to 31/3/22	1/4/20 to 31/3/21
Cumbria	150	111
Lancashire	835	716
Greater Manchester	918	1,000
Merseyside & Cheshire	760	669
Other	27	78
Total	2,690	2,574

Our Plans for the future – What is next

Introducing blood on board to all our aircraft and response car teams

The capability to deliver blood, via the EPHC model, was introduced into NWAA in January 2019. Since then, more than 200 transfusions have been given, making a significant impact to the chances of survival for patients across the region. The current operating model is provided by the Doctor-led team, either via aircraft or critical care response car, and supported by a strategic partnership with Manchester Blood Bikes (a charitable organisation) and Salford Hospital Blood Service. Blood products are provided by Salford Hospital via a (SLA) and delivered daily and on request to Barton Airbase by volunteers.

We plan to expand the current capacity to deliver blood by the Doctor led aircraft, by increasing its use to enable both Doctor and CCP led aircraft and response vehicles. This is a challenging and ambitious goal, supported by NWS whose clinical governance and procedures underpin all essential ethical and governance requirements, blood is planned to be available on all platforms by Q1 of 2023. This will ensure an equitable blood transfusion service.

More than 200 transfusions have been given

Increasing our service delivery by providing 12-hour cover on each aircraft daily

From October 2022, all aircraft will operate for a period of 12 hours each, something previously only provided via the Doctor-led aircraft.

The Doctor-led aircraft will continue to work from 08:00-20:00, 365 days a year. Previously, helicopter

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provision, staggered seasonally across the day to provide maximum flying potential, covered 10 hours on each of the two CCP-led aircraft. The increase allows for a more robust staffing model and better work-life balance for crews and raises coverage of enhanced pre-hospital care by a total of four hours per day.

From October 2022, all aircraft will operate for a period of 12 hours each

Bringing online upgraded helicopters

As previously outlined, the helicopter contract with Babcock has been renewed and the scope of the contract changed significantly to enable delivery of the NWAA clinical strategy. The upgraded and replacement helicopters will be introduced in a phased approach, between April-November 2023.

The new contract will see increased performance for two of the existing aircraft, giving a payload increase of 115kg which can be used to carry additional fuel, equipment, medical trainees/observers, and potentially a parent and child at an incident.

All aircraft will benefit from brand-new medical-fit interiors, including:

- The latest ergonomically beneficial stretchers, to aid both crew-loading procedures and patient treatment/comfort
- Improved seating and lighting
- Additional storage solutions

Although not possible with the three existing airframes, the replacement aircraft will have the ability to operate at night, should an evidence-based study (timeframe to be confirmed) suggest this as a future option.

To support operational resilience, the new contract includes a dedicated, NWAA- branded, back-up aircraft to provide cover during planned maintenance or ad-hoc prolonged downtime. The current service delivery standards for aircraft and pilot availability sit at more than 98%. Another added benefit of the new contract is the provision of a dedicated seventh regional pilot to support the existing team of six, along with the pool of available touring pilots provided by Babcock.

Finally, with a digital-first based approach, all three helicopters will have the ability to operate as a data flight cell, meaning patient data can be transmitted while in the air, representing a huge step forward in the aligned use of digital-based solutions and improvements to existing working practices.

Digital

Moved to software-based rostering

A bespoke software solution has replaced and upgraded the complex and previously demanding manual task of creating a robust roster, saving time and resources. The much-welcomed digital step forward offers further options and shift scenarios and has been used to provide accurate workforce planning needs in terms of CCP headcount.

The system, which was used to define the crew working patterns and is available for at least the next two years, was made possible by a supporter donation which helped with both the purchase and ongoing contract for a total of three years.

Expanded the use of our Asset Management system “Asset Panda” to include stores and drugs

NWAA uses a cloud-based asset management system which has been gradually introduced over the last two years to control the difficult and often time-consuming task of clinical consumables and

NORTH WEST AIR AMBULANCE

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drug stock management. The equipment is currently used successfully to manage all clinical equipment/daily checklists, and will be broadened to cover IT, Retail, and Health & Safety, within the next 12 months.

Working towards paperless patient records (EPRF)

An initiative to go paperless for patient records is a key objective because it will save crew time on re-typing the same information and enable a more seamless and secure transfer of patient sensitive data. We are working in partnership with NWS on a trial to integrate our patient reporting system (HEMSBASE) with NWS's direct access system, so receiving hospitals can be provided with secure, timely and relevant information electronically.

Purchasing Schiller Monitors that can talk to other pieces of kit

NWAA will provide crews with the most advanced and innovative medical equipment available. Any decisions to purchase clinical equipment are based on how much it will affect patient outcome, so any opportunity to work digitally and, so, more effectively is also factored in. As outlined in the 'upgraded helicopter' section, by using a digital approach the more technologically advanced equipment will be able to transmit data to a receiving hospital while still in the air, saving time and providing the hospital with a much-needed heads-up. Even marginal gains like these will improve patient outcomes.

NWAA Patient Aftercare

How Does it Work?

A consideration in our approach, is to enable an integrated and joined up way of working with our receiving hospitals, focusing on the six Major Trauma Centres (MTCs) across our region.

A Patient Aftercare service has been established in both Aintree and Preston Hospitals, the two busiest in terms of receiving NWAA patients are in the process of rolling this service out across all regional MTCs and will have this fully established during 2023. The aftercare service provides the following:

1. Immediate clinical feedback to our crews, via hospital based Major Trauma Practitioners (MTP), funded by NWAA, and acting on behalf of NWAA
2. Support and Clinical advice to NWAA patients, families and loved ones
3. Essential valuable patient data via Trauma, Audit and Research Network (TARN) submissions, this data is essential to evidence and support via research, the real difference NWAA makes to its patients.

Next Steps

- Fully establish and embed at each location
- Introduce a manager role to oversee
- Begin use of TARN data via research team

FUNDRAISING

The Trustees of the North West Air Ambulance Charity are committed to a responsible approach to fundraising, treating donors and fundraisers respectfully and fairly, so they feel valued and free to donate if, when and how they wish to. We adhere to the Fundraising Regulator Code of Practice in all fundraising activity. The Charity is supported by North West Air Ambulance Promotions Limited, a trading company (primarily shops), and the Friends of the NW Air Ambulance Lottery CIC, which runs the Charity's lottery, its largest income stream.

NORTH WEST AIR AMBULANCE

Trustees Report

The Charity is registered with the Fundraising Regulator and complies with its Code of Fundraising Practice. The North West Air Ambulance Charity relies entirely on donations to fund our work. Without the public's generosity, taking part in our weekly lottery or becoming regular donors, we would not be able to provide our life-saving service.

We value their support, so we work very closely with carefully chosen fundraising agencies to make sure anyone who is fundraising on our behalf represents our organisation and our work to the highest standards.

We are open about how we raise our funds, and we proactively engage with the Fundraising Regulator so that any concerns can be highlighted and addressed as a priority.

Our fundraising follows the Code of Fundraising Practice, and we provide training and inductions for new employees as well as implementing compliance policies to reduce the risk of any breaches of fundraising guidelines.

Throughout the year we have adopted an innovative approach to fundraising, which you can see detailed in this report. We have also looked at diversifying our ways of generating income, to ensure sustainable funds for the future.

The North West Air Ambulance Charity relies entirely on generosity of the public to our work

Overall, income from Charitable fundraising finished slightly below the target of £1.83m, at £1.78m, just £43k behind. Initially it seemed supporters were not quite ready to attend events, but regular giving increased rapidly during the year as Direct Debit sign-ups proved very successful.

Community & Events

Community:

The Community & Events team have launched a five-year strategy to increase income by 302%

Community support plays a vital role in our operation, so we are keen to actively strengthen existing connections and create new ones. In 2021/22 we recruited a new team of Regional Fundraisers and a Fundraising Assistant to support fundraising activity in communities across the North West, raising the Charity's profile and awareness of the work we do.

In order to maximise funds raised through static collection tins, we introduced a new policy which maps out their locations and helps us develop new improved ways of collecting donations. We are focusing especially on contactless technologies making it easier for people to give, as day-to-day transactions become increasingly cashless. We are also investing in opportunities to extend our supporter base and attracting a younger demographic, including working more with schools and colleges.

What's Next:

Our Community Team will continue to establish relationships with schools and will launch a new Schools Fundraising Presentation and Lesson Pack attract more support from the education sector. We will also be holding our first crew Q&A sessions at colleges and universities so we can engage directly with students to increase understanding of our work and our Charity status.

Having a presence at high profile events across the North West such as the region's 10k race calendar and other mass participation events, will help us to connect and steward existing and new potential supporters, and raise awareness about our Charity, so we plan to continue to expand our events portfolio in this way.

We intend to implement an In Memorium marketing strategy and stewardship programme. This new initiative

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will see us build relationships with bereaved family and friends of patients treated by our Charity, and those who simply want to support us as a Charity following the loss of a loved one. We will do this by working with funeral directors and crematoria, and by making the best use of digital marketing platforms such as MuchLoved which specialises in stewarding In Memorium fundraising communications. In parallel with our new website, we launched our MuchLoved site where supporters can create tribute pages in memory of a loved one.

Social media and new technology are playing an ever-present and increased part in everyone's lives, so we are embracing the introduction of digital solutions and innovations to create new opportunities for people to support us and to steward our fundraisers – that includes launching the Charity's first Facebook Challenge engaging and recruiting new audiences with a call to action to walk 280,000 steps in February. Investment in new contactless payment devices as an alternative to collection tins/buckets will also help us use the latest technology to give our supporters the best quality experience.

We plan to increase the Charity's presence in new online spaces such as online fundraising platform Enthuse, which will allow more seamless journeys for event participants, from the point of registration to creation of fundraising pages and automated, behaviour-driven stewardship journeys and incorporate digital elements into our Christmas 2022 campaign including virtual Christmas cards.

The Charity continues to look at new and innovative ways to fundraise.

Events:

A Calendar of Events for the current year and ahead will be created by a new dedicated Events team. Our events will be designed to appeal to both existing and new audiences, and will be promoted via our website, social channels, retail, and our supporter and volunteer networks.

We will embark on our first year of our ambitious five-year strategy to increase our gross income from Community & Events activity by 302% from £600k in the current year to £2.4m by 2026/27.

The Cross Bay Walk, which is a guide led, sponsored walk across the sands between Arnside and Grange Over Sands in Lancashire was one of the 2021/22 highlights, with more than 300 people stepping out to support our Charity.

What's Next:

The Events team will expand, and our events portfolio will be further developed and will deliver diverse calendar in line with the five-year strategy, including developing bespoke events – digital and physical, with the objective of achieving our ambitious income targets, but also to attract a new younger demographic of fundraisers, an audience which offers new opportunity for the Charity as identified by a brand audit which was conducted earlier in the year.

High Value Giving

Major Gifts:

Major Gifts is a relatively new pipeline for 21/22 with a few existing major donors to the charity giving above £5K. The five-year strategy enables investment in this area mainly in terms of recruitment. 2021/22 saw the Charity introduce a new Ambassador Programme which will introduce the Charity to new audiences which have the propensity to make a high value contribution to the Charity.

What's Next:

The aim is to expand the Ambassador Programme from five to ten. Develop a schedule of Major Donor

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events to increase income and awareness and increase the prospect pipeline of Major Donors with continue to deliver a strong stewardship plan for all Major Donors.

All activity will support the growth of our five-year strategy, as we look to recruit a Major Gifts Fundraiser and Stewardship Co-ordinator in 22/23. This additional resource will support the growth of Major Gifts income through research, donor mapping and the delivery of the highest standard of stewardship which will result in increased donor loyalty.

Trust & Foundations:

In 21/22 in line with the five-year strategy the Charity moved away from a part-time, external consultant-led approach to Trust and Foundations fundraising. The intention was to realise the identified potential for this income stream. The Charity successfully recruited an in-house full-time experienced Trusts & Foundations Fundraiser which has resulted in the Charity submitting larger, unrestricted grant opportunities both regionally and nationally and increase applications.

What's Next:

With experienced resource in-house in place the ambition is to build strong long-term relationships with grant giving Trusts and Trustees which will result in an increase in multi-year pledges and provide excellent stewardship by encouraging base visits and impact reports.

Corporate:

After a challenging couple of years for business, re-engagement with our corporate supporters was a focus for 2021/22. A key focus was to work closely with the Operations Team to develop a detailed project list which would enable the Corporate Team to approach companies across the region with potential sponsorship opportunities which are in line with the Corporate Social Responsibility policy and their level of giving. The team also supported other areas of the Charity with companies being approach for Gifts-in-Kind which resulted in product being donated to our shops.

What's Next:

In 22/23 we plan to develop the project list further, and focus on securing long term partnerships, sponsorships, and Charity of the Year Partnerships with leading corporate organisations across the region. The intention is to recruit and experienced Corporate Fundraising Manager to lead the team to deliver its ambitious income growth over the next five years.

Our aim is to be the preferred Charity to support for businesses and staff across the region.

Individual Giving

In 2021/22, the charity introduced a new direct debit facility to enable supporters to make regular donations via their bank accounts. We have seen strong growth in this area, with further initiatives planned for next year to help the charity acquire and retain supporters.

Like all not-for-profit organisations, the Covid19 pandemic had a significant impact on the charity's fundraising capabilities. A cross departmental working group was created to introduce an appeal which would be both online and offline. The campaign proved very successful, exceeding its income target by 300%

We also tested some cold acquisition campaigns which performed admirably, generating income and new names which the charity can market to in future.

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A new online donation page was created with support from an external agency. The platform has enabled the charity to provide its supporters with a variety of ways to donate which includes Debit/Credit Card/PayPal/Google & Apple Pay. We can also develop campaign specific donation pages with ease. The previous page only offered PayPal as a solution.

What's Next

It's important that we understand how and why people give to our Charity so we can best attract and retain their support.

We plan to use several initiatives to give us this insight including developing a forecasting model for regular giving recruitment and retention, and comparing an appeal made within Skylines against one made in a standalone mailing.

Developing a four-way cold mailing test will allow us to explore the cost effectiveness of non-face-to-face options. We will also develop a supporter journey retention programme specifically for anyone in their first year of regular giving.

We will explore opportunities to convert active cash donors and lapsed lottery givers to regular monthly giving and develop a new creative agency relationship.

Supporter Engagement

The Supporter Engagement team is often the first point of contact in the Charity for supporters, potential donors, and members of the public.

The team is responsible for managing a variety of people, engaging with supporters by phone, email and in writing about a wide range of enquiries, ensuring these are managed in accordance with our customer service standards.

Throughout 2021/22, the Supporter Engagement team received regular training on the licencing conditions and codes of practice (regulated by the Gambling Commission) and regularly conducted audits of all internal processes and procedures to ensure it continues to successfully deliver an efficient and first-class supporter experience for the Charity.

What's Next

In 2022/23, we will be reviewing potential contact centre solutions to help us better manage calls, emails, live chat, and Social Media interactions through one platform.

There will be a continuation of the existing training programme, with additional activities undertaken in relation to streamlining internal processes.

The Supporter Engagement team will also lead on a project to procure a new CRM - one which will target and build relationships with new and existing supporters, view our audience holistically, track and improve marketing performance and integrate with our fundraising platforms.

Lottery

The lottery company is licensed by the Gambling Commission.

The lottery company recruits players primarily door-to-door and in privately owned venues. It provides extensive training to its representatives on areas of social responsibility, including dealing with vulnerable people, and all canvassers are registered with Dementia Friends. The Charity ensures high standards of

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ethical behaviour from external representatives at all times, with regular reports and details of each canvasser's training and meetings taking place to review concerns and discuss performance, as well as updates on our charitable activities. In addition, NWAA runs inductions for canvassers on their role as Charity Ambassadors, and this includes strict protocols which mean they cannot enter people's homes or approach sheltered accommodation. Canvassers are instructed to walk away from anyone who does not engage or shows any sign of vulnerability. NWAA also has its own Social Responsibility in Gambling policy.

The CIC has a remote lottery license. This enabled some growth and acquisition of the lottery during the year through alternative routes to market such as telemarketing campaigns, social media, and the website. We have introduced welcome calls, where new players are thanked for their support and asked about their experience with the canvasser to ensure they were happy to sign up.

It is recognised that with the enhanced license comes further regulatory responsibility and therefore we have developed a wide-ranging lottery assurance plan, including the requirement for a further audit of processes, responsibilities, and procedures by a third party to ensure our processes and plans are robust. We have also strengthened our staffing resource in this area. Key objectives - Our aim is to make our weekly lottery as appealing as possible, by improving the player experience, increasing winnings, and engaging regularly, so players keep playing. Online marketing and positive exposure will also help us to expand the age demographic of weekly lottery players.

While focusing on increasing the number of players, we are of course committed to ensure we continue to deliver the highest level of compliance in line with the Gambling Commission's regulations which was confirmed by an external lottery audit in January 2022.

Weekly Lottery

In 2021/22, we increased capacity within our lottery team by appointing a new Lottery Promotions Officer to manage acquisition and retention campaigns, also support with compliance aspects of our lotteries.

We introduced Lift Off Lotto welcome calls three months after signup - feedback has been excellent from recipients so far and we hope this will help stem attrition rates.

Further initiatives have been undertaken to help retain and reactivate players, these include emails sent at six months and twelve months since lottery player sign up.

We have successfully updated and distributed new canvasser packs to provide our professional fundraising agency with more relevant information to better sell the lottery to new players.

What's Next?

As part of our continuous efforts to improve the experience of our lottery players in 2022/23 the Charity plans to appoint a highly reputable External Lottery Manager (ELM) to look after its weekly lottery operation. The ELM will deliver services including weekly lottery draws, customer service, support for players, distribution of winners' cheques, and communications in line with our lottery player supporter journey.

We also intend to launch a new Lift Off Lotto webpage through the appointment of a design agency. Players will be able to sign up to our Lift Off Lotto and choose to round up their play with an additional donation which we can claim Gift Aid against.

A Direct Response Television (DRTV) campaign will use digital channels to promote our Lift Off Lotto. We plan to appoint a creative media company to introduce video advertisements for platforms such as YouTube, encouraging people to play through our new microsite

We will create a telemarketing campaign to encourage lapsed players to re-join the Lift Off Lotto, utilising

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the new ELM to support the delivery of a robust supporter journey.

We will continue to look for ways to increase our Lottery offer, undertaken horizon scanning and through conversations with potential partners who can offer a new gaming product which the charity can add to its portfolio.

Seasonal Raffle

Income from our Season Raffle remained positive throughout 2021/22 - a redesign of the existing collateral was completed to entice more supporters to participate. Draw tickets continued to be sent alongside the charity's newsletter, Skylines.

We conducted data analysis and insight on players to help us shape activity for 2022/23. Furthermore, we also spoke with various other charities to understand their approaches to further develop the product and maximise income.

What's Next:

In 2022/23, we will be creating a profile of responders from previous stand-alone raffle campaigns to help us build a stronger picture of the best cold audiences to target on future campaigns.

Our Seasonal Raffle has had a revamp so now it has become a twice-yearly mailing which is separate from the Skyline newsletter, meaning our raffles can be sent to a cold audience.

Seasonal raffle tickets will also be available to purchase online from our website for the first time.

Legacy

Our involvement in the National Free Wills Network and Freewills.co.uk, which give supporters the opportunity to write their will for free, allows us to start the legacy giving conversation and introduce it as a way to support us.

These dedicated weeks, promoted in October 2021 and March 2022, received a positive response, encouraging supporters to move from considering making a pledge in their will into taking action.

In November 2021, we introduced a legacy event at Brockholes Nature Reserve in Lancashire which was attended by 131 guests, generating six legacy enquiries and one-off donations totalling £6.8k.

What's Next:

We intend to recruit a dedicated Legacy Marketing Officer, and a Legacy Administration Officer to the Charity. To maximise the opportunity for income within the Legacy income stream. The new team will collaborate with teams across the Charity to build and internal culture of legacies and make sure legacy conversations are introduced to supporters at the appropriate stage of their journey with the Charity.

In 2022/23, we will see more Legacy Marketing Events take place at our air base in Barton the focus will be to show our supporters the impact a legacy makes to the work we do.

We plan to develop campaigns through our shops, online, by post and email, to raise awareness and encourage supporters to make a pledge in their will.

Marketing, Communications & PR

2021/22 saw the launch of the Charity's new website in August 2021. This was a major project for the Charity and involved all teams across the Charity. The new site has allowed us to engage with our supporters more

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effectively and will future-proof the Charity as new digital innovations evolve.

We recognise we need to make it as easy as possible for people to learn about and support what we do and the impact we have. During 2021/22 our objective has been to invest in digital marketing and develop a one-click approach to everything. This will continue throughout the next five years.

Our supporter e-newsletter, launched in 2021-22, and now has a reach of 29,000. 2021/22 also saw PR moving in house to support the growing team to share fundraising stories, as well as patient stories which highlight the incredible real-life outcomes of what we do.

Bringing PR in-house has meant that we have been able to improve how we monitor the Charity's media coverage and use a database of contacts to make sure our stories are circulated to the most relevant journalists regionally and nationally.

A brand audit was carried out to understand the level of awareness about our Charity across the region showed that, although people knew of us, they often did not realise we were a Charity that receives no government funding or that we are not part of the NHS. In response to this, Q3 and Q4 campaigns featured creatives to communicate the key message "we receive no government funding" across various channels. Hashtags featured in the creatives - #NWA Astonishing, #NWA Amazing and #NWA Awesome - proved particularly popular and #NWA Amazing continues to be a great asset to social copy, outside of the quarterly campaigns.

The audit results also highlighted opportunities to increase support, so going forward the focus will be on digital development, testing and trialling new and emerging digital concepts to expand our reach and supporter base significantly.

#NWA Astonishing, #NWA Amazing and #NWA Awesome

What's Next:

2022/23 will see a continued focus on digital marketing. An audit of our current digital and online marketing and channels will take place, and the results of the audit will inform a development plan which will be delivered over the next five years. A new Digital Marketing Manager will be recruited to drive our digital first strategy raising our profile and expanding our audience to include a younger demographic across the region.

Volunteer Engagement

As part of a developing programme of volunteer reward and recognition, NWAA celebrated individual length of service milestones across all volunteer roles, awarding certificates to volunteers for one, two, five, 10, 15, and 20 years' service and, for the majority, giving a face-to-face thank you.

The 2022 volunteer survey shows that NWAA volunteers are now more diverse, with 7% of those who responded coming from a non-white background compared to 0% in 2020. Volunteers say they're positive about their volunteer experience with us and continue to rate NWAA volunteering opportunities above 9/10.

Improved volunteer KPIs mean NWAA's community and retail volunteer base should grow so we're able to operate effectively and efficiently, not only maximising income for the Charity, but also offering a positive and engaging experience for volunteers and supporters.

Volunteer numbers dropped as less volunteers were required during COVID, but after recruitment during quarter four, volunteer numbers increased to 374. 125 of these were within fundraising and 249 volunteering in retail.

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What's Next:

We are committed to equipping our volunteers with easy and accessible ways to learn the skills they need to succeed and stay safe while they're volunteering with us. Updated online volunteer training will be introduced in 2022/23 and we will also explore specialist training for volunteers so that we can support personal development and meet specific needs in our retail operations.

Our first NWAA Volunteer Awards will also launch, giving volunteers the opportunity to receive formal recognition for their efforts. Staff and volunteers will have the chance to nominate anyone who they feel has shown outstanding commitment, dedication, and been an exceptional representative of our Charity.

New volunteer roles will be introduced with a focus on community engagement and research in our fundraising team.

NWAA is working towards achieving Investing in Volunteers status, completing an audit, and collaborating with volunteers and staff across the Charity to improve our volunteer programme.

Complaints and Compliments

Our complaints policy is available via our website, email, and via post. In 2021-22, seven complaints were received, of which four related to our fundraising. We take complaints very seriously – they provide the Charity with an opportunity to gain experience and take the appropriate action to minimise the risk of a recurrence. We also publish an internal complaints & compliments report which is shared with our Directors. By recording compliments and comments received from the public we can share the information with relevant staff, which supports our continual improvement of our supporter journey.

All our direct marketing communications contain clear instructions of how a supporter can easily opt out of receiving any further communication if they wish to. We are signed up to the Fundraising Preference Service to enable people to let us know that they do not wish to receive fundraising communications from us, and we received two requests from this service last year.

RETAIL

The Promotions business was able to achieve 50 weeks of sales after the final Covid lockdown, so recovery was ahead of expectations, delivering strong end of year results.

Three shops were closed within the year, two of them due to commercial decisions and one where the landlord required us to return the premises.

Staffing brought its challenges because of recruitment issues and Covid-19 sickness levels.

For most of the year, the Promotions business was brought into the Operations Directorate and there was a further Retail management change at the end of the year to create a more robust management structure.

GOVERNANCE

Organisation Structure

The Charity and its Promotions and Lottery subsidiaries are governed by the Trustees who are also Directors of the companies. The Trustees hold Board Meetings four times a year and, where necessary, hold occasional meetings and communications via tele and video conferences between official board meetings.

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Trustee Governance

Trustees appointed by the Charity are unpaid. They are appointed for a period of up to three years, and at the end of that three-year term, they may be re-appointed.

Trustees are selected for their abilities to make an effective contribution to the Charity, and key attributes and experience include:

- Business management
- Marketing
- Fiscal management
- Governance and Legal
- Medical/clinical experience
- Charity management

The Board of Trustees is chosen to reflect the diverse range of skills needed. The Charity undertook a review of the composition of the Board, considering the skills and experience mix required and those already in place, to ensure a good cross-section of skills and that the Board is not over dependent on individual Trustees in most areas. It can, therefore, expect a proficient level of resilience and challenge.

The Board recognises that, on occasion, this may require specialist input and assurance. It has, for example, ensured that it has external aviation support during the procurement of its helicopter provision; and it sought specialist support to review the challenges faced by the retail business during the pandemic.

The appraisal and self-assessment of Trustees has been put in place, which has fed into improving training and development for Trustees. Trustees are accountable for the operation of the Charity and its subsidiary companies; decisions regarding key risk, strategy, annual budget agreement and major purchases are reserved for the Board.

The overall Accountability Framework for the organisation, showing the Board and Sub Committee composition and their Terms of Reference, is agreed annually by the Board.

Governance Review

In 2021, Crowe undertook a review of NWAA's compliance and governance framework. The review was recommended by the Trustees in response to the updated 2020 Charity Code of Governance. The code of governance is not a legal or regulatory requirement but represents good practice.

NWAA was assessed against key areas including purpose, leadership, integrity, decision making, risk control, board effectiveness, EDI, openness, and accountability.

The report concluded that NWAA showed considerable evidence of compliance with the code in line with recognised good practice. Recommendations were raised for considerations by the Board about the organisation's development and enhancement, and these will be considered to future-proof governance arrangements.

Leadership Team (LT)

The running of the Charity and subsidiaries led by the Chief Executive is undertaken by the Leadership Team following delegated powers of authority.

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The Leadership Team is made up of:

- Chief Executive Officer
- Medical Director
- Director of Income and Engagement
- Director of Operations
- Director of Finance and Resources

The Medical Director is provided by North West Ambulance Service NHS Trust, a key strategic partner, as part of a service level agreement arrangement. The role is essential to manage and be held accountable for the clinical governance of the Charity. The position strengthens the revisions to the SLA and provides assurance to the Trustees that the Charity is operating in a compliant clinical manner and, accordingly, in their approach to risk.

Legal

Company Secretarial and Governance advice is provided by Brabners LLP.

Associations

The Charity is a member of Air Ambulances UK. The Association was established as a membership body for those organisations which form the air ambulance services in the UK, and extensive use is being made of the contacts with forums available for all AA CEOs, Finance Directors, Operations Directors, and Human Resources Managers.

Board Sub Committees

Finance Sub-Committee (FSC)

A Finance Sub-Committee, comprising two Trustees and members of the Leadership Team, meets quarterly to consider financial matters, risk management, investment management and information technology, and reports to the Board of Trustees accordingly.

From February 2022 the FSC receives monthly management accounts prior to distribution to the Board.

As the Charity continued to trade out of Covid, the Trustees of this committee and agreed other attendees met more frequently to monitor the potential fiscal impact on the Charity. As a result of careful financial stewardship, the Charity continues to carry reserves in excess of the current reserves policy.

During the year, the FSC recommended changes to the scheme of delegations for NWAA.

Governance Sub-Committee (GSC)

The Governance Sub-Committee continues to review all aspects of governance. It comprises two Trustees and members of the Senior Management Team, who meet quarterly.

Key matters taken to the sub-committee during the year are noted below.

The Compliance Framework Document (CFD) is a key NWAA governance tool. This is the internal framework which was created based on the Association of Air Ambulances (AAA) framework for a High Performing Air Ambulance Service 2013 and continually developed by NWAA. The CFD is updated and evidenced against the appropriate standards noting completed items. Further improvement is anticipated during 2022.

During the year Crowe's compliance team was asked to review the CFD.

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The outcomes of the May '22 CFD review were to include more up-to-date guidance on areas of compliance most relevant to NWAA, to review risk appetite, and to improve the CFD by cross-referencing. The report provided substantial assurance with recommendations including that a Trustee be appointed to lead on Safeguarding.

In June '21 the GSC reviewed the Statutory Health and Safety requirements to ensure compliance with the Operations Director having embedded H&S throughout the organisation and discussed the procurement process around the provision of the new aviation contract where NWAA appointed a subject matter expert to ensure a robust tender process.

Clinical Governance Assurance was discussed in Dec '21 and the Trustees were assured that robust compliance was in place. The provision of Clinical service delivery, and associated governance at NWAA, is achieved via a strategic partnership and Service Level Agreement (SLA) with North West Ambulance Service (NWAS). This relationship and agreement serve to mitigate the risk to NWAA by legally contracting the service to the relevant subject matter experts.

In Dec '21 the GSC noted that the Charity had revised the highest compliance level with the Gambling Code of Practice. Given the positive audit the committee agreed to the recommendation to move from bi-annual to annual audits.

The Charity has embedded a robust programme with several Audits as standard working practice across the organisation.

Clinical Governance Sub Committee (CGSC)

As per the Service Level Agreement (SLA) and to demonstrate compliance within the accountability framework, the North West Ambulance Service (NWAS) provides clinical governance and CQC registration for North West Air Ambulance (NWAA); the purpose of the NWAA Clinical Governance Sub Committee (CGSC) is to monitor and provide assurance regarding clinical governance provided by NWAS and to report to the Board of Trustees on all clinical and quality aspects of service delivery.

Supporting information for the CGSC is achieved via Clinical Governance review meetings, held monthly, and chaired by a member of the Clinical SMT. This forum allows for case review, professional discussion, and creates a positive learning environment. In addition, all clinicians, led by Clinical SMT, have been appointed a defined audit area to review and will support the methodology of and enable 'deep dive' key topic audit review.

Operations Sub Committee (OSC)

This committee scrutinises and reviews systems in place to ensure, monitor and improve the quality of operational service provided to support and facilitate clinical service delivery and the wider Charity. The active reporting of health and safety requirements will also move to be overseen here, along with oversight and guidance in relation to the above-mentioned helicopter contract review and renewal.

During the year, the committee discussed the following key matters noted below:

Additional fit-out costs relating to the Babcock additional items beyond the initial scope of the upgrade. The committee asked for a risk analysis for the Helicopter Terrain Avoidance System (HTAWS). This is designed to provide an additional safety measure for pilots by virtue of an audible warning when an aircraft exceeds defined safety parameters (vertical and horizontal planes).

Annual Healthy and Safety report including managing risk and carrying out risk assessments in the retail shops.

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NWAA and Babcock's development of a Crisis Communications Plan and collaboration regarding the robust plan being in place.

STAFFING AND RESOURCES

NWAA Culture and Values

The first NWAA annual staff conference was held in Q3, bringing almost all employees across the Charity together for a value added, memorable and enjoyable day. It was a major achievement in engaging and motivating our employees and a very welcome face-to-face experience following the prolonged Covid lockdowns.

We were also delighted to roll out our core NWAA Employee Values to everyone for the first time. With the support of our Value Champions, and following a nomination process, the presentation of the first Values Awards to employees took place at the staff conference.

Our values:

- We are passionate about saving lives
- We take ownership
- We never stand still
- We are one crew

The feedback from staff regarding the conference and the Value Awards was overwhelmingly positive and that will now give us a template for the future.

Employee Engagement Survey

The first Employee Engagement Survey took place in Q2 using the selected Best Companies 'b-Heard' survey to help us measure, recognise and improve levels of workplace engagement and give us a clear understanding of what we are doing well and what we might be able to do to be better.

The outcome of the survey identified the actions needed to make NWAA an even better place to work. Responding to the feedback provided by our employees. An inclusive approach was taken to develop an action plan incorporating feedback from staff.

Training & Development

Our e-training portal, which is predominantly for mandatory trainings, was upgraded to enable tracking of staff learnings. We were able to continue with essential training where it was necessary in a Covid safe manner from Q3 onwards.

First Aid training as an essential requirement was face-to-face and socially distanced, the IOSH Managing Safely course was conducted virtually with 100% success rate.

Staffing and Resources

Charity and Promotions took advantage of the Government's furlough scheme to help manage the impact of the restrictions on the Charity's financial position.

The Board of Trustees approved an Income and Engagement strategy which included 13 new roles to grow our income over a five-year period.

As expected, the staff attrition rates increased in 2021-22. This followed a successful restructure of our

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Income and Engagement and Retail management teams in this period and was also in keeping with the general trend and impact of the pandemic of staff movement experienced across the UK.

Staff attrition in 2020/21 in comparison to previous years:

	Retail	Charity	Total
2019-20	21.5%	28%	24.4%
2020-21	8.1%	9.5%	8.8%
2021-22	31%	41%	36%

The (sick) absence levels across the whole organisation remain low and below the national average.

IT AND DATA GOVERNANCE

We have made a significant investment to IT over the last few years and the benefits are evident - our IT infrastructure is secure, resilient, and high performing. We are now in a period where we can continually evaluate and audit to improve and enhance our systems, and to ensure we follow security best practices.

NWAA continues to adopt a digital first approach to everything we do across the Charity. progressing our digital journey, making improvements to the website to simplify digital payments and provide a wider range of digital payment options. The recent launch of social media campaigns is using digital platforms to help us reach a wider target audience. We take a digital first approach across all our digital platforms to ensure we maximise effectiveness in growing our income streams.

The threat of cyber-attacks is ever-present and as a Charity we continue to always remain vigilant, appreciating our first line of defence is our people, which is why staff and Trustees receive regular briefings on potential threats, how to prevent, identify and report them. We have implemented industry regarded security solutions to integrate with our email system and pro-actively detect and alert to potential threats. With increasing and more sophisticated threats we have focused on cyber security training through regular awareness bulletins and simulated exercises.

Our data protection steering group meets regularly to support the Charity in data protection matters and our data protection consultancy partner has made recommendations to improve our data protection framework and compliance with the UK GDPR.

Success in achieving the Cyber Essentials Plus certification reassures us we are taking the right actions to protect our Charity in the areas of IT security and data governance.

We continue to adopt a digital first approach to everything we do.

PUBLIC BENEFIT STATEMENT

The Trustees confirm that they have due regard to the Charity Commission's guidance on public benefit and that the Charity meets the requirements in the advancement of its objectives.

The Charity exists to provide free of charge emergency enhanced pre-hospital care services to the people of the North West of England. Three helicopters are crewed by highly skilled Consultant Level Doctors and Critical Care Paramedics providing cover typically during daylight hours, supported by four Critical Care Response vehicles, one of which operates on two evenings per week from 18:00-02:00. This care service is to be expanded during 2023 with the aim of covering four and then seven nights per week.

In 2017 we introduced Consultant Level Doctors to operate from one helicopter. This provides enhanced medical care services, having the capacity to save lives through advanced medical interventions at the

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scene of an accident or incident. In addition, in January 2019 the provision of blood on board was introduced and during 2021, the Paramedic workforce was upskilled to deliver advanced clinical interventions including advanced airway management and administration of pain management drugs.

FINANCIAL INVESTMENTS

Trustees completed their review of the investment policy under the guidance of professional independent financial advisors and implemented it during 2016/2017.

The Charity relies entirely on donations from the public for its activities, with investment assets held as reserves. The investment objective is to generate a return in excess of inflation, as inflation is a key risk to long-term objectives. The Charity is aiming to achieve and maintain a real portfolio value of circa £10m over the medium to long term. The portfolio aims to preserve capital value as much as possible while seeking to achieve our investment objective and maintaining the liquidity necessary to support operational requirements.

The target and actual investment allocations as of March 31, 2022, were as follows:

Asset Class	Fund	Strategic Allocation	31 March 2022
Diversified Growth Fund	Black Rock Dynamic Diversified Growth Fund	25%	28.5%
Diversified Growth Fund	Ninety-One Diversified Growth Fund	25%	24.9%
Cash	ABRDN Sterling Liquidity Fund	50%	46.6%
Total		100%	

The Trustees engage ISIO as investment advisors (ISIO were formed out of the sale of KPMG's Pensions Advisory business) with the performance of the funds kept under review by ISIO and reviewed twice a year by the Board of Trustees.

NWAA does not have specific Investment Policy regarding ESG, however ISIO conducted a review in November and the Board were presented with a report. This report was designed to provide the trustees with a better understanding of ESG factor exposures in the Charities Investments. ISIO provide information on both negative and positive aspects of ESG and assessed the overall exposure to these factors.

The total return to March 31, 2022, can be broken down between mandates as follows:

Relative returns	BlackRock DDG fund	ABRDN Sterling Liquidity fund	Ninety-One DGF (formerly Investec)	Total
12-month net return	9.2%	0.0%	11%	5.3%
12-month net objective (target)	3.1%	-0.1%	7.1%	1.5%
Net objective description (target)	3m LIBOR + 3%	7-day LIBOR	CPI + 3.25%	

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During the year, the growth funds outperformed their objectives as growth markets recovered from the Covid-driven market sell-offs experienced in early 2020.

Asset values in growth mandates were supported by fiscal and monetary measures introduced to combat the impact of lockdowns. The total return is estimated at 5.3% compared with the investment manager's objective returns of 1.5%.

In the last few months of 21/22 and in early 22/23, the Investment Valuation has decreased due to global economic events and inflationary pressures.

The Charity is aiming to achieve and maintain a real portfolio value of £10m

RISK

NWAA has a corporate 'strategic' risk strategy based on a "5x5" risk assessment methodology.

The Board is accountable for risk and reviews key and high-level risks on a regular basis, with NWAA leadership Team (LT) managing a strategic risk register with a clear outline of the risk assessment process systematically followed. This considers the unmitigated risk, the levels of existing controls and assurance and, therefore, the current risk, and finally action plans to mitigate risk further where required. The Board is made aware of the highest-rated risks and the plans to reduce their current levels and what residual risks will remain if actions remain open. A RAG (Red, Amber, Green) system is reported at the quarterly Board meetings.

The Finance Sub Committee provides the oversight to the process and ensures progress, accountability, and consistency are maintained. Each committee will review and challenge the risk assessments for its own area, as necessary.

Each of the Leadership Team directors has identified risks that are reviewed each month and specific notes and comments made for FSC and Board awareness and horizon scanning.

Throughout the year, Sub Committees are also invited to undertake 'deep dives' on risks identified at their quarterly meetings to gain a greater understanding of the assessment of, and assurance around, the risks identified.

During the fiscal year, Covid has remained a key focus, together with monitoring of necessary staff recruitment and mitigation of risks for the key income areas for the Charity. As we go into the new fiscal year, the current top three strategic risks identified are the impact of economic uncertainty due to inflationary pressures, sustainability of the retail operating model and monitoring of lottery income. The committee has also been made aware of the robust NWAA approach to counter cyber attacks.

The Board notes the action plans put in place to mitigate known risks, although it is recognised that this will not all be within the control of the Charity.

RESERVES POLICY

Funds as per the balance sheet

The total reserves/funds for the group at the end of 2021/22 is £17,678,260 (2020/21: £18,027,890). Of this the restricted funds for nominated specific use totals £83,231 (2020/21: £170,709) which are analysed in more detail in the notes to the accounts leaving unrestricted funds of £17,595,028 (2020/21 £17,857,181).

NORTH WEST AIR AMBULANCE

Trustees Report

Unrestricted designated funds are based upon the need to earmark funds to meet two years' annual lease commitments (for property and helicopters) as described in the notes to the accounts, which gives a value of £6,589,550 (2020/21 £4,559,067). This leaves a value of £11,005,478 (2020/21 £13,298,114) of unrestricted general funds.

A further allowance must be made to discount for tangible functional fixed assets, to reflect the fact that these funds cannot be freely spent. This reduction of £552,115 (2020/21 £542,459) then leaves a free reserves balance of £10,453,363 (2020/21 £12,755,655).

Review of available reserves

The Charity's policy is to hold two years of operational expenditure as reserves to ensure continued financial security and to provide for contingencies. The reserves considered are those that are unrestricted funds, less the tangible assets.

The total annual operational expenditure for 2021/22 was £6,605,805 (2020/21 £6,163,206) which was mostly from unrestricted funds. This comprises the direct costs of the operations (lease costs, fuel, clinical staffing, training) plus a proportion of indirect costs (such as staffing, depreciation and governance costs) as detailed in the notes to the accounts.

To assess the reserves policy position at the end of the year it will be necessary to compare the total funds above and planned operational spend for the next two years. It will be also necessary to consider any forecast change in reserves.

The funds available under the reserves policy as of March 31, 2022, are therefore £17,042,913 (being unrestricted funds less the tangible assets). This is in excess (by c £3.8m) of two years of the 2021/22 total unrestricted operational expenditure at current levels. Therefore, Trustees should consider if it remains within its reserves policy when considering contracts costs going forward.

Trustees are committed to continuing evidence-led operational and clinical development and, therefore, expenditure will increase further over future years.

Given this forward-looking context, the reserves of £17,042,913 are in line with holding two years of operational funds and, therefore, the organisation is operating within its reserves policy.

Over the next couple of years reserves will be put under pressure by capital expenditure plans, the new helicopter contract, and an increase in indirect operational spend. Once the new Helicopter contract commences, the annual direct operational spend alone will be in excess of £7m. Whilst the reserves are currently in excess of the two years of operational spend, these plans will reduce this surplus. As a consequence, the trustees will ensure the policy is kept under review.

GOING CONCERN

In the light of the financial outlook outlined above, the Directors have considered the financial forecasts for the CIC (Lottery) and are confident that it remains a going concern, and for the accounts to be prepared on this basis.

Similarly, the financial forecasts for the Charity, with the potential to use reserves in the medium term if required, enable the Trustees to remain confident that it has the means to remain a going concern and to adapt as necessary to changes required.

Last year the Trustees had to monitor the ability of retail to continue as a going concern. The results from this year have shown a return to a healthy surplus, without the need to continue the use of our CBILS facility from the Co-operative Bank.

NORTH WEST AIR AMBULANCE

Trustees Report

On this basis, the Directors have considered the forecasts for the retail business and consider the business to be a going concern.

STATEMENT OF TRUSTEES' RESPONSIBILITY

The Trustees (who are also Directors of North West Air Ambulance Charity for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Company law requires the Trustees to prepare financial statements for each fiscal year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group, and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgments and estimates that are reasonable and prudent
- State whether applicable UK 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 charitable company will continue in business

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the charitable company, and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the Charity's constitution. They are also responsible for safeguarding the assets of the Charity and the group and, hence, for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as the Trustees are aware, there is no relevant audit information (as defined by section 418 of the Companies Act 2006) of which the Charity's auditor is unaware, and the Trustees have each taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

FORWARD LOOK FOR THE CHARITY

The Charity has made considerable progress in 2021/21 and with robust reserves in place NWAA is in a positive position to progress in the next fiscal year and beyond.

- The Board and Leadership Team will be working on the 2023 Operational five-year strategy in 2022/23. The overall strategic aim, to maximise patient impact, remains at the core of the strategy.
- The operational plan is focused around improving patient impact and ensuring operational excellence. We are planning to offer a night-time car service and provide blood on all platforms, subject to trials.
- The Board committed to new helicopter leases and to fly more hours in 2022/23 with increased Doctor and CCP resource.
- The reserves policy has given the Charity the reliance to be able to continue meeting its charitable objectives and service provision, even within times of great uncertainty.
- The Charity will consider the headroom capacity to use its reserves, through its investments where appropriate, subject to financial forecasts and risk management.

NORTH WEST AIR AMBULANCE

Trustees Report

- The Charity will look to diversify fundraising to reduce reliance on Lottery and Legacy and to enhance the profitability and sustainability of the retail business.

The recruitment of additional heads into the Income and Engagement teams will drive fundraising growth over the five-year period as per the strategy agreed by the Board in 2021/22.

- NWAA will develop and implement a more digital and innovative approach to fundraising, which will enable the Charity to engage with a more diverse demographic of supporter. A new Charity CRM implementation is planned for the near term.
- Our values, staff support, training, and development, will be at the forefront of everything we do.
- Our risk management practices will be continually reviewed as does our approach to have policies in action with continual improvement across NWAA.

PLANS FOR FUTURE PERIOD AND LONG-TERM OBJECTIVES

Plans for future period

The report gives a detailed outline of the objectives for the immediate future which are:

- To evidence and maximise patient impact
- To drive improvements in clinical capability and capacity
- The re-generation of diverse income streams and development of the longer-term strategy
- To embed culture and values to establish a great place to work and volunteer
- To create an environment to encourage innovative healthcare and a digital first approach
- Raising the profile of NWAA as a Charity

Long-term objectives

The key aspects of our strategy are:

Impact - To deliver specialist and enhanced medical care to the critically ill and injured, and transport patients to the most appropriate place to achieve the best outcomes for them

Forward thinking - To actively encourage innovation and embrace technology to enhance our ability to provide innovative healthcare

Collaborative - To continue to collaborate with our partner organisations to provide the best possible outcomes for all

Transparent - To adhere to robust governance structures and ensure transparency and compliance

Our people - To create an environment where staff and volunteers will flourish

Sustainable - To ensure financial stability and responsible income generation

Profile - To continue to raise awareness with the public and all other stakeholders across the North West

NORTH WEST AIR AMBULANCE

Trustees Report

AUDITORS

Crowe UK LLP has indicated its willingness to be reappointed as statutory auditors.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies.

Approved by the Board of Trustees on 21st December 2022 and signed on its behalf by:



Mr A G Jude
Chair



Mrs K J Spencer
Trustee

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND THE TRUSTEES OF NORTH WEST AIR AMBULANCE

Opinion

We have audited the financial statements of North West Air Ambulance ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities, the Balance Sheets, the Consolidated Cash Flow Statement, and notes to the financial statements, including 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 groups and the charitable company's affairs as at 31 March 2022 and of the group's income and expenditure, 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 group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC'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 or the group'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 trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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 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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND THE TRUSTEES OF NORTH WEST AIR AMBULANCE

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within 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 and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 21, the trustees (who are also the directors of the charitable company for the purposes of company law) 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND THE TRUSTEES OF NORTH WEST AIR AMBULANCE

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group 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, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were those contained within the Charities Act and the Gambling Commission Regulations.

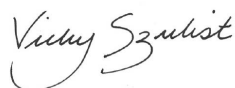
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

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. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charitable company's members, 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 members 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 members as a body, for our audit work, for this report, or for the opinions we have formed.



Vicky Szulist
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
The Lexicon
Manchester
M2 5NT

Date 22nd December 2022

NORTH WEST AIR AMBULANCE

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME & EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Restricted funds total Year ended 31 March 2022 £	Unrestricted funds total Year ended 31 March 2022 £	Funds total Year ended 31 March 2022 £	Funds total Year ended 31 March 2021 £
Income from:					
Donations and legacies	4	70,912	3,991,247	4,062,158	4,451,383
Other trading activities	5	-	7,174,442	7,174,442	5,964,542
Investments	3	-	2,548	2,548	8,775
Total		70,912	11,168,237	11,239,148	10,424,700
Expenditure on:					
Raising funds:					
Commercial trading operations		-	2,763,234	2,763,234	1,926,456
Other fundraising costs		-	1,967,574	1,967,574	1,292,759
	6	-	4,730,804	4,730,804	3,219,215
Charitable activities					
Cost of operation of the North West Air Ambulance	6	158,389	6,717,264	6,875,653	6,202,374
Total	6	158,389	11,448,068	11,606,457	9,421,589
Net Income		(84,477)	(279,832)	(367,309)	1,003,111
Other recognised gains					
Gains/(losses) on investments	12	-	17,679	17,679	991,395
Net movement in funds		(87,477)	(262,153)	(349,630)	1,994,506
Reconciliation of funds:					
Total funds brought forward		170,709	17,857,181	18,027,890	16,033,384
Total funds carried forward	15	83,232	17,595,028	17,678,260	18,027,890

The notes in the appended pages form part of these Financial Statements.

NORTH WEST AIR AMBULANCE

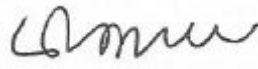
BALANCE SHEETS FOR THE YEAR ENDED 31 MARCH 2022 Registered Company Number: 03752544

	Notes	Group		Charity	
		2022	2021	2022	2021
		£	£	£	£
Fixed Assets					
Tangible Assets	10	552,115	542,459	412,361	337,968
Investments	12	10,925,089	10,935,254	10,428,439	10,438,777
Intangible assets	11	-	560	-	-
		<u>11,477,204</u>	<u>11,478,273</u>	<u>10,840,800</u>	<u>10,776,745</u>
Current assets					
Stock		17,266	30,158	-	-
Debtors	13	1,804,257	689,134	2,971,359	1,751,228
Cash at bank and in hand		6,784,100	7,883,845	5,421,771	7,019,257
		<u>8,605,623</u>	<u>8,603,137</u>	<u>8,393,130</u>	<u>8,770,485</u>
Creditors: amounts falling due within one year	14	<u>(2,404,567)</u>	<u>(2,053,520)</u>	<u>(1,612,140)</u>	<u>(1,450,223)</u>
Net current assets		<u>6,201,056</u>	<u>6,549,617</u>	<u>6,780,990</u>	<u>7,320,262</u>
Net assets		<u>17,678,260</u>	<u>18,027,890</u>	<u>17,621,790</u>	<u>18,097,007</u>
Income funds					
Restricted Funds	15	83,232	170,709	83,232	170,709
Unrestricted – General Funds	15	11,005,478	13,298,114	10,949,008	13,367,231
Unrestricted – Designated Funds	15	6,589,550	4,559,067	6,589,550	4,559,067
		<u>17,678,260</u>	<u>18,027,890</u>	<u>17,621,790</u>	<u>18,097,007</u>

The consolidated figures above include the results of the Charity which had income for the year of £8,350,511 (2021: £8,646,216) and a net deficit of £492,716 (2021: Surplus £2,141,576).

The Financial Statements were approved and authorised for issue by the Board of Trustees on 21st December 2022 and signed on its behalf by:


Mr A G Jude
Chair


Mrs K J Spencer
Trustee

NORTH WEST AIR AMBULANCE
CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2022

	2022	2021
	£	£
Cash flows from operating activities		
Net cash provided by operating activities	<u>(905,551)</u>	<u>1,325,546</u>
<i>Cash Flows from investing activities</i>		
Dividends and interest from investments	2,548	8,775
Purchase of property, plant and equipment	(224,588)	(69,282)
Proceeds from investments	27,845	19,459
	<u> </u>	<u> </u>
Net cash provided by investing activities	<u>(194,165)</u>	<u>(41,048)</u>
Change in cash and cash equivalents in the year.	(1,099,745)	1,284,498
Cash and cash equivalents at the beginning of the year	<u>7,883,845</u>	<u>6,599,347</u>
Cash and cash equivalents at the end of the year.	<u>6,784,100</u>	<u>7,883,845</u>

NET CASH FLOW FROM OPERATING ACTIVITIES

	2022	2021
	£	£
Net incoming resources	(367,309)	1,003,111
Investment income	(2,548)	(8,775)
Depreciation and amortisation of fixed assets	215,492	209,380
Decrease/(increase) in debtors	(1,115,123)	32,221
Decrease/(increase) in stock	12,890	4,106
Increase in creditors	351,047	85,503
	<u> </u>	<u> </u>
Net cash provided by operating activities	<u>(905,551)</u>	<u>1,325,546</u>

ANALYSIS OF CASH AND CASH EQUIVALENTS

	2022	2021
	£	£
Cash at bank	<u>6,784,100</u>	<u>7,883,845</u>

RECONCILIATION OF NET DEBT

	At 1 April 2021	Cashflow	At 31 March 2022
	£	£	£
Cash at bank	7,883,845	(1,099,745)	6,784,100
Bank overdraft	<u>(68,281)</u>	<u>68,281</u>	=
	<u>7,815,564</u>	<u>(1,031,464)</u>	<u>6,784,100</u>

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

1. General information

The Charity is a company limited by guarantee (registered number 03752544) which is incorporated in England and Wales. The address of the registered office is Stanley House, North Mersey Business Centre, Woodward Road, Knowsley, Merseyside L33 7UY.

2. Accounting policies

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

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2015) - (Charities SORP (FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006. North West Air Ambulance meets the definition of a public benefit entity under FRS102.

The Charity has taken advantage of the exemption available to a qualifying entity in FRS102 from the requirement to produce a charity only cash flow statement with the consolidated financial statements.

The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

Basis of consolidation

The consolidated financial statements include the Financial Statements of the subsidiary companies: North West Air Ambulance Promotions Limited and Friends of the North West Air Ambulance Lottery CIC for the year to 31 March 2022. This has been consolidated on a line by line basis in accordance with the requirements of the Charity SORP (FRS102).

The Charity has not presented its own Statement of Financial Activities (SOFA) as permitted by the Companies Act 2006 and the provisions of the Charity SORP 2015 (FRS102).

The financial statements for the two subsidiaries contain financial information up to 28 March 2021.

Going concern

Whilst Coronavirus had a considerable impact on the operational activity of the Charity income streams have been returning to expected activity levels, particularly Promotions, which performed much better than originally budgeted. The operational business continues to provide a life-saving service. The clinical strategy and the five-year Fundraising strategy are progressing, and the Charity currently has a reserves policy that gives the financial headroom for this to take place. Therefore, the Trustees have considered the financial forecasts for Charity and are confident that it has the means to remain a going concern and to adapt as necessary to changes required.

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

2. Accounting policies (continued)

Income, Grants and donations

All incoming resources are included on the Statement of Financial Activities when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Grants and donations are included in the Statement of Financial Activities as they become due and are included in the relevant fund. Income expended is accounted for in the Statement of Financial Activities.

Where income has donor imposed restrictions regarding its use, this is shown within restricted funds with related costs being allocated to the same fund.

Where there is a timing restriction which requires income to be deferred to a future period, such amounts are shown within creditors and later credited to the Statement of Financial Activities as eligible.

Donations in kind

Where assets are donated to the Charity these are included within restricted income and costs at the market value of the asset or the value in use at the time of the donation. Where the cost is capitalised, a transfer is made out of restricted funds to the extent that the restriction no longer exists. A threshold of £3,000 is operated for donations in kind.

Legacies

Legacy income is recognised when the Charity is satisfied that the conditions of entitlement, probability and measurement have been met. Pecuniary legacies are accounted for when notified. Residuary legacies are accounted for on receipt.

Grants paid

Grants paid are included in the Statement of Financial Activities as they become payable. These become payable when authorised by the trustees.

Expenditure and support costs

Expenditure has been charged to the Statement of Financial Activities on an accruals basis. Expenditure relating directly to the objectives of the Charity is shown as charitable expenditure. All costs have been directly attributed to one of the functional categories of resources expended in the statement of financial activities. There is deemed to be only one key objective to which charitable costs are allocated.

Support costs are shown in note 8. These include Governance costs. Governance costs include an element of administrative staff costs / support costs which relate mainly to year end compliance costs and non-fundraising related professional fees.

Investments

Investments are shown at market value.

NORTH WEST AIR AMBULANCE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2. **Accounting policies (continued)**

Commercial income

Commercial income represents the amounts (excluding value added tax) received from the sale of goods to customers during the year through the trading subsidiary North West Air Ambulance Promotions Limited and income from the lottery run by Friends of the North West Air Ambulance Lottery CIC. All such turnover arises in the United Kingdom.

Taxation

The Charity does not have any charge to tax on its charitable activities.

Unrestricted funds

Unrestricted funds are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Irrecoverable VAT

Irrecoverable VAT is accounted for in the expenditure category under which the costs are incurred.

Fixed Assets

Tangible fixed assets for use by the Charity are stated as cost less depreciation. A fixed asset is defined as a unit of property that has an economic useful life that extends beyond 12 months and was acquired or produced for a cost greater than £500.

In addition, "Grouped assets" are a collection of assets which individually may be valued at less than £500 but which together form a single collective asset because the items fulfil all the following criteria:

- the items are functionally interdependent;
- the items are acquired at about the same date and are planned for disposal at about the same date;
- the items are under single managerial control; and,
- each individual asset thus grouped has a value of over £200

Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Plant & machinery, office equipment and motor vehicles: 20% on straight line basis
Computer equipment: 33% on straight line basis

Goodwill

Goodwill being the amount paid in connection with the acquisition of a business in 2007 which is now fully amortised.

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

2. Accounting policies (continued)

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowances for any obsolete or slow moving items.

Donated goods received for sale in the shops are not valued as it is impractical to do so.

Operating lease agreements

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged against income on a straight-line basis over the period of the lease

Pension costs and post-retirement benefits

The Charity operates a defined contribution scheme for the benefit of its employees. The assets of the scheme are held separately from those of the Charitable Company. Employer contributions in respect of this scheme are charged to the Statement of Financial Activities in the period to which they relate.

Financial instruments

The Group has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at the transaction value and subsequently measured at amortised cost using an effective interest method. Financial assets are held at amortised cost comprise cash and bank in hand, together with trade and other debtors. Financial liabilities held at amortised cost comprise bank loans and overdrafts, trade, and other creditors.

Critical accounting judgements and key sources of estimation uncertainty

In the application of the entity's accounting policies which are described above, the Trustees are required to make judgments, estimates, assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects the current and future periods.

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

3. Investments – Group

	Year ended 31 March 2022 £	Year ended 31 March 2021 £
Bank Interest	895	41
Loan Interest	-	-
Investment Income	<u>1,653</u>	<u>8,734</u>
	<u>2,548</u>	<u>8,775</u>

4. Donations and Legacies – Group

	Year ended 31 March 2022 £	Year ended 31 March 2021 £
Community Fundraising	549,479	285,971
Corporate Fundraising	206,346	165,192
Challenge Events	57,685	57,575
Individual Giving	816,221	615,627
Charitable Trust	152,977	121,000
Legacies	2,006,364	1,904,629
Donations Gift Aid	189,056	68,134
Grants	74,725	1,230,130
Other	6,395	500
Donations in Kind	<u>2,910</u>	<u>2,625</u>
	<u>4,062,158</u>	<u>4,451,383</u>

Grant income includes £313k of CJRS income and £917k of other Covid19 support grants.

5. Other trading activities - Group

	Year ended 31 March 2022 £	Year ended 31 March 2021 £
Lottery income	5,373,687	5,281,399
Shop income	<u>1,800,755</u>	<u>683,143</u>
	<u>7,174,442</u>	<u>5,964,542</u>

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

6.	Total expenditure – Group	Year ended 31 March 2022 £	Year ended 31 March 2021 £
	Direct Charitable expenditure		
	Operating costs	5,624,613	5,163,837
	Support costs (note 8a)	1,068,392	888,138
	Depreciation	141,402	114,706
	Investment managers fees	<u>41,246</u>	<u>35,693</u>
		<u>6,875,652</u>	<u>6,202,374</u>
	Raising Funds		
	Staff costs and travel (note 8a)	873,829	744,992
	Other expenses (note 8a)	<u>1,093,745</u>	<u>547,767</u>
		<u>1,967,574</u>	<u>1,292,759</u>
	Subsidiary expenses		
	Lottery expenses	1,164,509	330,063
	Shop expenses	<u>1,598,725</u>	<u>1,596,393</u>
		<u>2,763,234</u>	<u>1,926,456</u>
		<u>11,606,457</u>	<u>9,421,589</u>
7.	Staff members and costs –Group	Year ended 31 March 2022 £	Year ended 31 March 2021 £
	Total staff costs for the year may be analysed as follows:		
	Wages and salaries	2,210,810	1,996,800
	Social Security costs	166,401	156,696
	Pension costs	62,864	61,428
		<u>2,440,075</u>	<u>2,214,924</u>

In addition to the staff costs above, there are further costs relating to operational staff and paramedics included within 'Operating costs' which are paid by way of a service level agreement. We also provided a clinical team including paramedics, doctors, dispatch, and a senior consultant.

The Trustees decided that the charity should pay the full cost of the service provision from 2020/21 and therefore the charity now receives no government funding for clinical costs.

The costs of the Charity shop management staff (within the subsidiary company) are included within fundraising costs.

The key management personnel of the Charity comprise the senior management team and are listed in the legal and administrative information on page 3. The total employee benefits of the key management personnel of the Charity were £378,703 (2021: £313,281).

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

The average number of employees, analysed by function was as follows:

	Year ended 31 March 2022 Number	Year ended 31 March 2021 Number
Fundraising	32	28
Administration	14	13
Commercial	41	49
	87	90

The remuneration package of the higher paid employees was:

	2022 No	2021 No
£70,001 - £80,000	-	1
£80,001 - £90,000	-	1
£90,001 - £100,000	2	-
£100,001 - £110,000	1	-
£110,001 - £120,000	-	1
£120,001 - £130,000	1	-
	1	-

The Trustees received £nil remuneration from the Charity (2021: £nil), reimbursement of expenses during the year totalled £nil (2021: £nil). During the year professional indemnity insurance was purchased relating to all of the Trustees, at a cost of £2,829 (2021: £2,030).

During the year there were redundancy or termination payments which amounted to £30,000 (2021: £nil).

8a Support costs

Support costs are allocated to fundraising and direct charitable expenditure as follows (on the basis outlined below):

	Total 2022	Charitable Activities	Fundraising Costs	Total 2021
Cost of raising funds	560,605	-	560,605	117,509
Staff cost and travel	1,747,659	873,830	873,829	1,489,985
Office and utility costs	217,560	108,780	108,780	115,085
Stationery, postage and telephone	59,576	-	59,576	12,513
Events and consultancy	16,450	8,225	8,225	106,933
Advertising and website	198,412	-	198,412	131,917
Professional fees and other costs	210,863	52,716	158,147	170,132
Governance costs	28,841	24,841	-	36,812
	3,035,966	1,068,392	1,967,574	2,180,886

NORTH WEST AIR AMBULANCE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

8b Support costs – Basis of allocation

Support costs are allocated to fundraising and direct charitable expenditure on the basis outlined below:

	Total	Charitable Activities	Fundraising Costs	Basis of allocation
Costs of raising funds	560,605	0%	100%	Nature of service
Staff cost and travel	1,747,659	50%	50%	Staff numbers
Office and utility costs	217,560	50%	50%	Staff numbers
Events and consultancy	59,576	0%	100%	Nature of service
Stationery and postage	16,450	50%	50%	Staff numbers
Advertising and website	198,412	0%	100%	Nature of service
Professional fees and other costs	210,863	25%	75%	Nature of service
Governance costs	24,841	100%	0%	Nature of service
	<u>3,035,966</u>			

8c Governance costs

	Year ended 31 March 2022 £	Year ended 31 March 2021 £
Non fundraising related professional fees	3,390	5,644
Auditors fees – audit and accounts	14,857	24,183
Bank charges and other	6,864	6,985
	<u>24,841</u>	<u>36,812</u>

9 Taxation

Neither the Charity nor its subsidiary companies had any liability to corporation tax during the year.

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

10 Tangible Fixed Assets

Group	Plant & machinery	Office and computer equipment	Motor Vehicles	Total
Cost	£	£	£	£
At 1 April 2021	688,540	356,804	112,182	1,157,526
Additions	147,123	49,562	27,903	224,588
At 31 March 2022	<u>835,663</u>	<u>406,366</u>	<u>140,085</u>	<u>1,382,114</u>
Depreciation				
At 1 April 2021	372,136	182,374	60,557	615,067
Charge for the year	127,737	69,021	18,174	214,932
At 31 March 2022	<u>499,873</u>	<u>251,395</u>	<u>78,731</u>	<u>829,999</u>
Net Book Value				
31 March 2022	<u>335,790</u>	<u>154,971</u>	<u>61,354</u>	<u>552,115</u>
31 March 2021	<u>316,404</u>	<u>174,430</u>	<u>51,625</u>	<u>542,459</u>

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

Charity	Plant & machinery	Office and computer equipment	Motor Vehicles	Total
Cost	£	£	£	£
At 1 April 2021	308,949	288,221	112,182	709,352
Additions	144,315	40,714	27,903	212,932
At 31 March 2022	<u>453,264</u>	<u>328,935</u>	<u>140,085</u>	<u>922,284</u>
Depreciation				
At 1 April 2021	184,368	126,459	60,557	371,384
Charge for the year	58,393	61,972	18,174	138,539
At 31 March 2022	<u>242,761</u>	<u>188,431</u>	<u>78,731</u>	<u>509,923</u>
Net Book Value				
31 March 2022	<u>210,503</u>	<u>140,504</u>	<u>61,354</u>	<u>412,361</u>
31 March 2021	<u>124,581</u>	<u>161,762</u>	<u>51,625</u>	<u>337,968</u>

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

11 Intangible Fixed Assets- Group

	Software £	Goodwill £	Total £
Cost			
At 1 April 2021	<u>25,183</u>	<u>125,000</u>	<u>150,183</u>
At 31 March 2022			
Amortisation			
At 1 April 2021	<u>24,623</u>	<u>125,000</u>	<u>149,623</u>
Amortisation in the year	<u>560</u>	<u>-</u>	<u>560</u>
At 31 March 2022	<u>25,183</u>	<u>125,000</u>	<u>150,183</u>
Net Book Value			
At 31 March 2022	<u>-</u>	<u>-</u>	<u>-</u>
At 31 March 2021	<u>560</u>	<u>-</u>	<u>560</u>

12 Fixed Asset Investments

	2022 £	2021 £
Group		
Carrying value (MV) at beginning of year	10,935,254	9,963,318
Disposals at carrying value		-
Net gain/(loss) on revaluation	1,337	971,936
Carrying value (MV) at end of year	<u>10,936,591</u>	<u>10,935,254</u>
Historical cost of above investment at the end of the year	<u>10,000,000</u>	<u>10,000,000</u>
Analysis or investment value by type:	2022	2021
	£	£
Diversified Growth Funds	5,563,540	5,575,531
Liquidity funds	5,361,549	5,359,723
	<u>10,925,089</u>	<u>10,935,254</u>

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

Charity	2022	2021
	£	£
Investments in listed securities	10,416,937	10,427,275
Investments in subsidiary entities	11,502	11,502
	<u>10,428,439</u>	<u>10,438,777</u>

Investments were significantly impacted late in 2021/22 due to the global pandemic. Values have recovered to some extent in 2022/23 but markets remain volatile.

Investment in subsidiary entities	2022	2021
	£	£
Ordinary £1 shares in North West Air Ambulance Promotions Limited – at market value	11,502	11,502
	<u>11,502</u>	<u>11,502</u>

The historical cost of these investments was £11,502 (2021: £11,502).

The Charity has two subsidiaries, North West Air Ambulance Promotions Limited, a company incorporated in England and Wales (Company Number: 03752582) and Friends of the North West Air Ambulance Lottery CIC (Registered Number 6646759) which are consolidated into the results of the North West Air Ambulance. The Charity owns the entire share capital of North West Air Ambulance Promotions Limited, being 11,502 ordinary shares. The Charity is the sole member of Friends of the North West Ambulance Lottery CIC. The companies raised funds for the North West Air Ambulance during the year.

Audited Financial Statements of North West Air Ambulance Promotions Limited and Friends of the North West Air Ambulance Lottery CIC for the year ended 31 March 2022 are filed with the Registrar of Companies. A summary of the trading results of North West Air Ambulance Promotions Limited and Friends of the North West Air Ambulance Lottery CIC are shown below:

North West Air Ambulance Promotions Limited

	2022	2021
	£	£
Turnover	1,871,877	683,141
Cost of sales	(89,757)	(45,348)
	<u>1,782,120</u>	<u>637,793</u>
Gross profit	1,782,120	637,793
Administrative expenses	(1,508,968)	(1,551,042)
Other operating income	-	774,654
	<u>273,152</u>	<u>(138,595)</u>
Operating loss	273,152	(138,595)
Interest payable	(9,375)	(9,375)
	<u>263,777</u>	<u>(147,970)</u>
Loss on ordinary activities after tax	263,777	(147,970)
Gift aid payment to Parent	(138,373)	
	<u>125,404</u>	<u></u>
Total comprehensive income	125,404	

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

The aggregate of assets, liabilities and reserves are:

	2022	2021
	£	£
Assets	759,057	283,583
Liabilities	(719,444)	(369,374)
	39,613	(85,791)
	39,613	(85,791)

North West Air Ambulance Lottery CIC

	2022	2021
	£	£
Turnover	5,373,689	5,265,609
Cost of sales	(1,032,284)	(196,348)
	Gross Surplus	5,069,261
Administration expenses	(132,226)	(133,713)
	Operating Surplus	4,935,548
Interest receivable and similar income	173	915
	Surplus for the Financial Year	4,936,463
Gift Aid Payment	(4,209,179)	(4,935,548)
	Total Comprehensive Income	915
	173	915

The aggregate assets, liabilities and reserves are:

	2022	2021
	£	£
Assets	1,465,809	1,368,884
Liabilities	(1,437,447)	(1,340,693)
	Total reserves	28,191
	28,362	28,191

The consolidated statements of financial activities include the results of the subsidiary companies.

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

13 Debtors

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Trade debtors	5,910	7,825	-	-
Amounts owed by subsidiary undertakings	-	-	1,297,719	1,161,327
Prepayments	1,176,015	341,867	1,078,339	281,316
Accrued income	417,676	235,131	390,144	204,274
Other debtors	204,656	104,311	205,157	104,311
	1,804,257	689,134	2,971,359	1,751,228

Debtors includes £250,000 (2021: £250,000) due after more than one year which relates to a loan from North West Air Ambulance to North West Air Ambulance Promotions Limited. Interest is charged at 3.75% per annum.

During the period, the charity signed up to a new lease for the provision of helicopter services effective from 28 February 2022 and expires on 03 August 2030. During the year upfront fees of £783k have been paid and are included in prepayments above. These fees will be released over the life of the lease with £93k within one year and the remaining £690k over more than one year.

14 Creditors: amounts falling due within one year

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Trade creditors	1,448,400	357,990	1,284,246	335,016
Sundry creditors	-	-	-	-
Social security and other taxes	89,878	40,459	32,935	34,669
Bank overdraft	-	68,281	-	-
Accruals	382,504	1,130,448	294,949	1,080,538
Prepaid Subscriptions	483,785	456,342	-	-
	2,404,567	2,053,520	1,612,140	1,450,223

The group has an overdraft facility under the government backed CBILS scheme. The bank overdraft is secured by a standard mortgage debenture incorporating a fixed and floating charge over the assets of North West Air Ambulance Promotions Limited.

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

15 Reconciliation of movement in funds

Charity	1 April 2021	Incoming resources	Outgoing resources	Gains/ (losses)	Transfers	31 March 2022
	£	£	£	£	£	£
Restricted funds				-	-	
Mrs Kluziac	39,894	-		-	-	39,894
UKH Foundation	6,649	-	(6,649)	-	-	-
Zochonis Charitable Trust	7,000	-	(7,000)	-	-	-
Zochonis Charitable Trust	7,000	-	(252)	-	-	6,749
Peter Kershaw Trust	572	-	(572)	-	-	-
Dobson Funds	930	-	(930)	-	-	-
B&M	13,273	-	(13,273)	-	-	(0)
The Grace Trust	4,000	-		-	-	4,000
Awards for All (National Lottery Community Fund)	7,237	-		-	-	7,237
The Eric Wright Charitable Trust	1,690	-	(1,690)	-	-	-
W O Street Charitable Foundation	3,000	-	(3,000)	-	-	-
The Dixie Rose Findlay Charitable Trust	2,400	-		-	-	2,400
Houghton Dunn Charitable Trust	15,000	-	(15,000)	-	-	-
Marjorie Boddy Trust	2,500	-	(2,500)	-	-	-
The Ursula Keyes Trust	13,995	-	(13,995)	-	-	0
Lord Leverhulmes Charitable Trust	6,000	-	(6,000)	-	-	-
Brian Wilson Charitable Trust	5,000	-	(5,000)	-	-	-
Steel Charitable Trust	10,000	-	(10,000)	-	-	-
UKH Foundation - Redfern	4,720	-	(4,720)	-	-	-
John Zochonis	3,500	-	(3,500)	-	-	-
The Skelton Charity	1,000	-	(1,000)	-	-	-
The Ursula Keyes Trust - D Lawless	7,674	-	(7,674)	-	-	-
The Williams Family Foundation	7,674	-	(6,264)	-	-	1,410
Joyce Cooke	-	6	(6)	-	-	-
Hospital Saturday Fund	-	10,000	-	-	-	10,000
Lord Leverhulmes Charitable Trust	-	5,000	(2,378)	-	-	2,622
Yorkshire Building Society	-	2,000	-	-	-	2,000
Zochonis Charitable Trust	-	5,000	(5,000)	-	-	-
Houghton Dunn Charitable Trust	-	19,000	(19,000)	-	-	-
Williams Family Foundation	-	9,856	(5,442)	-	-	4,414
The Morrisons Foundation	-	19,990	(17,525)	-	-	2,466

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

15 Reconciliation of movement in funds (continued)

Charity	1 April 2021	Incoming resources	Outgoing	Gains/	Transfers	31 March 2022
Claire Dobson	-	20	(20)	-	-	-
Old coin card campaign	-	40	-	-	-	40
		-	-	-	-	
	170,709	70,912	(158,389)	-	-	83,231
Unrestricted funds						
General	13,367,231	8,279,600	(8,684,838)	17,506	(2,030,483)	10,949,015
Designated	4,559,067				2,030,483	6,589,550
	17,926,298	8,279,600	(8,684,838)	17,506	-	17,538,565
Total funds	18,097,007	8,350,512	(8,843,227)	17,506	-	17,621,796

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

15 Reconciliation of movement in funds (continued)

Group	1 April 2021	Incoming resources	Outgoing resources	Gains/ (losses)	Transfers	31 March 2022
	£	£	£	£	£	£
Restricted funds						
Mrs Kluziac	39,894	-	-	-	-	39,894
UKH Foundation	6,649	-	(6,649)	-	-	-
Zochonis Charitable Trust	7,000	-	(7,000)	-	-	-
Zochonis Charitable Trust	7,000	-	(252)	-	-	6,749
Peter Kershaw Trust	572	-	(572)	-	-	-
Dobson Funds	930	-	(930)	-	-	-
B&M	13,273	-	(13,273)	-	-	(0)
The Grace Trust	4,000	-	-	-	-	4,000
Awards for All (National Lottery Community Fund)	7,237	-	-	-	-	7,237
The Eric Wright Charitable Trust	1,690	-	(1,690)	-	-	-
W O Street Charitable Foundation	3,000	-	(3,000)	-	-	-
The Dixie Rose Findlay Charitable Trust	2,400	-	-	-	-	2,400
Houghton Dunn Charitable Trust	15,000	-	(15,000)	-	-	-
Marjorie Boddy Trust	2,500	-	(2,500)	-	-	-
The Ursula Keyes Trust	13,995	-	(13,995)	-	-	0
Lord Leverhulmes Charitable Trust	6,000	-	(6,000)	-	-	-
Brian Wilson Charitable Trust	5,000	-	(5,000)	-	-	-
Steel Charitable Trust	10,000	-	(10,000)	-	-	-
UKH Foundation - Redfern	4,720	-	(4,720)	-	-	-
John Zochonis	3,500	-	(3,500)	-	-	-
The Skelton Charity	1,000	-	(1,000)	-	-	-
The Ursula Keyes Trust - D Lawless	7,674	-	(7,674)	-	-	-
The Williams Family Foundation	7,674	-	(6,264)	-	-	1,410
Joyce Cooke	-	6	(6)	-	-	-
Hospital Saturday Fund	-	10,000	-	-	-	10,000
Lord Leverhulmes Charitable Trust	-	5,000	(2,378)	-	-	2,622
Yorkshire Building Society	-	2,000	-	-	-	2,000
Zochonis Charitable Trust	-	5,000	(5,000)	-	-	-
Houghton Dunn Charitable Trust	-	19,000	(19,000)	-	-	-
Williams Family Foundation	-	9,856	(5,442)	-	-	4,414
The Morrisons Foundation	-	19,990	(17,525)	-	-	2,466
Claire Dobson	-	20	(20)	-	-	-
Old coin card campaign	-	40	-	-	-	40
	-	-	-	-	-	-
	170,709	70,912	(158,389)	-	-	83,232

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

	1 April 2021	Incoming resources	Outgoing resources	Gains/ (losses)	Transfers	31 March 2022
Unrestricted funds						
General	13,298,114	11,168,237	(11,448,068)	17,679	(2,030,483)	11,005,478
Designated	4,559,067	-	-	-	2,030,483	6,589,550
	17,857,181	11,168,237	(11,448,068)	17,679	-	17,595,028
Total funds	18,027,890	11,239,149	(11,606,457)	17,629	-	17,678,260

The designated fund of £6,589,550 shown above has been earmarked to cover two years annual lease commitments as described in note 17 and the Annual Report. It is imperative that the Charity is able to meet these costs before committing other expenditure.

The restricted balance called Mrs Kluziac relates to a legacy received in previous years of £61K which is to be used against future training costs.

The balance of £21K Coin Cards was a specific campaign to raise funds specifically for the future cost of new helmets for the crew.

The Life Pack for RU Fund is money towards the future purchase of Life Packs for the RU medical vehicle.

The UKH Foundation was a trust application to help towards the purchase of 15 defibrillators.

The Skelton Bounty Fund is to be used for the purchase of helmets.

The Zochonis Charitable Trust is money to assist in the purchase of a defibrillator for the response vehicle and for Monitors.

The Henry Surtees Foundation is funding for the initial cost of hardware items to set up the Blood on Board project.

The Houghton Dunn Charitable Trust is money to assist in purchasing 2 Quin Flow machines as well as funding towards flight helmets.

The Peter Kershaw Trust is money to purchase video laryngoscopes.

The Fort Foundation is funds to assist in the purchase of a second response vehicle.

The Grace Trust is money for a community defibrillator.

Dobson Funds is money for medical equipment.

Awards for All is money for volunteer inclusion and recognition events.

The Eric Wright Charitable Trust and The Medicash Foundation is money for Lucas Devices.

The W O Street Charitable Foundation, Lord Leverhulme Charitable Trust and Brian Wilson Charitable Trust is money for video laryngoscopes.

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

The Dixie Rose Findlay Charitable Trust is money for shop defibrillators.

The Marjorie Boddy Trust and The Ursula Keyes Trust is money for lifepacks.

All balances on the balance sheet relate to the unrestricted funds with the exception of restricted funds which are represented by cash.

The Steel Charitable Trust is funding for new life packs.

JD Haugh, Sharples, Westminster Foundation, The Fort Foundation, Cheetham, Alec Burford, AAA UK – Julia & Hans Rausing Trust, VM Ward and Clifford Kay is funding for Covid19 PPE.

The Skelton Charity, The Ursula Keyes Trust – D Lawless and the Hospital Saturday is funding for parapacs.

The UKH Foundation and Lion Clubs is funding for Qinflow machines.

The Medicash is funding for fluid warmers.

The John Zochonis is funding for Lucas machines.

The Air Ambulances UK funding was for Covid19 funding.

The Lord Leverhulme fund and Yorkshire Building Society have provided funding for Fluid Warmers

The Williams Family Foundation has contributed funds towards parapacs and ultrasound machines

The Morrisons foundation is funding vehicle defibrillators and Monitors.

16 Analysis of Net Assets between Funds

Group	Unrestricted	Restricted	Total 2022
	£	£	£
Fixed assets	12,259,703	-	12,259,703
Current assets	7,739,894	83,231	7,823,124
Current liabilities	(2,404,567)	-	(2,404,567)
	17,595,030	83,231	17,678,260

Group	Unrestricted	Restricted	Total 2021
	£	£	£
Fixed assets	11,478,273	-	11,478,273
Current assets	8,432,428	170,709	8,603,137
Current liabilities	(2,053,520)	-	(2,053,520)
	17,857,181	170,709	18,027,890

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

17 Operating lease commitments

Future minimum lease repayments under non-cancellable operating leases for the following periods are:

Group	Property	Other	Helicopters	Total 2022	Total 2021
	£	£	£	£	£
Within 1 year	130,099	-	3,164,676	3,294,775	2,279,533
After 1 year and less than 5 years	544,911	-	13,347,650	13,892,561	503,500
After 5 years	-	-	11,149,692	11,149,692	
Total operating lease commitments	675,010	-	27,662,018	28,337,028	2,783,033

18 Related party transactions

The Trustee directors of the Charity are also directors of the trading subsidiaries: North West Air Ambulance Promotions Limited and Friends of the North West Air Ambulance Lottery CIC. The transactions with these entities are consolidated with the results of the Charity and as such do not require separate disclosure.

D Head, a Trustee, is a partner at KPMG LLP (UK) who provided investment advice until February 2020. During the year £nil (2021: £nil) was paid to KPMG LLP (UK).

There are no other related party transactions that need to be disclosed in the financial statements.

19 Financial Instruments

Group	2022 £	2021 £
Financial assets measured at amortised cost	<u>7,412,342</u>	<u>8,231,112</u>
Financial liabilities measured at fair value	<u>10,925,089</u>	<u>10,935,254</u>
Financial liabilities measured at amortised cost	<u>2,314,689</u>	<u>2,013,061</u>

Financial assets at amortised cost consist of cash, trade debtors and other debtors

Financial assets held at fair value include assets held as investments

Financial liabilities at amortised cost consist of trade creditors and other creditors

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

20. **CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES – Comparative figures by fund type**

	Notes	Restricted funds total Year ended 31 March 2021 £	Unrestricted funds total Year ended 31 March 2021 £	Funds total Year ended 31 March 2021 £
Income from:				
Donations and legacies	4	445,660	4,005,723	4,451,383
Other trading activities	5	-	5,964,542	5,964,542
Investments	3	-	8,775	8,775
Total		445,660	9,979,040	10,424,700
Expenditure on:				
Raising funds:				
Commercial trading operations		-	1,926,456	1,926,456
Other fundraising costs		-	1,292,759	1,292,759
	6	-	3,219,215	3,219,215
Charitable activities				
Cost of operation of the North West Air Ambulance	6	469,230	5,733,144	6,202,374
Total	6	469,230	5,733,144	6,202,374
Net Income		(23,570)	1,026,681	1,003,111
Other recognised gains				
(Losses)/gains on investments	12	-	991,395	991,395
Net movement in funds		(23,570)	2,018,076	1,994,506
Reconciliation of funds:				
Total funds brought forward		194,279	15,839,105	16,033,384
Total funds carried forward	15	170,709	17,857,181	18,027,890

NORTH WEST AIR AMBULANCE

England & Wales - Charity number 1075641

Accounts

NORTH WEST AIR AMBULANCE

TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS

For the year ended 31 March 2021

NORTH WEST AIR AMBULANCE

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NORTH WEST AIR AMBULANCE

CHAIRMAN'S INTRODUCTION AND REPORT AND REVIEW OF ACTIVITIES

A warm welcome to our annual review. This has been a challenging year for the North West Air Ambulance Charity, as we, like others, have suffered from months of disruption caused by the pandemic. Relying mainly on public and corporate support to raise £9.5m year, the amount it takes to remain operational, the pandemic has had a severe impact on the organisation: store closures, cancelled fundraisers and postponed events have seen funds dip significantly.

However, I'm exceptionally proud to say that in the face of these uncertain times, our amazing employees, crew, supporters and volunteers, have successfully rallied and come together to ensure that we have been able to remain operational, and continued to make a lifesaving impact, 365 days a year.

As the team here at the North West Air Ambulance Charity has been circum-navigating this pandemic, they have consistently demonstrated real resilience and optimism. Our people are passionate about saving lives and make a lifesaving difference, and this has motivated us all to keep going in the face of adversity. Their dedication and commitment has been truly inspiring.

Not only did we continue our normal operations during the Covid-19 pandemic, we were also quick to modify our service to reflect this changing landscape. Demonstrating how we can adapt in a national crisis, we extended our operation, in partnership with the North West Ambulance Service.

This collaboration provided an inter-hospital transfer for critically ill Covid-19 patients, so that they could be quickly and safely transferred to hospitals with greater available ICU resource. Importantly, this utilised the incredible skills of our HEMS paramedics, who have specific additional training to enable them to assist medical staff with critically ill patients. They are also accustomed to working in doctor-led teams, are familiar with specialist equipment and are experts in the pre-hospital environment – including safe transfer between hospitals. Our nimble approach, and dedication of our crew, ensured key frontline NHS resource could be retained in hospital setting, where it was most needed.

The patient is at the heart everything we do. As part of our plan to deliver the most enhanced pre-hospital interventions to improve patient outcomes, we follow an evidence-led approach. Working with our strategic partners (both clinical and academic) we continued to innovate and focus on the 'art of what is possible', and what more can be done at scene to make a lifesaving impact. Despite the current climate we have not stopped progressing, or looking to the future, and continue to implement our strategic plan with the focus on improving patient outcomes.

For example, this year has seen our clinical team expand to include Critical Care Paramedics, who have additional high-level skills such as the ability to provide enhanced airway management and anaesthetic delivery. In addition, a collaborative project with Lancaster University Data Science Institute has given us valuable data, which will inform the most effective use of helicopters, base locations, hours of operation, resource and dispatch allocation, ensuring our operations are as streamlined and as effective as they can be to improve patient impact.

NORTH WEST AIR AMBULANCE
CHAIRMAN'S INTRODUCTION AND REPORT AND REVIEW OF ACTIVITIES

As a team, we are now embracing this period of recovery and growth. Looking to the future we will continue to innovate so that we deliver the most advanced medical crew and equipment to patients, when and where they need it most. We are also looking to diversify our fundraising, to ensure we have the financial resilience needed to sustain and future proof our service.

I would like to take this opportunity to say a huge thank you to all the crew, our employees, fundraisers, supporters, and volunteers. Each and every one of you has gone the extra mile to allow us to continue with our vital work.

Together we are flying to save lives.

A handwritten signature in black ink that reads "Allen Jude". The signature is written in a cursive, flowing style.

Mr A G Jude
Chair, on behalf of the Board of Trustees

NORTH WEST AIR AMBULANCE

Legal and Administrative details

North West Air Ambulance ("the Charity") is a registered company and is registered with the Charity Commission. The Charity was incorporated on 12 April 1999.

Charity registration number: 1075641

Company registration number: 03752544

Chair of the Trustees: Allan Jude

Bankers:

The Co-Operative Bank plc
1 Balloon Street
Manchester
M60 4EP

Barclays Bank plc
Level 11
20 Chapel Street
Liverpool
L3 9AG

Registered Auditors:

Crowe U.K. LLP
The Lexicon
Mount Street
Manchester
M2 5NT

Registered and Principal Office:

Stanley House
North Mersey Business Centre
Woodward Road
Knowsley
Merseyside
L33 7UY

Key management personnel:

Ms Heather Arrowsmith – Chief Executive Officer
Ms Emma Pridgeon – Director of Finance and Resources
Mr David Briggs – Director of Operations
Ms Marie Davies – Director of Income and Engagement (left April 2020)
Mrs Sarah Naismith – Director of Income and Engagement (appointed November 2020)

Trustees:

Mr A G Jude (Chair)
Mrs K J Spencer
Mr S E Meehan
Mrs D J Smith
Dr R C Hall (resigned 7 July 2021)
Mr D R Head
Dr S J Mercer (appointed 6 October 2021)

NORTH WEST AIR AMBULANCE

Legal and Administrative details

Investment Advisors

Isio Manchester
One St Peter's Square
Manchester
M2 3AE

NORTH WEST AIR AMBULANCE

Trustees Report

The Trustees, who are also Directors of the Charity for the purposes of the Companies Act, submit their annual report and audited financial statements for the year ended 31 March 2021. The Trustees have adopted the provisions of the Statement of Recommended Practice 2015 (SORP) Accounting and Reporting for Charities published in July 2014 in preparing the annual report and financial statements of the Charity.

The North West Air Ambulance (NWAA) was set up as a company limited by guarantee in 1999. It is governed by a Memorandum and Articles of Association, which were amended in 2017 to update the appointment and tenure of Trustees, objectives and inclusion of training as a future area where the Charity could be involved. Further changes covering election terms and voting processes were made in 2019.

The objects for which the Charity is established are:

- The relief of sickness and injury and the protection of human life by the provision or support of an air ambulance service in Lancashire, Cumbria, Greater Manchester, Merseyside, Cheshire and such other areas as the Trustees may in their absolute discretion determine from time to time; and
- The provision of training and education in matters relating to the relief of sickness and injury and the protection of human life

The Charity is supported by North West Air Ambulance Promotions Limited, a trading company (primarily shops) and the Friends of the NW Air Ambulance Lottery CIC (Community Interest Company) which runs the Charity's lottery. Both companies were set up and have the objective of raising funds and/or generating awareness of the Charity and are subsidiaries of the Charity.

PERFORMANCE SUMMARY

Clinical Impact

The Enhanced Pre-Hospital Care (EPHC) service, operational since August 2017, is fully embedded within the service, principally operating on the Consultant led H72 helicopter out of Barton airbase, complementing the Paramedic led skills provided on the H08 helicopter based at Blackpool, and the H75 helicopter, also based at Barton.

NWAA has a collaborative Service Level Agreement (SLA) with North West Ambulance Service (NWAS) for the provision of clinical staff, clinical strategy and clinical governance. This SLA is currently in the process of being extended from December 2021 for a period of five years. The clinical leadership team within NWAA consists of a Lead HEMS Paramedic and two Senior Paramedic Team Leaders. As Paramedics, they are accountable to the NWAA Corporate Consultant Paramedic, as opposed to the Medical Director: there is a close working relationship at this level, commensurate with the leadership skills required. They manage the team of 14 HEMS Paramedics, scheduled to be increased to 16 in 2021 to provide consistent staffing. In addition, a team of 17 Consultant-level Doctors, accountable to the Medical Director, provide the required skillset to deliver EPHC. In September 2020, 9 of the HEMS Paramedics commenced a 12-month academic and practical development pathway course, via Bangor University, to enhance their existing skills to become Critical Care Paramedics (CCP). This additional skill increases service delivery capability and allows CCPs to provide enhanced airway management and anesthetic delivery. In the coming year, all remaining paramedics will commence the CCP training pathway.

With the onset of the Covid Pandemic, the Charity was quick to adapt the service it offered to reflect the changing landscape.

NWAA embarked on a diverse new challenge to further support the NHS, so that together we can save lives during the nation's time of need. Our highly-skilled HEMS Paramedics, alongside North West Ambulance Service (NWAS) colleagues worked on the frontline tackling Covid-19 by enabling an inter-hospital patient land transfer service.

NORTH WEST AIR AMBULANCE

Trustees Report

This new additional service saw the Charity's HEMS Paramedics (who are experienced and familiar with working alongside a doctor-led team) provide monitors, ventilators, and in-line transfusion capabilities, whilst utilising NWAA rapid response vehicles and working to NWAS clinical governance protocols. This helped to minimise staff and public exposure to Covid-19 when responding to positive patients, whilst also helping to protect and support the NHS clinical staff caring for them. We have also been able to ensure that our team are fully protected with PPE requirements during this time.

During this time North West Air Ambulance's consultant-level Doctors and Paramedics also continued to provide EPHC via helicopter and a rapid response vehicle, to the critically ill and injured, improving outcomes for patients across the North West.

This significant change critically ensures the availability of key frontline NHS resource during the crisis by enabling this resource to be retained in hospital settings. The adaptation of our service, during a time of National Crisis, highlights the key benefit of our collaborative agreement with the NHS and our nimble approach will enable us to continue to support them and the country if and when needed.

Activity

The tables below show the activity levels for the last two years.

	01/04/19 to 31/03/20	01/04/20 to 31/03/21
Number of Jobs	2,472	2,524
Number of patients	1,199	1,107
Number of RSI's	56	125
Number of intubations without drugs	108	79
Major hemorrhages	47	50
Blood plasma patients	44	52
Job Type		
Accidental injury	646	713
Road traffic collision	641	656
Medical	698	447
Assault	161	300
Other	61	68
Intentional self-harm	154	211
Sport /leisure	60	50
Transfer	29	42
Other transfer	12	17
Exposure	10	20

The following table shows the number of missions each year. This, of course, is a measure of activity rather than impact. The Charity is investing effort in learning how its interventions have affected the survival and long-term recovery of its patients. This is far from a simple task and one which has challenged the wider air ambulance community. Work to establish formal Data Sharing Agreements (DSAs) with various hospital trusts has been undertaken, this will enable NWAA to fully evidence the clinical patient impact of its service. The next step will be to ensure we achieve data outcomes. To date DSAs have been agreed with every regional adult and pediatric Major Trauma Centre (MTC).

NORTH WEST AIR AMBULANCE

Trustees Report

Number of Missions

Counties	01/04/19 to 31/03/20	01/04/20 to 31/03/21
Cumbria	165	111
Lancashire	861	716
Greater Manchester	692	1,000
Merseyside and Cheshire	736	669
Other	15	78
Total	2,469	2,574

Of note, during the Covid pandemic, NWAA reacted within a 7-day period in April 2020, to establish alongside NWAS, a Covid-19 patient land transfer service provision. This saw the standing down of two aircraft covering a six-week period and standing down one aircraft for an additional four weeks. NWAA HEMS Paramedics were specifically used due to their enhanced airway management skillsets and their high levels of experience with working closely with doctors as noted above. The consequence of establishing this service, was a reduced operating capacity over the above period. Activity levels were therefore reduced over a "normal" year comparison. Notwithstanding this period of reduced activity, year on year NWAA has attended more jobs (2.18%) but dealt with less patients (-7.36%) than the previous year.

Operations Service Capacity and Capability

To ensure best use of resources, and to support the evidence-based approach to service development, the Charity entered into a collaborative working project with Lancaster University Data Science Institute. This saw the use of academics to analyse relevant clinical patient data to inform the Charity as to the most effective use of helicopters, base locations, hours of operation, resource and dispatch allocation. The critical driver to the project was to ensure that the Charity maximises patient impact.

The first clinical car trial, conducted over 6 weeks during March 2020 supported the evidence, as modelled via the University's Project: "Optimum Working Hours". This suggested operating between the hours of 1600-2000 is most effective to maximise patient impact. The results of this trial indicating greater opportunity to respond to high acuity jobs has been agreed with the Board and therefore is now included in the base operating model for the Charity. The second project which looked at stand down and dispatch, determined there would be negligible change to service delivery if changes to stand down were achieved. This has allowed NWAA opportunity to focus on other key areas. The third project, regarding location of bases and number of helicopters, evidenced the Barton base is suitably positioned and Blackpool should be relocated nearer to Preston to maximise patient impact; this will see in the coming year a feasibility study being undertaken to provide options to relocate Blackpool airbase. The work established three helicopters is the optimum number of air assets.

The above project work, using an evidence-based approach, supported and enabled the production of the NWAA Clinical Strategy which achieved Board approval in December 2020. The strategy is the basis for operational development going forward. It is focused around improving patient impact and ensuring operational excellence. Service development aspirations result from the newly devised evidence-based Clinical Strategy, which identifies several potential initiatives, such as providing a night-time car service and blood being provided on all platforms, will in the first instance undergo a trial period, prior to being determined as a formally revised operational delivery provision.

Other service developments such as Critical Care Paramedics (CCP) will become more established and will realise the need to increase headcount, to ensure effective and consistent service delivery. A concentrated refocus on training, largely deferred due to Covid-19, will be seen through the year.

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Trustees Report

The Patient Aftercare Service developed in year as recruitment commenced for two Patient Aftercare Coordinators (PACs) based at Preston and Aintree Hospitals respectively. This will be a 12-month trial and crucially aims to provide evidence to demonstrate the impact of both the EPHC service and the impact made to patient outcomes. In addition, these roles will benefit patients and crew through providing the link between the parties following the mission, as well as providing the link to further fundraising through supporter engagement and engaging patient stories. This trial will run alongside the existing Patient Support Coordinator (PSC) role at one day per week and moving to two days per week as the trial commences. It is hoped that additional funding will be generated to fund these roles. At the time of writing the PSC has left the Charity and recruitment will take place during Q2 of 2021/22 to encompass these responsibilities.

A project to review and renew the existing aviation contract has commenced with Board approval expected autumn 2021. The current contract with Babcock expires in December 2021. This currently covers the provision of three helicopters, Aircraft Operators Certificate, pilots, engineers, airbases and supporting services. A Subject Matter Expert is providing consultative-level support to enable a full procurement process to be undertaken, including a full tender process, to ensure best value, futureproofing and to support the clinical strategy.

To support key strategic objectives, further workstreams will be brought to life, covering such areas as innovation, research and development. To support the golden thread of improving and evidencing patient impact, a 12-month trial project of Aftercare Coordinators will also commence with the aim to demonstrate both the need for NWAA, plus the impact made to patient outcomes.

Financial Performance

The Charity group had a consolidated surplus for the year of £1,994,506 (2019/20 £1,778,912) with a period of decreased income and decreased costs but with gains on investments.

Total income decreased from £12,021,518 to £10,424,700. This was largely driven by the decrease in retail sales (given the closures and impact on consumer confidence of the pandemic) and a fall in nearly all areas of fundraising, which was curtailed by the pandemic.

Commercial trading costs decreased due to fall in retail costs due to lower trading and shop closures during lockdown. Direct charitable costs decreased compared to last year due to the reduction in fundraising activity. Canvasser recruitment costs for the lottery fell as they were not able to recruit during lockdowns.

Activity levels fell during the initial lockdowns so overall operating costs decreased.

As a consequence of the unprecedented impact of Covid-19 during 2020 /21, the Charity did receive some funding from the Government in the form of furlough funding, grants relating to the Charity's retail function and a one-off contribution of central government funding, a proportion of which was distributed to the Charity via Air Ambulance UK. This funding was awarded as a direct response to the pandemic and is not expected to be a consistent source of funding, maintaining the need for the Charity to claim it's reliant on charitable income going forward. This will also enable the Charity to continue to be nimble with its decision making and future strategic direction. Although the group has received government grant and staffing funding during the pandemic it has not received any NHS funding.

Support costs have decreased, largely due to lower staffing levels as the Charity held back on recruiting to vacancies and incurred lower premises and general costs. Vacancies started to be actively recruited to in the second half of the year which will facilitate fundraising projects and development as the community reopens.

NORTH WEST AIR AMBULANCE

Trustees Report

There was a significant gain from the increase in market value of investments in the year – part of this was a recovery of the losses seen the year before in financial markets when the pandemic struck - however recovery was greater than this fall although it slowed in the final quarter of the financial year. These investments have continued to show good recovery in 2021/22, although markets inevitably remain volatile.

The capital spend identified in the cash flow was at a higher level than previous years and included some medical equipment and IT equipment to support remote working. Plans for further capital spend in 2021/22 will look to invest in training equipment at bases, a replacement HEMS Response Vehicle and medical equipment.

Results of subsidiary companies and group

The results of the Charity Group are summarised on the Statement of Financial Activities, and those of the subsidiary companies in the notes to the Financial Statements.

Fundraising performance

The Trustees of the North West Air Ambulance Charity are committed to a responsible approach to fundraising, treating donors and fundraisers respectfully and fairly, so they feel valued and free to donate if, when and how they wish to. We adhere to the Fundraising Regulator Code of Practice in all fundraising activity. The Charity is supported by North West Air Ambulance Promotions Limited, a trading company (primarily shops), and the Friends of the NW Air Ambulance Lottery CIC, which runs the Charity's lottery, its largest income stream.

The Charity is registered with the Fundraising Regulator and complies with its Code of Fundraising Practice. The lottery company is licensed by the Gambling Commission.

The lottery is a key source of income generation for the group and the reliance on this income has increased as other fundraising streams were greatly impacted by Covid-19.

The lottery company recruits players primarily door-to-door and in privately owned venues. It provides extensive training to its representatives on areas of social responsibility, including dealing with vulnerable people, and all canvassers are registered with Dementia Friends. The Charity ensures high standards of ethical behavior from external representatives at all times, with regular reports and details of each canvasser's training and meetings taking place to review concerns and discuss performance, as well as updates on our charitable activities. In addition, NWAA runs inductions for canvassers on their role as Charity Ambassadors, and this includes strict protocols which mean they cannot enter people's homes or approach sheltered accommodation. Canvassers are instructed to walk away from anyone who does not engage or shows any sign of vulnerability. NWAA also has its own Social Responsibility in Gambling policy.

Canvasser activity was forced to stop during the pandemic during each of the lockdowns. Although recruitment levels were good when canvassers were able to go out, the periods of non-canvassing, coupled with the natural attrition that arises when some players leave the lottery, means that the number of weekly plays fell considerably during the year and income slowly declined. Although the lottery did also reduce expenditure from not paying the canvassers during the period, overall, it will see a medium-term financial consequence from the fall in weekly players, until the CIC is able to actively recruit on a regular basis.

The CIC has a remote lottery license. This enabled some growth and acquisition of the lottery during the year through alternative routes to market such as telemarketing campaigns, social media and the website. This work will continue in 2021/22 as well as further work with regards to retention through targeted marketing cycles and looking at further initiatives regarding prize draw structures.

NORTH WEST AIR AMBULANCE

Trustees Report

It is recognised that with the enhanced license comes further regulatory responsibility and therefore we have developed a wide-ranging lottery assurance plan, including the requirement for a further audit of processes, responsibilities, and procedures by a third party to ensure our processes and plans are robust. We have also strengthened our staffing resource in this area.

Covid-19 has had a considerable impact on many of our fundraising income streams, especially those based in community and events and retail, as seen by most other charities and businesses. Some staff were furloughed in response to this impact, but as they rejoin the business, they will focus on accelerating some project work - such as the use of contactless devices - and alternative fundraising initiatives – such as online retail offers, individual giving driven by telemarketing, and virtual events for major donors and fundraising. The Charity has had to adapt to respond to the impact of the pandemic, whilst virtual events such as an on-line comedy night and an online Christmas Market have not generated the income which live events have, they have afforded the Charity to remain in contact with some of our supporters and sponsors. In December the Charity produced its first live event for current and prospective high value donors.

Complaints

The Charity changed its complaints process during the year and launched a revised complaints policy in December 2020. This complaints policy covers all complaints to the North West Air Ambulance Charity and sets out the different stages a complaint is to go through, the timescales involved, and who should be involved in handling the complaint. Complaints are valued as a means to continuously review and improve the services we offer our supporters.

There were 6 items raised up to November 2020 (before the change), covering issues from lottery administration concerns to operational issues. Since the change in policy there have been 3 formal complaints with 1 case remaining open at the year end.

Marketing

The marketing of our work and social media presence was strengthened to support our fundraising ambition.

We have invested heavily in marketing resource to improve our profile. We have bought marketing and social media in house and are actively using data analytics to ensure social media development. We have improved our internal and external communication, especially during the pandemic to ensure supporters are aware of the impact on the Charity.

We celebrated our 21st birthday during lockdown on 19th May and marked this in the best way we could in difficult times, thanking for work done by supporters, volunteers and crew. Activities took place to celebrate this special birthday including a birthday e-card to all staff, a 21st birthday edition of Skylines and a website homepage takeover with animation and 21st birthday branding. In addition, there was a Go21! fundraising campaign promoted via social media which challenged individuals to do something active, such as run one mile a day for 21 days, do a 21-minute dance off or 21 pushups. The birthday celebrations for each base were posted on social media, which included birthday cakes and decorations.

We have recognised the need to update our website for a number of years. Now that marketing is resourced internally, we are confident that we can complete our planned new website as a key priority with the launch now due in August 2021. The new functionality for the website will facilitate more effective interaction with our supporters and donors and ensures we are futureproofing.

The Emergency Appeal which launched in February far exceeded initial expectations in terms of income and profile for the Charity raising over £40,000 and several features across media channels.

NORTH WEST AIR AMBULANCE

Trustees Report

The Marketing and Communications Strategy for 2021/22, and schedule of activity will focus on integrated communications across all channels and income streams - with the ROI to be established for activity, measuring reach, and Advertising Value Equivalent, as well as taking advantage of national campaigns such as Air Ambulance week.

A key strategic project is the development and the implementation of an integrated approach to digital marketing across the whole of income generation, with planned split testing and evaluation; target setting and engaging content across website, social and email marketing. This will support all income generating areas to increase income and performance.

Retail development

The Promotions business was significantly impacted by Covid-19 with all shops, warehousing and online provision closing in March 2020, with decreased sales experienced in the weeks before. The business received government support through successive grants and funding for furloughed staffing. Shops began to open again in June following extensive work and training to make premises and practices Covid-19 secure. The key requirement was that staff, volunteers and customers felt that the premises were safe. Further work was also undertaken to further develop the online offer to adapt to a changing marketplace.

The shops continued to see a year of further volatility with the further two lockdowns, and in-between there were periods of lower consumer confidence, especially in areas with high Covid-19 rates. An overdraft facility has been arranged to support the poorer trading levels.

At this stage, the opening of further shops has been put on hold. In addition, two store closures have been announced for 2020/21.

Volunteers

Volunteers continue to support the vital fundraising work of the Charity, donating their time, energy and passion to support our life-saving cause.

Understandably, physical activities involving our volunteers during 2020/21 were dramatically reduced as the government restrictions on society owing to the pandemic impacted our operations overall as a Charity.

The Volunteering Team used time during lockdowns to reach out to those volunteers who were identified as being at risk, as acknowledgements regarding the social impact on mental health and personal wellbeing of individuals because of these lockdowns became more greatly understood.

This dedication to the engagement of our volunteers contributed to 51.5% (295) of those retail volunteers who were registered with us as at the end of March 2021, returning to assist with the preparing of our retail outlets for reopening in April 2021 following the easing of restrictions.

Naturally, much of the planned development work for our Volunteer Programme was placed on hold during 2020/21 but work on the streamlining of administration tasks and moving of processes away from paper documentation continued.

Although thank you events and training sessions planned for 2020 were postponed, we have a range of other activities to recognise and reward volunteer input to the Charity. We will be issuing milestone certificates to recognise volunteer length of service and we launched a region-wide volunteer awards strategy which will recognise volunteers who have significantly contributed to the Charity.

Following recruitment of a new Director for the Income and Engagement Directorate in November 2020, third party reviews around brand awareness and communications with our supporters are being undertaken. The timing of these projects will enable the re-establishment of the Volunteer Forum in summer 2021, which will result in having a direct impact on the forward planning of the Charity giving our volunteers the opportunity to input on the direction of the Charity in relation to volunteer activity.

NORTH WEST AIR AMBULANCE

Trustees Report

Looking forward, anticipating restrictions easing across society, it is hoped that this will enable our colleagues in fundraising to restart the collection and delivery of collection tins and host events. These will be supported by our volunteers and recruitment for these areas will get underway soonest. Equally the increase in our e-commerce activity has seen the need for volunteers in our Speke operation to be increased and we will broaden our recruitment channels to include local universities and the Community Payback Scheme.

We will continue to work towards increasing the compliance of required training amongst volunteers. All volunteers re-inducted post Covid-19 suspension have been offered training to ensure all active retail volunteers have received basic training in each area.

At NWAA we immensely value our volunteers, they are vital to our delivery and we could not operate our fundraising, or retail activity, at our current levels without them.

GOVERNANCE

Organisation Structure

The Charity and its subsidiaries (Promotions and Lottery) are governed by the Trustees who are also Directors because of their position as Trustees and the status of the organisations in being companies. They meet approximately every three months (known as Board Meetings) and, where necessary, may also communicate and do business via tele and video conferences between official meetings.

Trustee Governance

Trustees are appointed by the Charity, candidates may be put forward for consideration by individual Trustees or the Chief Executive, together with a brief CV of their relevant experience. Trustees are unpaid and are appointed for a period of up to three years. At the end of their three-year term, they may be re-appointed.

Trustees are selected for their abilities to make an effective contribution to the Charity. The key attributes and experience include:

- Business management
- Marketing
- Financial management
- Governance
- Medical/clinical experience
- Charity management

The optimum number of Trustees is not fixed but needs to reflect the diverse range of skills needed. The Charity undertook a review of the composition of the Board and in particular the skills and experience mix required, and in place. This ensured that the Board has a good cross section of skills and is not over dependent on individual Trustees in the majority of areas and therefore can expect a good level of resilience and challenge. The Board recognises that, on occasion, this may require obtaining specialist input and assurance and has, for example, ensured that it has external aviation support during the procurement of its helicopter provision. It also sought specialist support to review the challenges faced by the retail business during the pandemic.

The appraisal and self-assessment of Trustees has been put in place, which has fed into improving training and development for Trustees. Trustees are ultimately accountable for the operation of the Charity and its subsidiary companies, decisions regarding key risk, strategy, annual budget agreement and major purchases are reserved for the Board.

The overall Accountability Framework for the organisation showing the Board and Sub Committee composition, and their Terms of Reference are agreed annually by the Board.

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Finance Sub-Committee (FSC)

A Finance Sub-Committee, comprising of two Trustees and members of the Senior Management Team, meets quarterly to consider financial matters, risk management, investment management and information technology, and reports to the Board of Trustees accordingly. Particular attention has been paid this year to the impact of the pandemic – with regular reforecasts and scenario plans being reviewed. In addition, the Trustees of this committee, and agreed other attendees, have met more frequently since the pandemic, to carefully monitor the potential financial impact on the Charity. Details of the performance of investments, overall financial reports, financial plans for the following year, and the development of the risk strategy are detailed later in the report.

Governance Sub-Committee (GSC)

The Governance Sub-Committee continues to review all aspects of governance. It comprises of two Trustees and members of the Senior Management Team, and now meets quarterly.

The Compliance Framework Document (CFD) is now well established with NWAA governance. This is the internal framework which was created based on the Association of Air Ambulances (AAA) framework for a High Performing Air Ambulance Service 2013. The year-end position is that we have 97.7% (prior year 92.3%) achievement against the standards, this being the total of both evidenced and completed items with further improvement anticipated. In addition, a program of quality assurance has commenced which includes quarterly sample audits and an annual full audit. Additional reassurance provision will be undertaken in the form of an external review by Crowe Auditors. This will seek to identify any gaps and provide strategic direction to further enhance the CFD.

A Mandatory Occurrence Register (MOR) has been established. The register covers all areas of the Charity and is based on two key aspects. The first being all mandatory incidents or events that are reportable to regulators/bodies such as HMRC or the HSE. The second, covers all other incidents or events that are not mandatory, but which require action by NWAA. This covers internal events such as a process or procedural failure that require escalation to either, or both, SMT and the Board of Trustees. All events in both areas also have reporting timelines and owners to allow a consistent and timely approach.

There has also been work undertaken to consider the outcomes of the lottery compliance external audits and the action plan derived from the safeguarding review as well as an overview of the return-to-work projects which have followed each lockdown.

Following an audit programme undertaken in 2019, both airbases and headquarters have now been installed with CCTV, monitored alarm systems, and improved access control systems. This improves upon areas identified as vulnerable and demonstrated NWAA's commitment to a safe and secure working environment.

A Business Continuity Plan (BCP) was developed and implemented during 2020 after being identified as an area for improvement via the NWAA risk register. The BCP has helped to support the imposed change of operational model, seeing the impact of Covid-19 necessitate the need for HQ staff to work from home and meet in a virtual environment.

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Clinical Governance Sub Committee (CGSC)

As per the Service Level Agreement (SLA) and to demonstrate compliance within the accountability framework, the North West Ambulance Service (NWS) provides clinical governance and CQC registration for North West Air Ambulance (NWAA); the purpose of the NWAA Clinical Governance Sub Committee (CGSC) is to monitor and provide assurance regarding clinical governance provided by NWS and to report to the Board of Trustees on all clinical and quality aspects of service delivery. Supporting information for the CGSC is achieved via Clinical Governance review meetings, held monthly, and chaired by a member of the Clinical SMT. As a result of Covid-19 the previously held monthly meetings were changed to virtual fortnightly meetings which proved successful with increased attendance. This forum allows for case review, professional discussion and creates a positive learning environment. In addition, all clinicians, led by Clinical SMT, have been appointed a defined audit area to review and will support the methodology of and enable “deep dive” key topic audit review.

Operations Sub Committee (OSC)

This committee was introduced last year to scrutinise and review systems in place to ensure, monitor and improve the quality of operational service provided to support and facilitate clinical service delivery and the wider Charity. The active reporting of health and safety requirements will also move to be overseen here, along with oversight and guidance in relation to the above-mentioned helicopter contract review and renewal.

Ongoing improvements have been made to health and safety following the introduction of a Staff Forum and Safety Committee. A newly developed three-year Health and Safety Plan, with Board approval, has been introduced to ensure a cycle of continuous improvement is evidenced. This follows the “Plan, Do, Check, Act” ethos and will enable greater individual ownership for staff, supported by additional training and focus on key areas such as IOSH Training for all retail managers and the ambition to achieve industry recognition in subsequent years (Year 3).

Senior Management Team (SMT)

The day-to-day running of the Charity and subsidiaries is undertaken by the Senior Management Team (SMT) led by the Chief Executive. SMT comprises:

- Chief Executive Officer
- Medical Director
- Director of Income and Engagement
- Operations Director
- Director of Finance and Resources

The remuneration packages of the SMT (excluding the Medical Director) are benchmarked against those of similar organisations and are reviewed annually by the Trustees.

Company Secretarial and Governance advice is provided by Brabners.

The Medical Director is provided by North West Ambulance Service NHS Trust, a key strategic partner, as part of a service level agreement arrangement. The role is essential to manage and be held accountable for the clinical governance of the Charity. The position strengthens the revisions to the SLA and provides assurance to the Trustees that the Charity is operating in a compliant clinical manner and their approach to risk.

The Charity is a member of Air Ambulances UK. The Association was established as a membership body for those organisations which form the air ambulance services in the UK. Extensive use is being made of the contacts, primarily other air ambulance charities to learn and share best practice and in particular to understand the impact of Coronavirus on all aspects of the sector.

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Staffing and Resources

Significant work has taken place in this area, although a considerable focus has inevitably been put on managing the staffing and resources due to the impact of the pandemic.

The Employee Forum was disrupted due to the pandemic. A number of our forum representatives were on furlough leave in 2020 which meant that the forum could not meet for a period of 6 months due to not being quorate. The forum has recommenced in 2021.

There were a number of vacant roles within the Income and Engagement Directorate that were not immediately filled in 2020/21. This decision was taken due to the anticipated financial impact and restrictions for fundraising arising from the global pandemic. In order to mitigate the impact, roles were held vacant, and some employees were asked to take furlough leave, in particular during the national lockdowns. The recruitment for these roles started in the summer of 2020 as the UK economy emerged from the pandemic.

Staff turnover reduced in 2020/21 in comparison to the previous year:

	Retail	Charity	Total
2019-20	21.5%	28%	24.4%
2020-21	8.1%	9.5%	8.8%

An annual Performance Review Process was introduced in 2019. The timings of the performance review process for 2020/21 were adjusted due to the pandemic to ensure this remained a meaningful process.

A survey about the communications we were providing was conducted in June 2020 to ensure we were reaching our employees and were sharing the information that people wanted and needed especially during the pandemic. The survey results were positive and informed some adjustments to the information shared. We also provide an employee assistance helpline and counselling support which we encouraged employees to use throughout the pandemic.

The training and development we had initially planned for 2020/21 was hugely impacted by Covid-19 as face-to-face training could not take place and a number of our employees were on furlough leave. As the year moved on, we were able to continue with some essential training where it was safe and necessary to do so including a management development programme, safeguarding, equality and diversity, IOSH and First Aid as well as addressing some individual training needs.

We have selected an employee survey process, the 'b-Heard' survey which is run by Best Companies. The purpose of the survey is to measure, recognise and improve levels of workplace engagement and to help us to better understand what we are doing well, and what we might be able to improve. This will be implemented for the first time for all employees of NWAA in June 2021.

The benefits offered to employees were further enhanced. In 2020-2021 the Board approved a proposal to adjust the optional Enhanced Maternity pay to ensure we include Maternity/Adoption/Shared Parental Leave Pay in the scheme.

We have also introduced a holiday purchase scheme which will be effective from the beginning of the 2021- 2022 leave year. This scheme will enable greater flexibility and smarter working which surveys indicate are becoming ever more important to employees.

A replacement payroll and HR system was selected in 2019 - 2020 and implemented in 2020 – 2021. The new system went live in July 2020. An expenses module linked to this system will be introduced in 2021, with additional training delivered by the HR team to support this.

We met with staff early in 2020 to gain feedback on what values and behaviours represent NWAA. The core values and behaviours have now been finalised and we will launch these and embed these within our processes in Autumn 2021. Values Awards will be announced, with a nomination process to be implemented to identify those worthy of awards for presentations which will be made at our first employee conference now planned for Autumn 2021.

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Due to the Covid-19 pandemic and the enforced working from home requirements, all staff other than critical business staff (some finance and admin personnel) and retail are working successfully from home. This was overseen by SMT, with any required recommendations reviewed and recommended via the newly established Defining Our New Normal (DONN) working group.

ICT and GDPR

The previous work undertaken to move to a new, more reliable ICT provider and to address the over reliance on the terminal server proved beneficial when a significant proportion of staff were required to work from home and meant that these changes were relatively seamless.

Despite the restriction of the pandemic, a number of IT projects were completed such as the upgrade to the financial system, replacement of the HR / payroll system, and implementation and the tendering of the provision of internet and telephone systems, ensuring they are fit for purpose in a changing world. Website redesign was also progressed.

Projects also considered the use of ICT in the wider business such as the shops (handheld tablets to capture gift aid signups) and fundraising (e.g., use of contactless devices) and developing paperless systems and processes in other areas of the business.

GDPR compliance continued in the year under a cross functional group which meets at least quarterly. Key focuses during the year have been policy review and considering the impact of Covid-19 and to ensure that the group remains compliant whilst undertaking different modes of working. Trustees moved onto a more secure SharePoint portal. We have also improved staff and volunteer awareness and training levels when Covid-19 impacts have allowed. We use an external advisor to act as a critical friend for this work and agree a "health check" programme of work with them every year.

Public Benefit Statement

The Trustees confirm that they have due regard to the Charity Commission's guidance on public benefit and that the Charity meets the requirements in the advancement of its objectives.

The Charity exists to provide free of charge emergency clinical care services to the people of the North West of England during daylight hours. Three helicopters are manned by highly skilled Doctors and Paramedics. In 2017 we introduced Consultant level Doctors to operate from one helicopter. This provides enhanced medical care services having the capacity to save lives by conducting advanced medical interventions at the scene of the accident or incident.

Forward look for the Charity

The worldwide pandemic has had a significant impact on the Charity, as it has on most businesses. Overall, the regrowth plans for income across fundraising channels are not, at this stage, able to keep pace with the required operational spend. Over reliance on the lottery, for example will in fact increase in the period in the year as, although it is impacted by Covid-19, it still remains a significant proportion of income, and other income streams are in a period of restoration due to the pandemic.

One-year income strategies have been developed by the Director of Income and Engagement for each income stream with the bases for growth and diversity supported by risk analysis, consideration of dependencies and operational KPIs. These will be further developed into 3-year plans later in Q2/3.

The year ahead will be one of uncertainty, however the direction is to develop new opportunities for existing income streams, adapt to new ways of working and optimise on the opportunities Covid-19 has afforded the Charity, in terms of developing and implementing a more digital and innovative approach to fundraising, which will enable the Charity to engage with a more diverse demographic of supporter.

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The Operational plan is focused around improving patient impact and ensuring operational excellence. Service development aspirations result from the newly devised evidence-based Clinical Strategy, which identifies several potential initiatives, such as providing a night-time car service and blood being provided on all platforms, will in the first instance undergo a trial period, prior to being determined as a formally revised operational delivery provision.

In addition, the Charity will look to embed the foundations of digital innovation which will enable the clinical strategy and operational development. This clinical innovation will not be impeded by financial constraints given the reserves position of the Charity and the development of the income generation longer term strategy.

The Trustees have assessed their financial position and plan to continue to progress their strategic plans and ambitions, despite the impact of Covid-19, where practically possible. The overall strategic aim, to maximise patient impact, remains at the core of the strategy.

As part of this specific review the Board recognised that income generated by fundraising will be impacted for some time and that alternative routes to market to generate income will need to be developed. Conversely, they recognise the relative resilience of the income from the CIC and legacies. It has considered that it will likely continue to plan for operational and clinical development and also may face some cost increases from the impact of Covid-19. A range of forecasts and scenarios have been reviewed, and headroom / capacity have been considered, as has the ability to utilise its reserves, through its investments, if required.

The reserves policy has given the Charity the reliance to be able to continue meeting its charitable objectives and service provision, even within times of great uncertainty, in order to ensure that its operational plans can continue unheeded where possible.

The Board will continue to carefully monitor the cash flow and financial position of Promotions on a regular basis. It has also recognised that it will need external support as and when necessary, to provide advice regarding decision making and key actions thus ensuring that decisions regarding the strategic direction and future of the retail business are well informed and consider key factors and uncertainties.

Risk

The organisation has developed a revised risk strategy and methodology. The Board is accountable for risk and will review key and high-level risks on a regular basis, but the FSC will provide the oversight to the process and ensure that progress, accountability and consistency are maintained. Each committee will review and challenge the risk assessments for its own area as necessary.

The strategic risk register is used with a clear outline of the risk assessment process systematically followed: this considers the unmitigated risk, the levels of existing controls and assurance and therefore the current risk, and finally action plans to mitigate risk further where required. The Board is fully aware of the highest rated risks and the plans to reduce their current levels and what residual risks will remain.

A "5x5" risk assessment matrix of likelihood and consequence is in place. Roles and responsibilities have been defined and the reporting structure, based on a RAG system, has been established.

The strategic risks are identified by SMT. Risk is updated on at least a quarterly basis and also updated as changes take place. SMT also perform an "executive challenge" of movements in the register at their monthly meeting. The Board has also undertaken horizon scanning for potential new risks and considers the impact of risk at each formal meeting.

Covid-19 has inevitably had a significant impact on the risk register across many areas, in particular relating to the economic environment, resourcing, income generation growth and protection and the retail business. In addition, there is a potential risk to the operational provision. It has had an impact on the inherent risk, the current risk ratings, and the target risk levels and plans.

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The risk register has been reviewed at both Board and Committee level and this has been undertaken on a quarterly basis. In addition, in order to manage risks and decisions as they evolved due to Covid-19, some Trustees also have been meeting SMT on a fortnightly basis between Board meetings. Committees are also invited to undertake “deep dives” on risks identified at their quarterly meetings to gain a greater understanding of the assessment of, and assurance around, the risks identified.

The current top 3 strategic risks identified are regarding inadequate Business Continuity Planning, the impact of economic uncertainty and the sustainability of the retail operating model. However, the impact on other risks as noted above has been significant. Revised action plans have been put in place to gradually mitigate these risks, although it is recognised that this will not all be within the control of the Charity.

Reserves Policy

Funds per the balance sheet

The total reserves/funds for the group at the end of 2020/21 is £18,027,890 (2019/20: £16,033,384). Of this the restricted funds for nominated specific use totals £170,709 (2019/20: £194,279) which are analysed in more detail in the notes to the accounts leaving unrestricted funds of £17,857,181 (2019/20 £15,839,105).

Unrestricted designated funds are based upon the need to earmark funds to meet two years’ annual lease commitments (for property and helicopters) as described in the notes to the accounts, which gives a value of £4,559,067 (2019/20 £5,891,586). This leaves a value of £13,298,114 (2019/20 £9,947,519) of unrestricted general funds.

A further allowance must be made to discount for tangible functional fixed assets, to reflect the fact that these funds cannot be freely spent. This reduction of £542,459 (2019/20 £674,163) then leaves a free reserves balance of £12,755,655 (2019/20 £9,273,356).

Review of available reserves

The Charity’s policy is to hold two years of operational expenditure as reserves to ensure continued financial security and to provide for contingencies. The reserves considered are those that are unrestricted funds, less the tangible assets.

The total annual operational expenditure for 2020/21 was £6,163,206 (2019/20 £6,128,009) which was mostly from unrestricted funds. This is comprised of the direct costs of the operations (lease costs, fuel, clinical staffing, training etc.) plus a proportion of indirect costs (such as staffing, depreciation and governance costs) as detailed in the notes to the accounts.

To assess the reserves policy position at the end of the year it will be necessary to compare the total funds above and planned operational spend for the next two years. It will be also necessary to consider any forecast change in reserves.

The funds available under the reserves policy as of 31st March 2021 are therefore £17,314,722 (being unrestricted funds less the tangible assets). This is considerably in excess (by c £5m) two years of the 2020/21 total unrestricted operational expenditure at current levels and therefore Trustees should consider if it remains within its reserves policy.

However, the direct operational spend for 2021/22, under the latest forecast, is c £5.8m. Allowing for indirect operational spend of a similar level to previous years would give an expected total operational spend of just under £7m. In addition, the procurement process for the future provision of helicopters will require both an increased annual spend in subsequent years and upfront payments for upgrades of the assets. Finally, Trustees are also mindful that Covid still presents a financial risk to the group and that the pandemic experience has emphasised the need for prudence with regards to reserves.

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The Charity's forecast position for 2021/22 is for a small deficit of £(50)k due to the impact of Covid-19 on income generation levels.

Trustees are committed to continuing evidence led operational and clinical development and therefore expenditure will increase further over future years.

Given this forward-looking context the reserves of £17,314,722 are in line with holding 2 years of operational funds and therefore the organisation is operating within its reserves policy.

Review of reserves policy under coronavirus

The Charity's policy is to hold two years' of operational expenditure as reserves to ensure continued financial security and to provide for contingencies. As required by the SORP, the Trustees have particularly reviewed this policy to consider the impact of Coronavirus on the policy, and also on the level of reserves held.

As part of this specific review the Board recognised that income generated by fundraising could be impacted for some time and that alternative methods of generating income will need to be developed. Conversely, they recognise the relative resilience of the income from the lottery and legacies. It has considered that it will likely continue to plan for operational and clinical development and also may face some cost increases from the impact of coronavirus.

Forecasts have been produced on a regular basis, and on a monthly basis for the most impacted Promotions business.

Headroom / capacity have been considered, as has the ability to realise its reserves, through its investments, if required. The reserves policy has given the Charity the reliance to be able to continue meeting its charitable objectives and service provision, even within times of great uncertainty.

The Charity also holds designated funds earmarked to cover two years' annual lease commitments (property and helicopters) and Trustees have also considered if this is still appropriate.

Overall, therefore the Trustees consider the reserves policy and designated reserves to still be appropriate.

Financial Investments

Trustees completed their review of the investment policy under the guidance of professional independent financial advisors and implemented it during 2016/2017.

The Charity is reliant on fundraising donations for its activities. Investment assets are held as reserves. A key risk to the long-term reserves is inflation. The Charity's investment objective is to generate a return in excess of inflation. The Charity is aiming to achieve and maintain a real portfolio value of £10m over the medium to long term. The portfolio aims to preserve capital value as much as practically possible while seeking to achieve the above objective and maintaining liquidity necessary to support operational requirements.

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The target and actual investment allocations as at 31 March 2021 were as follows:

Asset Class	Fund	Strategic Allocation	31 March 2021
Diversified Growth Fund	Black Rock Dynamic Diversified Growth Fund	25%	28.5%
Diversified Growth Fund	Ninety-One Diversified Growth Fund (formerly Investec)	25%	25.0%
Cash	ASI Liquidity Fund	50%	46.5%
Total		100%	

The Trustees have appointed Isio as investment advisors (with Isio being formed out of the sale of KPMG's Pensions Advisory business). The performance of the funds are kept under review by Isio and reviewed twice a year by the Trustees (or more frequently if required).

The total return to 31 March 2021 can be broken down between mandates as follows:

	BlackRock DDG fund	ASI Sterling Liquidity fund	Ninety-One DGF (formerly Investec)	Total
12-month net return	19.0%	0.1%	23.0%	10.0%
12-month net objective	3.2%	-0.1%	5.7%	2.1%
Net objective description	3-month LIBOR + 3%	7-day LIBOR	CPI +4.3%	

During the year, the growth funds outperformed their objectives as growth markets recovered from the Covid-19 driven market sell offs experienced in early 2020. Asset values in growth mandates were supported by fiscal and monetary measures introduced to combat the impact of lockdowns. The total return is estimated at 10.0% compared with the investment manager's objective returns of 2.1% and RPI inflation of 1.5%.

Although the impact of Covid-19 on the investments has been significant, to date in 2021/22 they have shown signs of considerable recovery, although markets can remain volatile.

Returns are shown net of investment manager fees.

Going concern

In the light of the financial outlook outlined above the Directors have considered the financial forecasts for the CIC and are confident that it remains a going concern, and for the accounts to be prepared on this basis.

Similarly, the financial forecasts for the Charity, with the potential to utilise reserves in the medium term if required, enable the Trustees to remain confident that it has the means to remain a going concern and to adapt as necessary to changes required.

NORTH WEST AIR AMBULANCE

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Covid-19 had significantly impacted the retail business with the shops and online business closing in March 2020, with a gradual reopening from June 2020. Sales were impacted and there are additional running costs of being Covid-19 secure. The business secured the available government grants and JRS funding offered and has arranged an overdraft facility under the government backed CBILS scheme. It has looked to attain specialist external advice where appropriate. Given the impact of covid the business was technically insolvent at year end with negative net current assets.

Since the April 2021 opening the shops have performed well, although 2 shops are to close following unsuccessful lease negotiations to offset the impact on sales.

However, the future trading environment remains uncertain as it does for many retail businesses. In particular, the key risk is the financial impact of any impact on consumer confidence and further lockdowns, without sufficient government funding being available as mitigation.

On this basis, the Directors have considered the forecasts for the retail business and consider the business to be a going concern.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of North West Air Ambulance Charity for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group, and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent.
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the Charity's constitution. They are also responsible for safeguarding the assets of the Charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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Insofar as the Trustees are aware, there is no relevant audit information (as defined by section 418 of the Companies Act 2006) of which the Charity's auditor is unaware and the Trustees have each taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

PLANS FOR FUTURE PERIOD AND LONG-TERM OBJECTIVES

Plans for future period

The report gives a detailed outline of the objectives for the immediate future which are

- to evidence and maximise Patient Impact
- to drive improvements in clinical capability and capacity
- the re-generation of diverse income streams and development of the longer-term strategy
- to embed culture and values to establish a great place to work and volunteer
- to create an environment to encourage innovative healthcare and a digital first approach
- raising profile of NWAA as a Charity

Long term objectives

The key aspects of our strategy are:

Impact - To deliver specialist and enhanced medical care to the critically ill and injured and transport patients to the most appropriate place to achieve the best outcomes for them

Forward Thinking - To actively encourage innovation and embrace technology to enhance our ability to provide innovative healthcare

Collaborative -To continue to work collaboratively with our partner organisations to provide the best possible outcomes for all

Transparent - To adhere to robust governance structures and ensure transparency and compliance

Our People -To create an environment where staff and volunteers will flourish

Sustainable - To ensure financial stability and responsible income generation

Profile - To continue to raise awareness with the public and all other stakeholders across the North West

Auditors

Crowe U.K. LLP has indicated its willingness to be reappointed as statutory auditors.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies.

Approved by the Board of Trustees on 6th October 2021 and signed on its behalf by:



Mr A G Jude
Chair



Mrs K J Spencer
Trustee

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND THE TRUSTEES OF NORTH WEST AIR AMBULANCE

Opinion

We have audited the financial statements of North West Air Ambulance ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including 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 group's and the charitable company's affairs as at 31 March 2021 and of the group's income and expenditure, 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 group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC'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 or the group'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 trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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 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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND THE TRUSTEES OF NORTH WEST AIR AMBULANCE

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within 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 and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 21, the trustees (who are also the directors of the charitable company for the purposes of company law) 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND THE TRUSTEES OF NORTH WEST AIR AMBULANCE

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group 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, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were those contained within the Charities Act and the Gambling Commission Regulations.

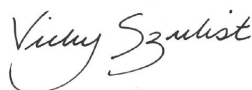
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

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. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charitable company's members, 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 members 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 members as a body, for our audit work, for this report, or for the opinions we have formed.



Vicky Szulist
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
The Lexicon
Manchester
M2 5NT

Date 12th October 2021

NORTH WEST AIR AMBULANCE

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME & EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Restricted funds total Year ended 31 March 2021 £	Unrestricted funds total Year ended 31 March 2021 £	Funds total Year ended 31 March 2021 £	Funds total Year ended 31 March 2020 £
Income from:					
Donations and legacies	4	445,660	4,005,723	4,451,383	5,070,450
Other trading activities	5	-	5,964,542	5,964,542	6,914,719
Investments	3	-	8,775	8,775	36,349
Total		445,660	9,979,040	10,424,700	12,021,518
Expenditure on:					
Raising funds:					
Commercial trading operations		-	1,926,456	1,926,456	2,425,398
Other fundraising costs		-	1,292,759	1,292,759	1,295,482
	6	-	3,219,215	3,219,215	3,720,880
Charitable activities					
Cost of operation of the North West Air Ambulance	6	469,230	5,733,144	6,202,374	6,171,850
Total	6	469,230	8,952,359	9,421,589	9,892,730
Net Income		(23,570)	1,026,681	1,003,111	2,128,788
Other recognised gains					
Gains/(losses) on investments	12	-	991,395	991,395	(349,876)
Net movement in funds		(23,570)	2,018,076	1,994,506	1,778,912
Reconciliation of funds:					
Total funds brought forward		194,279	15,839,105	16,033,384	14,254,472
Total funds carried forward	15	170,709	17,857,181	18,027,890	16,033,384

The notes in the appended pages form part of these Financial Statements.

NORTH WEST AIR AMBULANCE

BALANCE SHEETS FOR THE YEAR ENDED 31 MARCH 2021 Registered Company Number: 03752544

	Notes	Group		Charity	
		2021	2020	2021	2020
		£	£	£	£
Fixed Assets					
Tangible Assets	10	542,459	674,163	337,968	389,390
Investments	12	10,935,254	9,963,318	10,438,777	9,467,755
Intangible assets	11	560	8,954	-	-
		11,478,273	10,646,435	10,776,745	9,857,145
Current assets					
Stock		30,158	34,264	-	-
Debtors	13	689,134	721,355	1,751,228	2,310,136
Cash at bank and in hand		7,883,845	6,599,347	7,019,257	5,130,853
		8,603,137	7,354,966	8,770,485	7,440,989
Creditors: amounts falling due within one year	14	(2,053,520)	(1,968,017)	(1,450,223)	(1,342,703)
Net current assets		6,549,617	5,386,949	7,320,262	6,098,286
Net assets		18,027,890	16,033,384	18,097,007	15,955,431
Income funds					
Restricted Funds	15	170,709	194,279	170,709	194,279
Unrestricted – General Funds	15	13,298,114	9,947,519	13,367,231	9,869,566
Unrestricted – Designated Funds	15	4,559,067	5,891,586	4,559,067	5,891,586
		18,027,890	16,033,384	18,097,007	15,955,431

The consolidated figures above include the results of the Charity which had income for the year of £8,646,216 (2020: £9,606,169) and a net surplus of £2,141,576 (2020: £1,785,186).

The Financial Statements were approved and authorised for issue by the Board of Trustees on 6th October 2021 and signed on its behalf by:



Mr A G Jude
Chair



Mrs K J Spencer
Trustee

NORTH WEST AIR AMBULANCE
CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2021

	2021 £	2020 £
Cash flows from operating activities		
Net cash provided by operating activities	<u>1,325,546</u>	<u>2,828,164</u>
<i>Cash Flows from investing activities</i>		
Dividends and interest from investments	8,775	36,349
Purchase of property, plant and equipment	(69,282)	(293,167)
Proceeds from investments	19,459	1,505
Net cash provided by investing activities	<u>(41,048)</u>	<u>(255,313)</u>
Change in cash and cash equivalents in the year.	1,284,498	2,572,851
Cash and cash equivalents at the beginning of the year	<u>6,599,347</u>	<u>4,026,496</u>
Cash and cash equivalents at the end of the year.	<u>7,883,845</u>	<u>6,599,347</u>

NET CASH FLOW FROM OPERATING ACTIVITIES

	2021 £	2020 £
Net incoming resources	1,003,111	2,128,788
Investment income	(8,775)	(36,349)
Depreciation and amortisation of fixed assets	209,380	84,040
Decrease/(increase) in debtors	32,221	(125,176)
Decrease/(increase) in stock	4,106	(13,687)
Increase in creditors	85,503	790,548
Net cash provided by operating activities	<u>1,325,546</u>	<u>2,828,164</u>

ANALYSIS OF CASH AND CASH EQUIVALENTS

	2021 £	2020 £
Cash at bank	<u>7,883,845</u>	<u>6,599,347</u>

RECONCILIATION OF NET DEBT

	At 1 April 2020 £	Cashflow £	At 31 March 2021 £
Cash at bank	6,599,347	1,284,498	7,883,845
Bank overdraft	=	(68,281)	(68,281)
	<u>6,599,347</u>	<u>1,216,217</u>	<u>7,815,564</u>

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

1. General information

The Charity is a company limited by guarantee (registered number 03752544) which is incorporated in England and Wales. The address of the registered office is Stanley House, North Mersey Business Centre, Woodward Road, Knowsley, Merseyside L33 7UY.

2. Accounting policies

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

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2015) - (Charities SORP (FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006. North West Air Ambulance meets the definition of a public benefit entity under FRS102.

The Charity has taken advantage of the exemption available to a qualifying entity in FRS102 from the requirement to produce a charity only cash flow statement with the consolidated financial statements.

The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

Basis of consolidation

The consolidated financial statements include the Financial Statements of the subsidiary companies: North West Air Ambulance Promotions Limited and Friends of the North West Air Ambulance Lottery CIC for the year to 31 March 2021. This has been consolidated on a line by line basis in accordance with the requirements of the Charity SORP (FRS102).

The Charity has not presented its own Statement of Financial Activities (SOFA) as permitted by the Companies Act 2006 and the provisions of the Charity SORP 2015 (FRS102).

The financial statements for the two subsidiaries contain financial information up to 28 March 2021.

Going concern

Coronavirus has had a considerable impact on the operational and financial plans of the Charity. Some income streams, such as Community and Events, have been considerably impacted, and the trading position of the Promotions subsidiary was impacted by consumer confidence and lockdowns. However other key income streams, such as that from the CIC and legacies, have remained resilient with potential for further growth for most streams. New ways of fundraising are being developed across the business with longer term plans being developed. The operational business continues to provide a life-saving service, and has been adapted, where necessary, to ensure it provides the best impact to support patients. The clinical strategy is progressing and the Charity has a reserves policy that gives the financial headroom for this to take place whilst fundraising recovers. Therefore, the Trustees have considered the financial forecasts for Charity and are confident that it has the means to remain a going concern and to adapt as necessary to changes required.

NORTH WEST AIR AMBULANCE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

2. Accounting policies (continued)

Income, Grants and donations

All incoming resources are included on the Statement of Financial Activities when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Grants and donations are included in the Statement of Financial Activities as they become due and are included in the relevant fund. Income expended is accounted for in the Statement of Financial Activities.

Where income has donor imposed restrictions regarding its use, this is shown within restricted funds with related costs being allocated to the same fund.

Where there is a timing restriction which requires income to be deferred to a future period, such amounts are shown within creditors and later credited to the Statement of Financial Activities as eligible.

Donations in kind

Where assets are donated to the Charity these are included within restricted income and costs at the market value of the asset or the value in use at the time of the donation. Where the cost is capitalised, a transfer is made out of restricted funds to the extent that the restriction no longer exists. A threshold of £3,000 is operated for donations in kind.

Legacies

Legacies, which are included within voluntary income, are recognised when the bequest becomes due and is quantifiable. Any new legacy income received or first identified more than six weeks after the Charity's year end will be included in the following financial year's income for practical accounting purposes.

Grants paid

Grants paid are included in the Statement of Financial Activities as they become payable. These become payable when authorised by the trustees.

Expenditure and support costs

Expenditure has been charged to the Statement of Financial Activities on an accruals basis. Expenditure relating directly to the objectives of the Charity is shown as charitable expenditure. All costs have been directly attributed to one of the functional categories of resources expended in the statement of financial activities. There is deemed to be only one key objective to which charitable costs are allocated.

Support costs are shown in note 8. These include Governance costs. Governance costs include an element of administrative staff costs / support costs which relate mainly to year end compliance costs and non-fundraising related professional fees.

Investments

Investments are shown at market value.

NORTH WEST AIR AMBULANCE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

2. **Accounting policies (continued)**

Commercial income

Commercial income represents the amounts (excluding value added tax) received from the sale of goods to customers during the year through the trading subsidiary North West Air Ambulance Promotions Limited and income from the lottery run by Friends of the North West Air Ambulance Lottery CIC. All such turnover arises in the United Kingdom.

Taxation

The Charity does not have any charge to tax on its charitable activities.

Unrestricted funds

Unrestricted funds are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Irrecoverable VAT

Irrecoverable VAT is accounted for in the expenditure category under which the costs are incurred.

Fixed Assets

Tangible fixed assets for use by the Charity are stated as cost less depreciation. A fixed asset is defined as a unit of property that has an economic useful life that extends beyond 12 months and was acquired or produced for a cost greater than £500.

In addition, "Grouped assets" are a collection of assets which individually may be valued at less than £500 but which together form a single collective asset because the items fulfil all the following criteria:

- the items are functionally interdependent;
- the items are acquired at about the same date and are planned for disposal at about the same date;
- the items are under single managerial control; and,
- each individual asset thus grouped has a value of over £200

Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Plant & machinery, office equipment and motor vehicles: 20% on straight line basis

Computer equipment: 33% on straight line basis

Goodwill

Goodwill being the amount paid in connection with the acquisition of a business in 2007 which is now fully amortised.

NORTH WEST AIR AMBULANCE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

2. Accounting policies (continued)

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowances for any obsolete or slow moving items.

Donated goods received for sale in the shops are not valued as it is impractical to do so.

Operating lease agreements

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged against income on a straight-line basis over the period of the lease

Pension costs and post-retirement benefits

The Charity operates a defined contribution scheme for the benefit of its employees. The assets of the scheme are held separately from those of the Charitable Company. Employer contributions in respect of this scheme are charged to the Statement of Financial Activities in the period to which they relate.

Financial instruments

The Group has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at the transaction value and subsequently measured at amortised cost using an effective interest method. Financial assets are held at amortised cost comprise cash and bank in hand, together with trade and other debtors. Financial liabilities held at amortised cost comprise bank loans and overdrafts, trade and other creditors.

Critical accounting judgements and key sources of estimation uncertainty

In the application of the entity's accounting policies which are described above, the Trustees are required to make judgments, estimates, assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects the current and future periods.

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

3. Investments – Group

	Year ended 31 March 2021 £	Year ended 31 March 2020 £
Bank Interest	41	294
Investment Income	<u>8,734</u>	<u>36,055</u>
	<u>8,775</u>	<u>36,349</u>

4. Donations and Legacies – Group

	Year ended 31 March 2021 £	Year ended 31 March 2020 £
Community Fundraising	285,971	699,299
Corporate Fundraising	165,192	278,683
Challenge Events	57,575	190,095
Individual Giving	615,627	642,445
Charitable Trust	121,000	221,818
Legacies	1,904,629	2,877,167
Donations Gift Aid	68,134	157,787
Grants	1,230,130	-
Other	500	-
Donations in Kind	<u>2,625</u>	<u>3,156</u>
	<u>4,451,383</u>	<u>5,070,450</u>

Grant income includes £313k of CJRS income and £917k of other Covid19 support grants.

5. Other trading activities - Group

	Year ended 31 March 2021 £	Year ended 31 March 2020 £
Lottery income	5,281,399	5,342,951
Shop income	<u>683,143</u>	<u>1,571,768</u>
	<u>5,964,542</u>	<u>6,914,719</u>

NORTH WEST AIR AMBULANCE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

6.	Total expenditure – Group	Year ended 31 March 2021 £	Year ended 31 March 2020 £
	Direct Charitable expenditure		
	Operating costs	5,163,837	5,081,771
	Support costs (note 8a)	888,138	959,864
	Depreciation	114,706	78,779
	Investment managers fees	<u>35,693</u>	<u>51,436</u>
		<u>6,202,374</u>	<u>6,171,850</u>
	Raising Funds		
	Staff costs and travel (note 8a)	744,992	796,183
	Other expenses (note 8a)	<u>547,767</u>	<u>499,299</u>
		<u>1,292,759</u>	<u>1,295,482</u>
	Subsidiary expenses		
	Lottery expenses	330,063	852,956
	Shop expenses	<u>1,596,393</u>	<u>1,572,442</u>
		<u>1,926,456</u>	<u>2,425,398</u>
		<u>9,421,589</u>	<u>9,892,730</u>
7.	Staff members and costs –Group	Year ended 31 March 2021 £	Year ended 31 March 2020 £
	Total staff costs for the year may be analysed as follows:		
	Wages and salaries	1,996,800	1,830,664
	Social Security costs	156,696	143,200
	Pension costs	61,428	81,766
		<u>2,214,924</u>	<u>2,055,630</u>

In addition to the staff costs above, there are further costs relating to operational staff and paramedics included within 'Operating costs' which are paid by way of a service level agreement. We also provided a clinical team including paramedics, doctors, dispatch and a senior consultant.

The Trustees decided that the charity should pay the full cost of the service provision from 2020/21 and therefore the charity now receives no government funding for clinical costs.

The costs of the Charity shop management staff (within the subsidiary company) are included within fundraising costs.

The key management personnel of the Charity comprise the senior management team and are listed in the legal and administrative information on page 3. The total employee benefits of the key management personnel of the Charity were £313,281 (2020: £415,441).

NORTH WEST AIR AMBULANCE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

The average number of employees, analysed by function was as follows:

	Year ended 31 March 2021 Number	Year ended 31 March 2020 Number
Fundraising	28	27
Administration	13	13
Commercial	49	44
	<u>90</u>	<u>84</u>

The remuneration package of the higher paid employees was:

	2021 No	2020 No
£70,001 - £80,000	1	-
£80,001 - £90,000	1	2
£110,001 - £120,000	1	1
	<u>1</u>	<u>1</u>

The Trustees received no remuneration from the Charity (2020: £nil), reimbursement of expenses during the year totalled £nil (2020: £nil). During the year professional indemnity insurance was purchased relating to all of the Trustees, at a cost of £2,030 (2020: £2,020).

During the year there were redundancy or termination payments which amounted to £nil (2020:- £16,312).

8a Support costs

Support costs are allocated to fundraising and direct charitable expenditure as follows (on the basis outlined below):

	Total 2021	Charitable Activities	Fundraising Costs	Total 2020
Cost of raising funds	117,509	-	117,509	106,036
Staff cost and travel	1,489,985	744,993	744,992	1,592,366
Office and utility costs	115,085	57,543	57,542	112,028
Stationery, postage and telephone	12,513	6,257	6,256	31,010
Events and consultancy	106,933	-	106,933	55,528
Advertising and website	131,917	-	131,917	112,361
Professional fees and other costs	170,132	42,533	127,599	205,140
Governance costs	36,812	36,812	-	40,877
	<u>2,180,886</u>	<u>888,138</u>	<u>1,292,749</u>	<u>2,255,346</u>

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

8b Support costs – Basis of allocation

Support costs are allocated to fundraising and direct charitable expenditure on the basis outlined below:

	Total	Charitable Activities	Fundraising Costs	Basis of allocation
Costs of raising funds	117,509	0%	100%	Nature of service
Staff cost and travel	1,489,985	50%	50%	Staff numbers
Office and utility costs	115,085	50%	50%	Staff numbers
Events and consultancy	106,933	0%	100%	Nature of service
Stationery and postage	12,513	50%	50%	Staff numbers
Advertising and website	131,917	0%	100%	Nature of services
Professional fees and other costs	170,132	25%	75%	Nature of services
Governance costs	36,812	100%	0%	Nature of services
	<u>2,180,886</u>			

8c Governance costs

	Year ended 31 March 2021 £	Year ended 31 March 2020 £
Non fundraising related professional fees	5,644	10,548
Auditors fees – audit and accounts	24,183	24,350
Bank charges and other	6,985	5,979
	<u>36,812</u>	<u>40,877</u>

9 Taxation

Neither the Charity nor its subsidiary companies had any liability to corporation tax during the year.

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

10 Tangible Fixed Assets

Group	Plant & machinery	Office and computer equipment	Motor Vehicles	Total
Cost	£	£	£	£
At 1 April 2020	639,001	337,061	112,182	1,088,244
Additions	49,539	19,743	-	69,282
At 31 March 2021	<u>688,540</u>	<u>356,804</u>	<u>112,182</u>	<u>1,157,526</u>
Depreciation				
At 1 April 2020	256,017	116,732	41,332	414,081
Charge for the year	116,119	65,642	19,225	200,986
At 31 March 2021	<u>372,136</u>	<u>182,374</u>	<u>60,557</u>	<u>615,067</u>
Net Book Value				
31 March 2021	<u>316,404</u>	<u>174,430</u>	<u>51,625</u>	<u>542,459</u>
31 March 2020	<u>382,984</u>	<u>220,329</u>	<u>70,850</u>	<u>674,163</u>

NORTH WEST AIR AMBULANCE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

Charity	Plant & machinery	Office and computer equipment	Motor Vehicles	Total
Cost	£	£	£	£
At 1 April 2020	265,293	268,478	112,182	645,953
Additions	43,656	19,743	-	63,399
At 31 March 2021	308,949	288,221	112,182	709,352
Depreciation				
At 1 April 2020	142,947	72,284	41,332	256,563
Charge for the year	41,421	54,175	19,225	114,821
At 31 March 2021	184,368	126,459	60,557	371,384
Net Book Value				
31 March 2021	124,581	161,762	51,625	337,968
31 March 2020	122,345	196,195	70,850	389,390

NORTH WEST AIR AMBULANCE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

11 Intangible Fixed Assets- Group

	Software £	Goodwill £	Total £
Cost			
At 1 April 2020	25,183	125,000	150,183
	<u>25,183</u>	<u>125,000</u>	<u>150,183</u>
At 31 March 2021	<u>25,183</u>	<u>125,000</u>	<u>150,183</u>
Amortisation			
At 1 April 2020	16,229	125,000	141,229
Amortisation in the year	8,394	-	8,394
	<u>24,623</u>	<u>125,000</u>	<u>149,623</u>
At 31 March 2021	<u>24,623</u>	<u>125,000</u>	<u>149,623</u>
Net Book Value			
At 31 March 2021	<u>560</u>	<u>-</u>	<u>560</u>
At 31 March 2020	<u>8,954</u>	<u>-</u>	<u>8,954</u>

12 Fixed Asset Investments

Group	2021 £	2020 £
Carrying value (MV) at beginning of year	9,963,318	10,314,699
Disposals at carrying value	-	(37,560)
Net gain/(loss) on revaluation	971,936	(313,821)
	<u>10,935,254</u>	<u>9,963,318</u>
Carrying value (MV) at end of year	<u>10,935,254</u>	9,963,318
	<u>10,000,000</u>	<u>10,000,000</u>
Historical cost of above investment at the end of the year	<u>10,000,000</u>	<u>10,000,000</u>
Analysis or investment value by type:	2021 £	2020 £
Diversified Growth Funds	5,575,531	4,613,243
Liquidity funds	5,359,723	5,350,075
	<u>10,935,254</u>	<u>9,963,318</u>

NORTH WEST AIR AMBULANCE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

Charity	2021	2020
	£	£
Investments in listed securities	10,427,275	9,456,253
Investments in subsidiary entities	11,502	11,502
	<u>10,438,777</u>	<u>9,467,755</u>

Investments were significantly impacted late in 2020/21 due to the global pandemic. Values have recovered to some extent in 2021/22 but markets remain volatile.

Investment in subsidiary entities	2021	2020
	£	£
Ordinary £1 shares in North West Air Ambulance Promotions Limited – at market value	11,502	11,502
	<u>11,502</u>	<u>11,502</u>

The historical cost of these investments was £11,502 (2020: £11,502).

The Charity has two subsidiaries, North West Air Ambulance Promotions Limited, a company incorporated in England and Wales (Company Number: 03752582) and Friends of the North West Air Ambulance Lottery CIC (Registered Number 6646759) which are consolidated into the results of the North West Air Ambulance. The Charity owns the entire share capital of North West Air Ambulance Promotions Limited, being 11,502 ordinary shares. The Charity is the sole member of Friends of the North West Ambulance Lottery CIC. The companies raised funds for the North West Air Ambulance during the year.

Audited Financial Statements of North West Air Ambulance Promotions Limited and Friends of the North West Air Ambulance Lottery CIC for the year ended 31 March 2021 are filed with the Registrar of Companies. A summary of the trading results of North West Air Ambulance Promotions Limited and Friends of the North West Air Ambulance Lottery CIC are shown below:

North West Air Ambulance Promotions Limited

	2021	2020
	£	£
Turnover	683,141	1,571,768
Cost of sales	(45,348)	(97,063)
	<u>637,793</u>	<u>1,474,705</u>
Gross profit	637,793	1,474,705
Administrative expenses	(1,551,042)	(1,475,379)
Other operating income	774,654	-
	<u>(138,595)</u>	<u>(674)</u>
Operating loss	(138,595)	(674)
Interest payable	(9,375)	(9,375)
	<u>(147,970)</u>	<u>(10,049)</u>

NORTH WEST AIR AMBULANCE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

The aggregate of assets, liabilities and reserves are:

	2021 £	2020 £
Assets	283,583	635,867
Liabilities	(369,374)	(573,688)
	<hr/>	<hr/>
Total reserves (including £11,502 share capital)	(85,791)	62,179
	<hr/> <hr/>	<hr/> <hr/>

North West Air Ambulance Lottery CIC

	2021 £	2020 £
Turnover	5,265,609	5,425,200
Cost of sales	(196,348)	(702,780)
	<hr/>	<hr/>
Gross Surplus	5,069,261	4,722,420
Administration expenses	(133,713)	(150,176)
	<hr/>	<hr/>
Operating Surplus	4,935,548	4,572,244
Interest receivable and similar income	915	4,069
	<hr/>	<hr/>
Surplus for the Financial Year	4,936,463	4,576,313
Gift Aid Payment	(4,935,548)	(4,572,538)
	<hr/>	<hr/>
Total Comprehensive Income	915	3,775
	<hr/> <hr/>	<hr/> <hr/>

The aggregate assets, liabilities and reserves are:

	2021 £	2020 £
Assets	1,368,884	1,833,604
Liabilities	(1,340,693)	(1,806,328)
	<hr/>	<hr/>
Total reserves	28,191	27,276
	<hr/> <hr/>	<hr/> <hr/>

The consolidated statements of financial activities includes the results of the subsidiary companies.

NORTH WEST AIR AMBULANCE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

13 **Debtors**

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Trade debtors	7,825	5,076	-	-
Amounts owed by subsidiary undertakings	-	-	1,161,327	1,754,702
Prepayments	341,867	341,020	281,316	264,494
Accrued income	235,131	304,081	204,274	219,762
Other debtors	104,311	71,178	104,311	71,178
	689,134	721,355	1,751,228	2,310,136

Debtors includes £250,000 (2020: £250,000) due after more than one year which relates to a loan from North West Air Ambulance to North West Air Ambulance Promotions Limited. Interest is charged at 3.75% per annum.

14 **Creditors: amounts falling due within one year**

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Trade creditors	357,990	135,303	335,016	44,802
Sundry creditors	-	-	-	-
Social security and other taxes	40,459	43,263	34,669	31,951
Bank overdraft	68,281	-	-	-
Accruals	1,130,448	1,306,782	1,080,538	1,265,950
Prepaid Subscriptions	456,342	482,669	-	-
	2,053,520	1,968,017	1,450,223	1,342,703

The group has an overdraft facility under the government backed CBILS scheme. The bank overdraft is secured by a standard mortgage debenture incorporating a fixed and floating charge over the assets of North West Air Ambulance Promotions Limited.

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

15 Reconciliation of movement in funds

Charity	1 April 2020	Incoming resources	Outgoing resources	Gains/ (losses)	Transfers	31 March 2021
	£	£	£	£	£	£
Restricted funds						
Mrs Kluziac	56,094	-	(16,200)	-	-	39,894
Coin cards	21,004	-	(21,004)	-	-	-
UKH Foundation	6,500	149	-	-	-	6,649
Zochonis Charitable Trust	7,000	-	-	-	-	7,000
Zochonis Charitable Trust	7,000	-	-	-	-	7,000
Henry Surtees Foundation	1,773	-	(1,773)	-	-	-
Houghton Dunn Charitable Trust	10,000	-	(10,000)	-	-	-
Peter Kershaw Trust	572	-	-	-	-	572
The Fort Foundation	1,000	-	(1,000)	-	-	-
Dobson Funds	930	-	-	-	-	930
B & M	13,273	-	-	-	-	13,273
The Grace Trust	4,000	-	-	-	-	4,000
Awards for All (National Lottery Community Fund)	7,237	-	-	-	-	7,237
The Eric Wright Charitable Trust	10,000	-	(8,310)	-	-	1,690
WO Street Charitable Foundation	3,000	-	-	-	-	3,000
The Dixie Rose Findlay Charitable Trust	2,400	-	-	-	-	2,400
Houghton Dunn Charitable Trust	15,000	-	-	-	-	15,000
Marjorie Boddy Trust	2,500	-	-	-	-	2,500
The Ursula Keyes Trust	13,995	-	-	-	-	13,995
Lord Leverhulmes Charitable Trust	6,000	-	-	-	-	6,000
Brian Wilson Charitable Trust	5,000	-	-	-	-	5,000
Steel Charitable Trust	-	10,000	-	-	-	10,000
JD Haugh	-	5,000	(5,000)	-	-	-
UKH Foundation – Redfern	-	6,792	(2,072)	-	-	4,720
Medicash	-	5,000	(5,000)	-	-	-
Sharples	-	625	(625)	-	-	-
Westminster Foundation	-	4,500	(4,500)	-	-	-
The Fort Foundation	-	1,000	(1,000)	-	-	-
Cheetham	-	2,500	(2,500)	-	-	-
Air Ambulance UK	-	374,375	(374,375)	-	-	-
Lions Clubs	-	10,866	(10,866)	-	-	-
Alec Burford	-	500	(500)	-	-	-
John Zochonis	-	3,500	-	-	-	3,500
AAA UK – Julia & Hans Rausing Trust	-	2,381	(2,381)	-	-	-
VM Ward	-	2,000	(2,000)	-	-	-
The Skelton Charity	-	1,000	-	-	-	1,000
Clifford Kay	-	125	(125)	-	-	-

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

The Ursula Keyes Trust – D Lawless	-	7,674	-	-	-	7,674
The Williams Family Foundation	-	7,674	-	-	-	7,674
	<u>194,279</u>	<u>445,660</u>	<u>(469,231)</u>	<u>-</u>	<u>-</u>	<u>170,709</u>
 Unrestricted funds						
General	9,869,566	8,200,556	(7,025,891)	990,481	1,332,519	13,367,231
Designated	5,891,586	-	-	-	(1,332,519)	4,559,067
	<u>15,761,152</u>	<u>8,200,556</u>	<u>(7,025,891)</u>	<u>990,481</u>	<u>-</u>	<u>17,926,298</u>
Total funds	<u>15,955,431</u>	<u>8,646,216</u>	<u>(7,495,122)</u>	<u>990,481</u>	<u>-</u>	<u>18,097,007</u>

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

15 Reconciliation of movement in funds (continued)

Group	1 April 2020	Incoming resources	Outgoing resources	Gains/ (losses)	Transfers	31 March 2021
	£	£	£	£	£	£
Restricted funds						
Mrs Kluziac	56,094	-	(16,200)	-	-	39,894
Coin cards	21,004	-	(21,004)	-	-	-
UKH Foundation	6,500	149	-	-	-	6,649
Zochonis Charitable Trust	7,000	-	-	-	-	7,000
Zochonis Charitable Trust	7,000	-	-	-	-	7,000
Henry Surtees Foundation	1,773	-	(1,773)	-	-	-
Houghton Dunn Charitable Trust	10,000	-	(10,000)	-	-	-
Peter Kershaw Trust	572	-	-	-	-	572
The Fort Foundation	1,000	-	(1,000)	-	-	-
Dobson Funds	930	-	-	-	-	930
B & M	13,273	-	-	-	-	13,273
The Grace Trust	4,000	-	-	-	-	4,000
Awards for All (National Lottery Community Fund)	7,237	-	-	-	-	7,237
The Eric Wright Charitable Trust	10,000	-	(8,310)	-	-	1,690
WO Street Charitable Foundation	3,000	-	-	-	-	3,000
The Dixie Rose Findlay Charitable Trust	2,400	-	-	-	-	2,400
Houghton Dunn Charitable Trust	15,000	-	-	-	-	15,000
Marjorie Boddy Trust	2,500	-	-	-	-	2,500
The Ursula Keyes Trust	13,995	-	-	-	-	13,995
Lord Leverhulmes Charitable Trust	6,000	-	-	-	-	6,000
Brian Wilson Charitable Trust	5,000	-	-	-	-	5,000
Steel Charitable Trust	-	10,000	-	-	-	10,000
JD Haugh	-	5,000	(5,000)	-	-	-
UKH Foundation – Redfern	-	6,792	(2,072)	-	-	4,720
Medicash	-	5,000	(5,000)	-	-	-
Sharples	-	625	(625)	-	-	-
Westminster Foundation	-	4,500	(4,500)	-	-	-
The Fort Foundation	-	1,000	(1,000)	-	-	-
Cheetham	-	2,500	(2,500)	-	-	-
Air Ambulance UK	-	374,375	(374,375)	-	-	-
Lions Clubs	-	10,866	(10,866)	-	-	-
Alec Burford	-	500	(500)	-	-	-
John Zochonis	-	3,500	-	-	-	3,500
AAA UK – Julia & Hans Rausing Trust	-	2,381	(2,381)	-	-	-
VM Ward	-	2,000	(2,000)	-	-	-
The Skelton Charity	-	1,000	-	-	-	1,000
Clifford Kay	-	125	(125)	-	-	-

NORTH WEST AIR AMBULANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

The Ursula Keyes Trust – D Lawless	-	7,674	-	-	-	7,674
The Williams Family Foundation	-	7,674	-	-	-	7,674
	194,279	445,660	(469,231)	-	-	170,709
Unrestricted funds						
General	9,947,519	9,979,040	(8,952,358)	991,395	1,332,519	13,298,114
Designated	5,891,586	-	-	-	(1,332,519)	4,559,067
	15,839,105	9,979,040	(8,952,358)	991,395	-	17,857,181
Total funds	16,033,384	10,424,700	(9,421,589)	991,395	-	18,027,890

The designated fund of £4,559,067 shown above has been earmarked to cover two years annual lease commitments as described in note 17 and the Annual Report. It is imperative that the Charity is able to meet these costs before committing other expenditure.

The restricted balance called Mrs Kluziac relates to a legacy received in previous years of £61K which is to be used against future training costs.

The balance of £21K Coin Cards was a specific campaign to raise funds specifically for the future cost of new helmets for the crew.

The Life Pack for RU Fund is money towards the future purchase of Life Packs for the RU medical vehicle.

The UKH Foundation was a trust application to help towards the purchase of 15 defibrillators.

The Skelton Bounty Fund is to be used for the purchase of helmets.

The Zochonis Charitable Trust is money to assist in the purchase of a defibrillator for the response vehicle.

The Henry Surtees Foundation is funding for the initial cost of hardware items to set up the Blood on Board project.

The Houghton Dunn Charitable Trust is money to assist in purchasing 2 Quin Flow machines.

The Peter Kershaw Trust is money to purchase video laryngoscopes.

The Fort Foundation is funds to assist in the purchase of a second response vehicle.

The Grace Trust is money for a community defibrillator.

Dobson Funds is money for medical equipment.

Awards for All is money for volunteer inclusion and recognition events.

The Eric Wright Charitable Trust and The Medicash Foundation is money for Lucas Devices.

The W O Street Charitable Foundation, Lord Leverhulme Charitable Trust and Brian Wilson Charitable Trust is money for video laryngoscopes.

NORTH WEST AIR AMBULANCE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

The Dixie Rose Findlay Charitable Trust is money for shop defibrillators.

The Marjorie Boddy Trust and The Ursula Keyes Trust is money for lifepacks.

All balances on the balance sheet relate to the unrestricted funds with the exception of restricted funds which are represented by cash.

The Steel Charitable Trust is funding for new life packs.

JD Haugh, Sharples, Westminster Foundation, The Fort Foundation, Cheetham, Alec Burford, AAA UK – Julia & Hans Rausing Trust, VM Ward and Clifford Kay is funding for Covid19 PPE.

The Skelton Charity, The Ursula Keyes Trust – D Lawless and The Williams Family Foundation is funding for parapacs.

The UKH Foundation and Lion Clubs is funding for Qinflow machines.

The Medicash is funding for fluid warmers.

The John Zochonis is funding for Lucas machines.

The Air Ambulances UK funding was for Covid19 funding.

16 Analysis of Net Assets between Funds

Group	Unrestricted	Restricted	Total
	£	£	2021
			£
Fixed assets	11,478,273	-	11,478,273
Current assets	8,432,428	170,709	8,603,137
Current liabilities	(2,053,520)	-	(2,053,520)
	17,857,181	170,709	18,027,890
Group	Unrestricted	Restricted	Total
	£	£	2020
			£
Fixed assets	10,646,435	-	10,646,435
Current assets	7,160,687	194,279	7,354,966
Current liabilities	(1,968,017)	-	(1,968,017)
	15,839,105	194,279	16,033,384

NORTH WEST AIR AMBULANCE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

17 **Operating lease commitments**

Future minimum lease repayments under non-cancellable operating leases for the following periods are:

Group	Property	Helicopters	Total 2021	Total 2020
	£	£	£	£
Within 1 year	146,533	2,133,000	2,279,533	2,945,793
After 1 year and less than 5 years	503,500	-	503,500	2,785,923
	650,033	2,133,000	2,783,033	5,731,716

18 **Related party transactions**

The Trustee directors of the Charity are also directors of the trading subsidiaries: North West Air Ambulance Promotions Limited and Friends of the North West Air Ambulance Lottery CIC. The transactions with these entities are consolidated with the results of the Charity and as such do not require separate disclosure.

D Head, a Trustee, is a partner at KPMG LLP (UK) who provided investment advice until February 2020. During the year £nil (2020: £17,400) was paid to KPMG LLP (UK).

There are no other related party transactions that need to be disclosed in the financial statements.

19 **Financial Instruments**

Group	2021	2020
	£	£
Financial assets measured at amortised cost	<u>8,231,112</u>	<u>6,979,682</u>
Financial liabilities measured at fair value	<u>10,935,254</u>	<u>9,963,318</u>
Financial liabilities measured at amortised cost	<u>2,013,061</u>	<u>1,924,754</u>

Financial assets at amortised cost consist of cash, trade debtors and other debtors

Financial assets held at fair value include assets held as investments

Financial liabilities at amortised cost consist of trade creditors and other creditors

NORTH WEST AIR AMBULANCE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

20. **CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES – Comparative figures by fund type**

	Notes	Restricted funds total Year ended 31 March 2020 £	Unrestricted funds total Year ended 31 March 2020 £	Funds total Year ended 31 March 2020 £
Income from:				
Donations and legacies	4	88,658	4,981,792	5,070,450
Other trading activities	5	-	6,914,719	6,914,719
Investments	3	-	36,349	36,349
Total		88,658	11,932,860	12,021,518
Expenditure on:				
Raising funds:				
Commercial trading operations		-	2,425,398	2,425,398
Other fundraising costs		-	1,295,482	1,295,482
	6	-	3,720,880	3,720,880
Charitable activities				
Cost of operation of the North West Air Ambulance	6	43,841	6,128,009	6,171,850
Total	6	43,841	9,848,889	9,892,730
Net Income		44,817	2,083,971	2,128,788
Other recognised gains				
(Losses)/gains on investments	12	-	(349,876)	(349,876)
Net movement in funds		44,817	1,734,095	1,778,912
Reconciliation of funds:				
Total funds brought forward		149,462	14,105,010	14,254,472
Total funds carried forward	15	194,279	15,839,105	16,033,384