

ANNUAL REPORT & ACCOUNTS

YEAR ENDED
31 DECEMBER
2022



Devon Air Ambulance Trust

A company limited by guarantee no.03855746

A registered Charity no.1077998

OPERATIONAL STATISTICS

FINANCIAL PERFORMANCE

PUBLIC BENEFIT

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(incorporating the Strategic Report)

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Getting In touch



In brief

Devon Air Ambulance Trust is the charity that raises the funds to operate Devon’s Air Ambulance service.

The service is provided free at the point of need, to anyone and everyone in Devon and neighbouring counties, resident or visitor. To ensure its effectiveness, and to ensure we respond to the most poorly patients, each individual deployment is carefully assessed against specific criteria in terms of clinical need, urgency, accessibility and distance to the hospital that is most appropriate to treat the illness or injury of the patient.

Devon Air Ambulance operates two helicopters (one EC135 and one larger H145) all year round from its airbases in Exeter and Eaglescott, near Umberleigh, in the north of the county. Both aircraft are night capable and the aircraft operating out of Exeter Airbase flies daily up to 2am each morning.

We continue to be proud of our independence. This is only possible thanks to the loyal support we receive from our local communities, who fund our service through their public fundraising, donations, legacies, gifts and from our business supporters. The benefit of being financially independent means we can make long-term plans for our service based solely on local needs and priorities.



Public benefit

The benefits that Devon Air Ambulance provides are:

- The relief of sickness and injury primarily in the County of Devon through provision of emergency medical services and equipment by helicopter or other emergency vehicles
- The advancement of health through provision of training, research and education in the field of pre-hospital emergency medicine and treatment or prevention of sickness and injury
- The provisions of other health related services including aftercare of patients

Devon Air Ambulance is required to demonstrate how its operations provide a benefit to the public. These benefits are clearly laid out in the Introduction above.

The Trustees have complied with their duty in accordance with the Charities Act and the Charity Commission’s guidance on public benefit. They exercise their powers and duties to consider it in all aspects of the company’s activities.

Overview of 2022

2022 was yet another turbulent year not only in the Charity sector but across the country as a whole and worldwide. Wars, economic instability and the lasting impacts of the pandemic are all issues which Devon Air Ambulance has been impacted by either directly or indirectly with costs rising and the cost-of-living crisis impacting the disposable income of the Devon communities it supports. A clear increase in demand for the lifesaving service the Charity provides has combined with these wider factors to create a tough environment in our 30th year.

In this context 2022 can be seen as a significant success with more patients being treated than ever before and the outstanding rating provided by our first Care Quality Commission ('CQC') review confirming the quality of our provision. A surplus of £717,000 was generated instead of a significant loss which was originally budgeted for, despite the challenges which the year

This does create a difficult financial environment for many charities, including Devon Air Ambulance, who proudly offer a free service and cannot therefore recover these increasing costs by rising prices as a company looking to make profit would be able to. Devon Air Ambulance has a good level of reserves held in both investments and cash to protect itself from the volatile environment and the need to take short-term decisions at a cost for patients in the long-term. At the end of 2022 the Charity remains well placed to continue offering its life-saving service despite and an expected loss of £2.4m in 2023. The creation and implementation of a new income generation strategy will be fundamental to return the Charity to a position where its income covers its costs and to support further development of the service, for example the intended building of a new airbase and head office.

The surrounding environment has changed significantly since the



continued to bring. However, it should not be overlooked that the same challenges presented this year are likely to be increasingly prevalent looking forwards and the support of the people of Devon will remain vital for the Charity to continue offering its essential service and moving forwards despite the trials which a volatile environment will offer.

At the start of the year it was hard to know how significant and long-lasting the impact of the pandemic would be both directly on the Charity and also on its surrounding environment including the country's health system. While numerous unknowns remain it has become clear that the need for the service has increased for at least the medium term with patient numbers remaining up at the record high levels of 2021. This clearly demonstrates the need for the service but also increases the call on limited resources at a time when inflation is at levels not seen for decades.

pandemic, but the Charity's clinical and operational independence puts it in a good position to manage its direction and progress, be it with a significant cost base which does have an impact in the current climate. There has been a renewed focus on refreshing the Strategic plan which moved from a fixed 5-year plan to a more flexible one shortly before the disruption of the pandemic. This approach of an annual rolling strategy is best placed to respond to the variable environment although it has been important to refresh this approach in the year as the initial roll-out was, like many things, significantly impacted by the pandemic.

Similarly key areas such as Digital Transformation have been looked at with an increased focus which is set to continue in 2023 to ensure that the Charity can perform as efficiently and effectively as possible. While a new income generation strategy will have a positive impact on income over the medium to long-term it is not practical to expect an immediate improvement, particularly as

recruitment into key roles may be difficult in 2023, so making the most of what is already in place will be crucial.

While the operational team has seen some of the pressures of working during the initial impact of the pandemic ease this has been more than offset by the permanently higher levels of patients assisted. It is important that the operational team continue to be supported to look at how to develop the service going forwards despite the financial constraints of the wider environment which will continue to be challenging.

The financial results show a surplus of £717,000 being made in the year, which was well ahead of the expected loss and assisted by a fixed asset disposal gains of £916,000 which was mainly from the disposal of the old aircraft which was no longer in use following the purchase of G-DAAS in 2020. Investment losses of £733,000 were disappointing but not a surprise on the back of turbulent markets worldwide with the unusual mix of high employment and inflation. While legacy income dropped from the exceptionally high £6.1 million of 2021, the £5.5 million of income surpassed historic levels and strengthened future expectations. Cash received relating to the 2021 legacies as well as the sale of the old aircraft also helped strengthen the cash and investments position. Expectations for 2023 are less positive with significant aircraft maintenance due in the first half of the year while the impact of increasing prices is expected to generate a loss of £2.3m before the new income generation strategy is expected to take effect. Moving back towards a position where income covers expenditure will be crucial for the continued development of the service.

Moving back towards a position where income covers expenditure will be crucial for the continued development of the service.

Historically difficult economic conditions have had a positive impact on charity retail sales, which appears to have been the case in 2022 as retail sales hit a record high of £2.3 million. This was despite high levels of sickness and recruitment challenges meaning that it has not always been possible to keep all the shops open all the time. These challenges are expected to continue into 2023 and this year's results are a tribute to the tremendous work carried out by the retail team.

For a third year Devon Air Ambulance did not organise any events although the Dragon Boat had been planned to make a return but was postponed in respect of the late Queen who passed away shortly before the event. Community and general fundraising continued their gradual return towards pre-pandemic levels although the planned creation and rollout of a new income generation strategy was slower than expected and will now take place in 2023.

Staff who were traditionally office based have continued to adjust to the post pandemic environment, gradually finding the most effective way of hybrid working for their roles. This has created benefits and opportunities for more efficient working but has been a learning curve as new working patterns have taken time to evolve. Recruiting has also been difficult for certain roles through

the year with the high levels of employment being unusual while the economy has seen low growth. This trend is expected to continue into 2023 and stresses the importance of the work that has been continued in the year around the culture within Devon Air Ambulance.

A new combined airbase and head office also continues to be viewed as an important part of the future, providing the underlying infrastructure for the growth and development of the Charity and the service it provides. The timing and delivery of this has become less clear as building costs have soared but work has continued on scoping out this significant project. Devon Air Ambulance is also not immune to the wider environmental and sustainability considerations which are impacting people both within Devon as well as more widely both nationally and internationally. The Devon Climate Emergency pledge therefore continues to be supported while environmental factors are built into future plans for any potential building.

While the timing of such significant projects as the development of a new base are difficult to determine in the current volatile economic environment, it is important that the Charity continues in its journey to deliver charitable benefit. Uncertainty can place greater importance on taking action at a time when it's tempting to wait and delay, making a clear strategic focus vital to continue and develop the life-saving service in the uncertainty of 2023 and beyond.



Our Purpose & Guiding Principles

Our Overarching Purpose

To end preventable death, disability or suffering from critical illness or injury through the de-livery of exemplary time-critical care

Our Guiding Principles

Our guiding principles incorporate our core values. These are important to us because they in-form our actions and our behavior

EXEMPLARY PATIENT CARE

- Caring
- Patient led
- Evidence led and
- Developed through experience

COMMUNITY

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

A SAFE & JUST CULTURE

- transparent
- fair and inclusive and
- ethically aware

EXCELLENCE

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

Our Patients

From bike crash to marathon in a year

Philip Sully da Silva was thrilled to pick up his new motorbike in August 2019 and couldn't wait to get out on it for a quick test ride. Little did he know that less than 24 hours later he'd need Devon Air Ambulance...

The following day, after giving his bike a quick clean up, he set off from Yarnscombe near Barnstaple down to Torrington. As a local, it's a route he knew well and is mindful of its bends and turns. On this particular morning, however, an oncoming car came fast round a bend towards Phil on the wrong side of the road, causing him to swerve. At precisely this point, the front forks of his new bike snapped in half, catapulting Phil over the handlebars.

As the car drove on, oblivious, Phil remembers flying through the air and landing heavily on his stomach in a hedge. With his mobile phone in his chest pocket he knew he needed to move but, as he rolled over, he heard a 'click' in his spine and lost all feeling in his legs. As the world went white around him, he was aware of a buzzard flying high in the sky above.

"I am quite a spiritual person and, the strangest thing is," explained Phil, when he spoke to Debbie Gregory from Devon Air Ambulance, "Despite everything that happened, I wouldn't change a thing. While I was lying there, helpless, I just knew how much my family meant to me and I knew that I was going to survive. I heard another bike coming, so I raised my hand above the hedge. The guy saw my bike in bits across the road and then saw my arm. He called 999 and rushed to help. A car also stopped, and the husband came to help, holding my hand and offering much needed reassurance, before an off-duty doctor also stopped. Then a land ambulance crew arrived who subsequently called for Devon Air Ambulance.

The significant damage inflicted on Philip "By the time the aircrew reached me, thankfully, I was beginning to feel my legs but was still in agony if I tried to move. I was certainly most grateful for the morphine the aircrew administered."

After an assessment in situ, Philip was carefully manoeuvred onto the stretcher before being flown by Devon Air Ambulance to Derriford Hospital where it was found that he had bruising to his heart and three fractures to his spine. It was four days of lying completely still before Philip had surgery to fit four metal rods alongside the breaks in his back. He then had a further seven days in hospital before he was discharged.



His wife, Annie, collected Philip from Derriford and they set off to collect their young son, who had been cared for by Annie's parents in Dorset. However, by the time they reached their destination, Philip was in so much pain and distress, he feared he was having a heart attack. He was taken back to Royal Devon & Exeter Hospital where he spent the following 10 days. Finally, he was able to return home for rest and rehabilitation.

One year on from the accident and Philip is now feeling a whole lot better.

A lot has changed in the last 12 months but it's all looking positive. I still have some issues with my back where I've suffered some compression of my spine but I'm hopeful that sessions with a chiropractor will ease that. I'm just so grateful to everyone who helped me that day; I definitely think someone was watching over me. Everyone was just brilliant, and Devon Air Ambulance didn't just save a motorcyclist, they saved a son, a husband, and father and a friend too. I will always remember that.

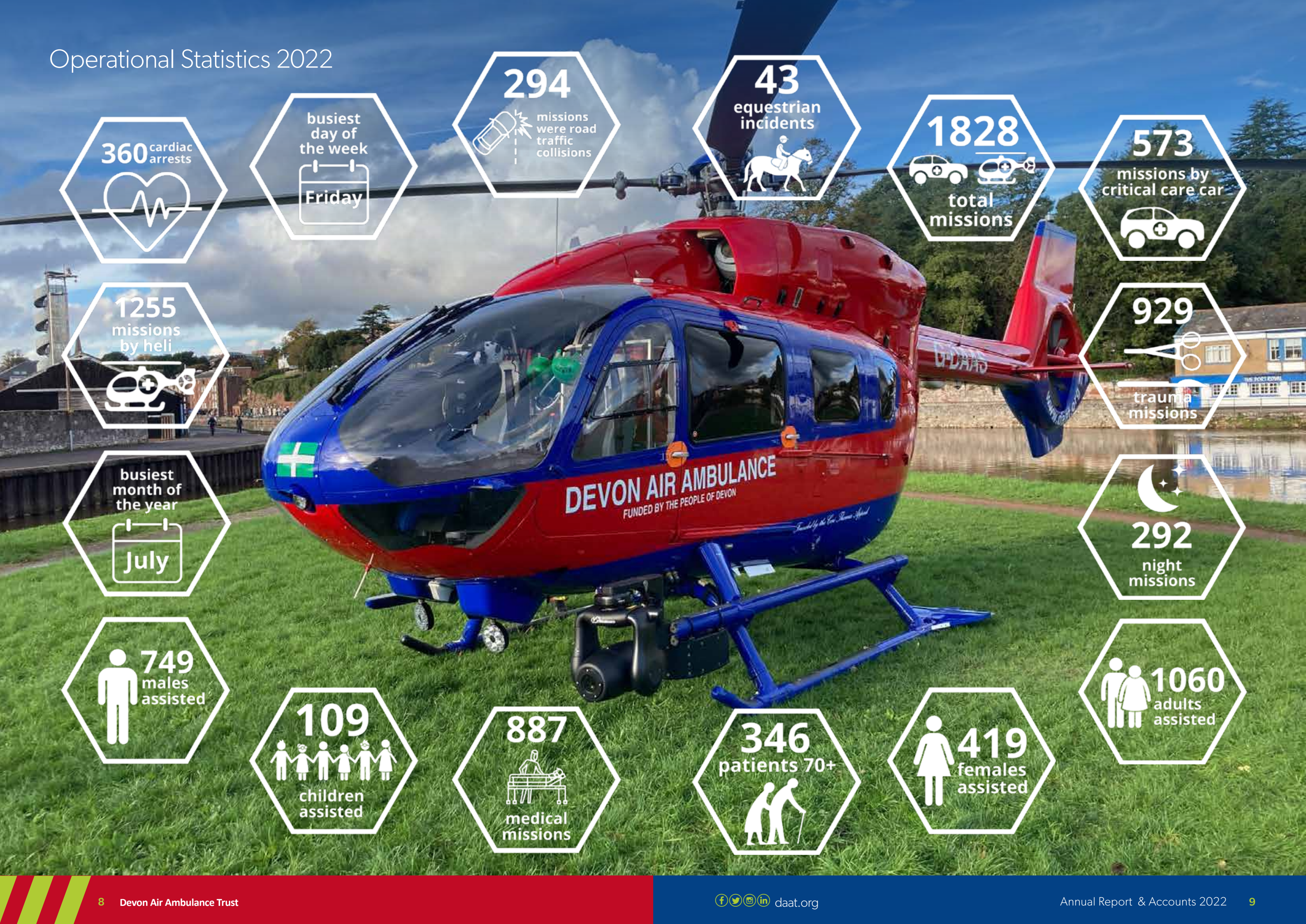
Annie was also immensely grateful to the Devon Air Ambulance who attended her husband and said, "I want to convey my heartfelt thanks to everyone involved who saved Charlie's Daddy - you are all absolute heroes.

Philip has promised Annie that he won't get back on a motorbike without her permission, so he has set himself a challenge to train to run a marathon instead. He was relieved that his first training run 'wasn't too bad' so he is looking forward to building up strength and stamina as the weeks pass, before aiming for a charity marathon to raise funds for Devon Air Ambulance that helped him.

Thank you for supporting patients like Philip by supporting our campaign this year. Your generosity helps us to continue to be there to care.



Operational Statistics 2022



360 cardiac arrests

busiest day of the week
Friday

294

missions were road traffic collisions

43

equestrian incidents

1828

total missions

573

missions by critical care car

1255

missions by heli

929

trauma missions

busiest month of the year
July

292

night missions

749

males assisted

109

children assisted

887

medical missions

346

patients 70+

419

females assisted

1060

adults assisted

Our Overarching Purpose

To end preventable death, disability or suffering from critical illness or injury through the delivery of exemplary time-critical care.

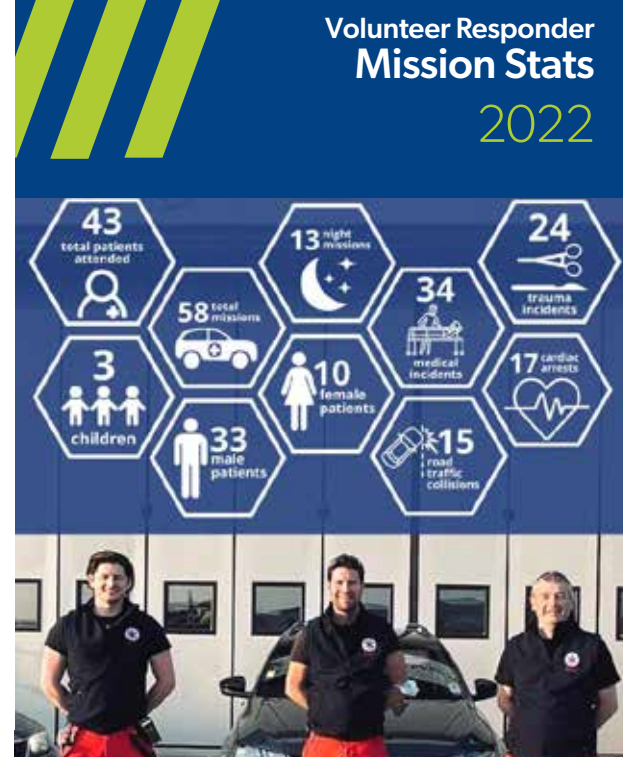
There are three key elements in delivering this purpose:

- **Prevention:** to improve awareness and skills within the clinical sector as well as the general public, to decrease the likelihood of incidents occurring and increase the likelihood of improved clinical outcomes when they do.
- **Treatment:** to maximise our ability to see the patients that need us and the service we deliver to them when we do.
- **Recovery:** to support and aid patient's recovery beyond the immediate care.

Patient Services

It was an extremely busy year for the Charity as a whole and as often this was reflected in the service to our patients – we were deployed 1,886 times which was just 14 less than our highest ever year, treating a record 1,199 people. Of course when delivering a medical provision it is important not just to focus on quantity but quality which we were judged on when the Care Quality Commission ('CQC') also undertook their first 'Comprehensive Inspection' of our service in June. We were rated 'Outstanding' which is the highest rating we can attain, and a significant achievement.

Of the missions we were deployed to 1,255 were through our two air ambulances, 573 on one of our Critical Care Cars and 58 through our Volunteer Responder Scheme. This Scheme was introduced in the year to trial clinicians within our Team having positive impacts



in the care of patients with time-critical needs by volunteering their time while off duty.

Three of our paramedics undertook the trial and were equipped with life-saving medical equipment, being able to choose to make themselves available to the ambulance service when not working. The initial results have been positive, with our volunteer paramedics responding 58 times and helping 43 patients, as the trial continues into 2023.

The main body of our service has certainly seen increased demand, with only the prior year seeing higher deployments when only 8 less patients were treated. While traditionally we would see a busy three or four month period in the summer, this period has increased across the year needing new processes to be developed. Support



staff have adapted to new working patterns and additional staff have been recruited to ensure that we can respond to the higher and more prolonged demand on the service.

Our use of the Critical Care Cars has also increased with greater flexibility in deployment methods allowing more patients to be seen. This can be beneficial where it is quicker to get one of the clinical crew to the patient by road before they are then joined by the aircraft to transport the patient. Another example would be when the late crew arrive at Exeter but the day crew are still deployed with the aircraft working beyond their rostered finish but another call comes in which the second crew can now attend by car.

It is important that our decisions around how best to deploy our aircraft and cars is built on a firm evidence base and during the year we have been trialing the use of an additional Critical Care Car with a single Critical Care Paramedic to help us reach more patients with time-critical needs. This trial is continuing into 2023.

The increase in demand has been noticeable not just purely in the volume of patients but also the number of patients whose injury or illness was more severe and therefore life threatening. This continues to demonstrate the importance of the service but also increases the demand on our service.

Another factor in this increased demand for the service was the recovery from the acute stages of COVID-19, particularly early in the year. High community infection rates impacted the availability of our operational team while we faced continued challenges with our supplier chain. This has taken significant time to return to its pre-pandemic robustness and even at the end of the year we are seeing extended delivery times and unavailability of items requiring careful management to ensure our full service remains available.

It's important that our service provision continues beyond the initial treatment of our patients, with our Patient and Family Support element of our care becoming increasingly key since our move to clinical independence. It is crucial that we can support recovery and provide information about the care they received, why they received it, why they were transferred to a specialist hospital rather than one they may have expected and also signpost them to other agents who specialise in the type of ongoing care which they can benefit from. With the increase in patients being seen now covering an increasingly extended period this has fed a similar increase in this element of our service. It has been encouraging to similarly see the number of patients and family contacting us to pass on their thanks also increasing year-on-year and some even taking the time to share their experience with the CQC.

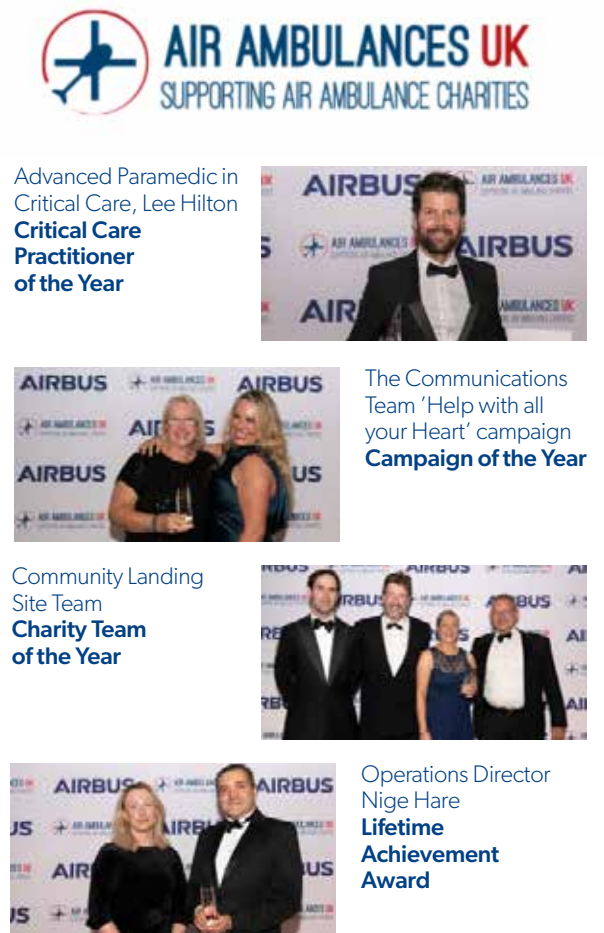
Work has also continued with installing the 32 Public Access Defibrillators which were purchased using specific grants provided by the government. While there have been logistical challenges in making these available outside of shop opening hours in locations where they can't be installed on the outside of the building, these have been installed at shops where possible and if not then in alternative suitable local destinations.

Outreach is another important element of our service, aiming to support other agencies and our own integration with them to deliver better care or to enable other agencies to support a patient ahead of our arrival. During 2022 we have spent time with all the emergency

services, NHS care provider and responder schemes. We have also carried out a 'Help with all your Heart' campaign, teaching basic life support and defibrillator familiarisation sessions. Clinicians from all over Devon, the Southwest and beyond joined us with this, aiming to increase the quality and effectiveness of the care which we can provide.

The 'Help with all your Heart' campaign also won 'Campaign of the Year' at the Air Ambulance UK Awards of Excellence in November, where we also won two further awards reflecting the outstanding contribution of the service. Lee Hilton won 'Paramedic of the Year', which was an excellent achievement in a high-achieving field, while our Community Landing Site Team won 'Charity Team of the Year' in working with Devon communities to establish just under 200 community landing sites allowing us to serve our patients during the hours of darkness.

Our Operations Director also picked up a notable individual accolade with a 'Lifetime Achievement Award' in recognition of the contribution has made not just to Devon Air Ambulance but the whole Air Ambulance community during his 25 years of working for Devon Air Ambulance.



With such a busy year and the expectation that this will continue into 2023 and beyond it has been reassuring and gratifying that the AAUK awards and significantly the CQC rating have confirmed that the quality of the service continues to excel. Despite the external pressures specifically on the service but also on society more widely creating a challenging financial limitations the focus remains on retaining these standards and continuing to be there for the people of Devon when needed.

Patient Services

2022 represented a year of continued transition and development for the helicopter services team as it maintained its high levels of performance whilst working hard to ensure these levels can be maintained into the future.

The year started with a farewell to G-DVAA in March after 13 years of service. It had been replaced by the larger G-DAAS near the end of 2021 so a relatively quick sale was much welcomed, particularly in seeing it join the Thames Air Ambulance to continue its proud service there.

An upgrade for the remaining EC135, G-DAAN, had been planned during the year but following a review of the costs and the perceived limited benefit it would bring this was not progressed. Under its standard maintenance programme G-DAAN did receive a new gearbox in October and a new engine in November, with the second engine due to be replaced in 2023.

G-DAAN received a new engine & gearbox



Following some departures and promotions at the end of 2021 there was a number of new faces on the pilot roster with two starting on the first day of the year who were joined by further appointments in February and August. Two pilots were also appointed on 300 hour contracts to provide more cover and flexibility across the team. This has all helped to return the pilot roster to a resilient position and minimise the risk of not being able to provide a pilot when needed. While this can never be guaranteed, particularly during periods of widespread illness which we have seen, the depth and quality of the crew mitigates this risk, while Critical Care Cars ensure that a service can still be provided on the rare occasions when it could happen.



The team also grew during the year with the appointment of two administrators, one to replace a promotion to the new role of Executive Assistant to the Flight Director. They were joined by a Landing Sites Manager, who transferred internally from the retail department, to continue the important role of maintaining crew and patient safety while operating in the hours of darkness.

A Continuing Airworthiness Management ('CAM') role was also created and recruited for, with this service having been historically outsourced. This role is crucial for the effective and safe management of keeping our helicopters in the air, while bringing this highly skilled role into Devon Air Ambulance allows greater visibility and knowledge of how the aircrafts operate, ensuring more informed decision making.

Michael Snowden
Head of Continuing
Airworthiness &
Operability



While these new appointments have joined the updates to the Operations Manual have resulted in one of the more substantial rewrites of recent years while the Minimum Equipment List for G-DAAS was finally concluded after two years due to Brexit caused delays. Maintaining the high standard



Drones will play an active part in our future service

of these type of documents and the crew's application of them resulted in a very successful annual Flight Operations Inspection in November.

As ever it's important to maintain these standards with a strategic eye on the future. A one-year maintenance contract extension was granted to Airbus ahead of the tender process for the maintenance provision which commenced at the end of the year. Invitations to tender were distributed and initial submissions received, an external

consultant has been appointed to assist with the decision making and negotiation stages. We have also watched, with interest, the developments in drone technology, and the regulations which will be needed to underpin this. We are already seeing drone technology impact critical care health provision internationally and it's likely to influence our approach in the future, although in what way and how quickly remain largely unknown. An example of how it could support our service would be the drone delivery of a defibrillator ahead of our arrival or of equipment to our crew allowing a more flexible approach to resources on a mission.

We expect the future to bring plenty of opportunities, many of which remain unknown. The development of the team has put us in the position to continue to provide not only the current high quality service with an excellent team, but to build this offering for the future.

Our team of pilots has grown to ensure resilience & flexibility of service



Rich Tate



Andy Pincombe



Rob Taylor



Tilda Woodard



Ross White



Hamish Findley



Steve Day



Rich Applegarth



Jesse Konstam

Strategic Overview

In 2020 we moved away from a traditional linear-style strategic model to a more agile and responsive model more closely aligned to our charitable objectives for today's rapidly changing environment, to ensure we can provide our service to the people of Devon now and into the future.

2022 has provided a good opportunity to stand back and review the implementation of this approach which was rolled out at the same time as the pandemic and which by its nature requires continuous review which has been a major focus for the Board and Senior Leadership Team over the opening months of 2023.

The strategy is based on four main focus areas:

Financial Growth & Sustainability

which continues to be impacted by economic volatility such as high inflation, the cost-of-living crisis decreasing disposable income for potential supporters and short-term market movements for investments. See page 16

People, Talent & Culture

as recruitment markets have become more challenging the importance of both an effective recruitment approach and looking after our current staff, particularly in what has been a difficult few years for many, is more vital than ever. See page 22

Environmental Sustainability & Stewardship

public awareness and concern around environmental factors and sustainability continues to increase, particularly after another year which has seen numerous examples of extreme weather around the globe. See page 28

Digital & Technology Mastery

technology continues to develop at an accelerating rate and it is crucial to move with these developments to both stay relevant and also maximise what can be achieved for our patients from the donations we receive. See page 30

Each focus area has been considered in the following timeframes: tactical (1-2 years), strategic (2-5 years), visionary (5-10 years) and 'over the horizon' (10+ years).

Working in conjunction with the strategy work the Taking Stock cultural project has continued, allowing the feedback obtained from staff in 2021 to be tested, developed and incorporated into the strategic approach.

It remains crucial to ensure that the structure of the organisation is best placed to support this strategy. Following the creation of a new management tier and some significant restructuring for some departments in prior years, the structure has been more stable in 2022. It is expected that there will be some changes in 2023 to ensure that the fundraising team is sufficiently resourced to generate the level of income required to support the strategic aims.



the charity

Vision

Financial Growth & Sustainability

People, Talent & Culture

Environmental Sustainability & Stewardship

Digital & Technology Mastery

- To end preventable death, disability or suffering from critical illness or injury
- To provide exemplary time-critical care to patients
- To support patients during their rehabilitation and recovery
 - To ensure operational capability through effective management of infrastructure, equipment and vehicles
- To use our expertise to support education and prevention initiatives in collaboration with other agencies
- To regularly review the risk register for delivery of service patients

Our Patients

Farm Rescue Raises Funds

Alex Tapp of Awliscombe, near Honiton, needed the Devon Air Ambulance nearly 20 years ago. He now runs a farm machinery sales business and decided to mark the 20-year anniversary of the incident with a generous donation. Alex tells the story.

'I work in the agricultural industry and 20 years ago this December I had an accident whilst working on a dairy farm near Cullompton. I was 16 years old at the time when a large stack of straw bales toppled over, falling on me, which resulted in me breaking my femur, requiring surgery for a metal rod to be fitted, and also damaging my shoulder. Fortunately, Devon Air Ambulance came to the rescue and airlifted me to hospital. I am forever grateful for the service they provided that day.

'I am still working in agriculture, but have since started my own business selling used farm machinery, based in Awliscombe just outside Honiton, Devon. With it being Farm Safety Week at the time of writing, I was wondering how I could raise some funds to

donate to the service that helped me, I realised that even with social distancing, an event would not be allowed and that their fundraising income would have been severely impacted this year.

'So, instead, I decided I would donate £1,000 from the sale of my next Tractor to DAA. Local farmer, Martin Greenslade, from Cullompton, came to view our CASE IH CX90 and upon discussing price I stated my intention to donate to DAA. I couldn't believe it when he said that he, too, had been airlifted by DAA. His accident was six years ago – again, due to a farming accident, in which he fell from a stack of bales. Not surprisingly, we were both delighted to know that DAA would benefit from the donation; this way, everyone's a winner."



Financial Growth & Sustainability

Our ambition is to fund our service and fuel our ambition.
Our key objectives are:

- Growth to provide sustainable year on year growth in net income to cover the costs of our operational plans.
- Engagement through our local communities to ensure support and understanding of our service.
- Efficiency: a continuing improvement in efficiencies to make the absolute most of the money provided by our supporters.

While another strong year of legacy income helped ensure income met expenditure, this is expected to be a major challenge in the short and medium term. Costs have increased substantially in recent years due to strategic decisions such as the move to clinical independence in 2019 and the new larger aircraft being put into service in 2020, as well as external factors such as international instability in supply markets and high levels of inflation while the demand for our service has increased. The pandemic followed by the cost-of-living crisis has also added pressure on income. Wider economic uncertainties make it more difficult to forecast income and costs looking forward, which becomes even more complicated when factoring in projects such as the proposed new airbase and head office.

This means that the creation and implementation of the income generation strategy is crucial to ensure that Devon Air Ambulance remains sustainable and can grow to achieve its objectives.

Income Generation Strategy

While the strategy has not been developed as initially hoped in 2022, it is expected to be in place for the majority of 2023 with implementation being rolled out to ensure that the infrastructure is in place to deliver on it. An evidence base has continued to be built in the year with surveys taken of current supporters as well as those who do not currently support us. An external consultant, AAW, was also appointed to provide an external perspective and the benefit of their experience in the charity sector as a whole and within the Air Ambulance sector specifically. They carried out interviews across the charity at the end of 2022 which they combined with

their knowledge and evidence base to produce a report to the Charity in early 2023. This report has been invaluable in testing and challenging our thoughts in developing the new strategy.

The impact on income in 2023 is expected to be minimal as appointments are expected to be required to support the implementation of the strategy while the systems in place will also need to be reviewed to ensure they can support future developments. Ahead of this a data cleansing exercise was carried out in the year to ensure that data held continues to be relevant and used efficiently, being relevant and reliable and complying with legal requirements.

Summary of 2022

While the financial surplus of £717,000 in the year is exceptional in the context of the environment discussed above and the original budgeted deficit of £3.3 million before capital gains, the year did include some large items worth noting as well as another very strong year of legacy income with many of the underlying trends which drove the deficit budget remaining relevant looking forward.

The £876,000 profit on sale of G-DVAA, the old aircraft no longer used following the purchase of G-DAAS in 2020, is not expected to be repeated in the short-term, although this gain was partly offset by investment losses of £733,000. Maintenance work which was budgeted to fall into 2022 ended up moving into 2023 while an operational decision was also taken not to carry out enhancements which were concluded to have minimal positive impact. A new engine for one of the aircraft was also included as a capital purchase

but had been budgeted as a cost. Allowing for these factors financial performance was largely in line with expectations although legacy income again exceeded expectations by some £1.5 million.



Fundraising and Income Generation

LEGACIES

This continued growth in legacy income has been crucial in preventing a significant loss and with costs continuing to rise it will be an important factor in our financial position going forwards.

While the £5.6 million received in the year was a fall in the £6.3 million received in 2021, that year had exceeded the previous highest of £4.2 million in 2017 by 50%. In the five years prior to 2021 legacy income averaged £3.1 million and these were five of the six highest years received, so it's clear that legacy income is continuing to grow. This upwards trend is reflective of the wider trend seen in the charity sector, although this wider growth has been smaller. While legacy sector expectations are always variable and may be impacted to some degree by a potential fall in house prices, it seems likely that legacy income will continue to be a key area of growth which could be important in offsetting some of the cost pressures increasingly being seen.

New legacy software was rolled-out during the year ensuring that the controls and processes in place are sufficient for what has become clearly the largest income stream. This is also expected to increase efficiencies through it's more autonomous approach and will enhance our ability to monitor our expected cash flows and future forecasts for legacy income which are key in understanding our financial position and making good decisions.

LOTTERY

The lockdowns of 2020 and 2021 had a significant impact on the number of new sign-ups to the lottery which when combined with

the natural turnover of members had resulted in a fall in members from 40,727 in March 2020 to 38,324 in the middle of 2021. It has therefore been encouraging to see member levels continue to increase and move beyond prior levels to reach 45,046 at the end of 2022. This has been driven by canvassers returning to supermarkets and retail outlets and another successful phone campaign as well as trialing door-to-door sales for the first time.

Lottery income is an important revenue stream due to its recurring nature and relative stability – further growth will generate not just immediate income but further income in future years.

RETAIL

In 2019 retail had invested in its infrastructure to continue several years of strong growth and was able to generate £224,000 of profit as well as an £220,000 contribution to overheads while being well placed to contribute significantly more going forward. The pandemic had an immediate and severe impact on this with a losses of £1 million in 2020 and £494,000 in 2021. It has therefore been a significant achievement to see sales hit a record of £2.3 million in 2022 while a profit of £224,000 was made on top of the contribution to overheads of £261,000.

These excellent figures were despite challenging conditions continuing – recruitment remains difficult in the sector while



After a fall in numbers during lockdown lottery participants had grown to exceed pre-pandemic numbers
45,046 members in December 2022

sickness remained an issue throughout the year and contributed to some unplanned short-term shop closures. Management changes in senior positions has presented both challenges and opportunities while certain shop management positions in seasonal locations have been hard to fill. It also remains difficult to identify good locations to open new shops and the historic aim to open two new shops per year has not been possible to maintain. The long-term impact of the pandemic on the high-street continues to take shape and how this will impact the availability of locations to meet the specific needs of a charity shop remain to be seen.

Looking forward following the difficult years of the pandemic work has begun on developing a community hub model with aspirations to build hubs in North Devon, Plymouth and Exeter. Negotiations have continued for one site which would allow physical sales, ecommerce sales, a community workshop space and also provide an outpost for one of critical care cars. It would also allow us to reopen South Molton as a standard shop following its prolonged move to ecommerce during the pandemic. Larger sites will give us the chance to reintroduce a Furniture and Electrical offering and we continue to review sites as opportunities arise.

While locations continue to be sought, other methods of increasing and diversifying retail continue to be followed. Shopdaat.org was established in 2020 and has continued its gradual growth with it now being directly integrated with eBay. Not only is this ensuring that we make the most of the donations made by our supporters through reaching more potential buyers but it provides greater resilience and opportunities in a market which is expected to grow.

As well as generating income the retail shops carry out a vital role for the Charity, ensuring that we are visible and present in the communities which we serve. They help support local fundraising and awareness as well as offering a fantastic opportunity for our volunteers to be regularly involved. These volunteers as well as the staff are crucial in maintaining face-to-face contact with our supporters in their communities.

COMMUNITY FUNDRAISING

Community fundraising has been crucial to Devon Air Ambulance over its thirty years and has provided the foundation for our approach to fundraising. Although our new income generation strategy is expected to introduce new ways or approaches to raising funds we expect community fundraising to remain fundamental.

Reuben's Scout Challenge in aid of DAA

As a Beaver Scout our young supporter Reuben was set the Personal Challenge task. When he was invested as a Beaver, he made the Beaver Scout promise:

I promise to do my best, to be kind and helpful, and to love our world.

He decided to include this in his challenge by cycling 20 miles and walking 10 miles over two days, doing his best to raise as much money as possible for Devon Air Ambulance to help save lives. Along the walk he collected litter to do even more to look after the world. On the first morning Reuben started out on his 20 mile bike ride, it took him four hours to complete. With some energy left, he decided to make a start on the walk, going along the coast path around Torquay and completed an additional five miles. The next day he completed the remaining five miles of his walking challenge.

Thanks to his immense efforts, Reuben raised an incredible £350 for Devon Air Ambulance. We were so pleased to be able to send Reuben his very own DAA badge to sew on to his uniform, as our way of saying 'thank you' for his amazing effort.



It has been a difficult few years for communities and although the legal constraints of the pandemic have fallen away our behaviors have been impacted particularly with illness remaining widespread, be it COVID-19 or a resurgence of flu and colds as people have begun to mix more.

This has meant that the return of community events and fundraising has been gradual but has happened due to the dedication of our volunteers and supporters. A welcome return for local shows provided an excellent opportunity to get out and see more of our supporters and this trend is expected to continue into 2023 and beyond.

EVENTS

For a third year no fundraising events were directly organised by Devon Air Ambulance, although the Dragon Boat Festival had been due to go ahead in September before it was postponed in respect of the Queen's passing. This event has been rearranged and will be taking place on the 4th June. It provides a great opportunity for local businesses to raise funds for the Charity whilst also having a fantastic time.

We did make the most of the returning opportunities to attend shows with 48 attended in the year, while we put on two celebration events in recognition of our 30th Anniversary. One was in North Devon (Bideford) and the other near Exeter (Darts Farm). Across these two days the crew were operational from the sites which gave members of the public a chance to see the "new" H145 Helicopter and engage with the crew. We were able to engage with our supporters and at the Darts Farm celebration over 700 people were able to go in and see the Helicopter with footfall across the day exceeding 1,000.



After careful consideration and discussion the decision was taken not to go ahead with the motorcycle rideout. This event has been part of the DAA calendar since 2006 and was primarily an event to engage with the motorcycle community around biker safety and road traffic collisions. We are really proud of the work that we have done with this community and the relationships that we have built over the years. Our thanks extend not only to the biker community but our sponsors, volunteers, marshals and everyone who gave so much to the event. Going forward we are looking at new and innovative ways to continue this vital work and engagement with a community who have supported us so brilliantly over the years.

The Commando Challenge event was another which did not take place and the feasibility of this event in future years will continue to be reviewed.

BUSINESS SUPPORTERS

The events of recent years and the continuing uncertain and challenging business conditions have impacted so widely that it has been a privilege to continue to be supported by so many businesses.

Building relationships with and working with local businesses offers so much, be it directly through financial support or indirectly through identifying opportunities which we would have missed. Working with such varied, innovative and hard-working businesses helps

bring fresh perspectives and the chance to work together on new and interesting projects. The chance to collaborate can often be greater in the charity sector which is by nature less competitive than the private sector, giving accessibility to diverse thoughts, opinions and ideas.

Local businesses are another important link to our local communities including our supporters and beneficiaries.



Local businesses are another important link to our local communities

WEEK OF THANKS

For the second year running we held our "Week of Thanks" in October. This was introduced as an opportunity for members of staff to put aside some time to get in touch with our wonderful supporters to thank them for the variety of ways that they support us. Teams from across all departments spent time writing cards and phoning supporters to thank them for being part of making DAA and making all we do possible. Acknowledging that every member of the team and every supporter are part of one team providing the delivery of exemplary time-critical care to the people of Devon. This activity was again really well received with one gentleman taking the time to pop into the office with his card, to thank us for taking the time to acknowledge his support.

CHRISTMAS 2022 CAMPAIGN

The development of the 2021 campaign which was closely coordinated to the general messaging of the Charity continued with another record year of income. Last year's total of £30,151 was surpassed before Christmas with over £30,000 being received by the end of year as money continued to arrive into the New Year.

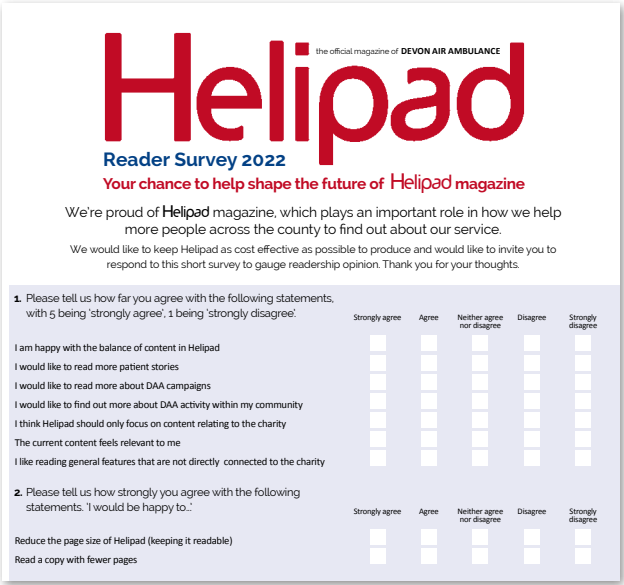
Both the fundraising and communications team worked together to achieve such a figure, and received fantastic support from the operational team who helped spread the message and be able to visually link



the campaign to the life-saving work they perform. The theme of the campaign was to help the crew fill four kitbags for Christmas and this was clearly a task which our supporters were keen to complete.

LISTENING TO OUR SUPPORTERS

The surveys carried out of both supporters and Devon people who did not support us as part of the evidence gathering for the income generation strategy was a great opportunity to hear views around a number of areas including not just what is important to people, but what is less so. As a result of these the decision was made to review and amend our Supporters Promise, which opened up some new approaches to fundraising such as going door-to-door for lottery sign-ups which is standard practice for many similar charities. While this puts us in a better position to raise funds to carry out our charitable objectives we remain aware of the importance of acting in line with the expectations of our local supporters and communities. While these expectations will naturally vary among individuals we continue to monitor feedback we receive, both positive and negative, to ensure that our approach is reasonable and largely supported by the people of Devon.



HOW WE FUNDRAISE

To continue to provide our vital service to the people of Devon, we rely on their generous support. As a charity, we are committed to fundraising in a responsible way.

We are registered with the Fundraising Regulator and follow the Code of Fundraising Practice. We are also registered with the Fundraising Preference Service, which allows supporters to 'opt out' of receiving communications from us. We received 2 requests in the year 2022 (2021: 2).

In the year 2022, we received 2 complaints directly about our fundraising activities (2021: nil). Both complaints were related to the promotion of our lottery by an external agency. Both were resolved immediately following contact from the supporters concerned. The majority of our fundraising activity is carried out by staff directly employed by Devon Air Ambulance. We also work with few carefully selected professional fundraising partners to support our work, such as in the promotion of our lottery. Where others are involved in fundraising on our behalf, we work extremely closely with them

Our new supporter promise

You do great things for Devon Air Ambulance. We promise to do the right thing by you.

Without you, our helicopters and critical care cars couldn't operate and our crews would be unable to save lives. Across Devon, and beyond, your support means we can be there when we are needed.

Thank you.

Your support is very important to us and we promise:

- We will always be clear, open and transparent
- We will treat all of our supporters as individuals, with respect, courtesy and with a friendly approach
- We will value each and every donation, spending it to have the greatest benefit to our service and the people we help
- We will make sure that our fundraising is legal and follows best practice
- We use the Fundraising Regulator Code of Fundraising Practice as our minimum standard, and go beyond it where we can
- We will never make our supporters feel under pressure about giving more or more often than they are able
- We will Say Thank You and keep you updated with how your support is making a difference
- We will be honest about the challenges we face and share stories
- We will keep your details safe and never sell or swap them
- We will only ever use your details in the way(s) you have agreed to and we make it easy for you to change these at any time
- If things do go wrong, we'll listen, we will take action, and we will learn.

to ensure the highest possible standards are always maintained, including adherence to our Supporter Promise, the regulator's code of practice, Gambling Commission licencing conditions and codes of practice, and data protection legislation. Supporters can contact us directly at any time with any questions, comments or concerns, via a number of different methods listed on our website: www.daat.org/complaints-procedure

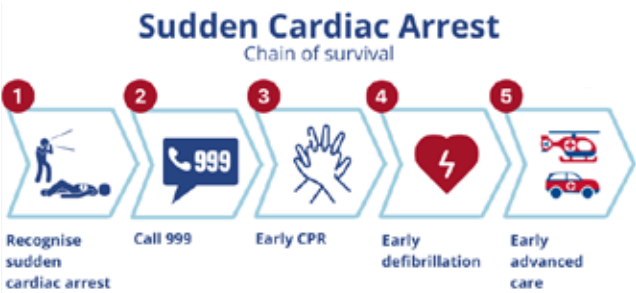
COMMUNICATIONS

Communications remains as important as ever as technology and changes in society continue to alter how we speak to each other. Transparency is a key value to us as we believe in our charitable mission and how we aim to achieve it, so being open and honest gives our communities the biggest opportunity to support us.

While our communications team is an individual team they work closely with all departments across the Charity, particularly the fundraising and operational teams. They have been instrumental in some key projects during the year such as the 'Help with all your Heart' campaign which won the Campaign of the Year award at the Air Ambulance UK annual awards of excellence. This campaign educated the public in Devon about cardiac arrest, the importance of early bystander intervention and the use of defibrillators. This successful campaign is intended to continue into 2023 to spread this essential message even further across the County.

LOOKING FORWARDS

While the financial results in the year have been relatively strong when considering the difficult environment and sufficient reserves have been generated historically manage the short-term risks, it is important that we can move from expected losses in 2023 to a point where income matches expenditure. The income generation strategy will be a key element of this although 2023 will realistically be an implementation stage before the benefits are gradually realised



over a longer timeframe. This will allow us not only to maintain the current service provision but that foundations are put in place through developments such as the proposed new air base and head office to ensure that the service develops with what is a constantly changing environment. To ensure that the service develops and that efficiencies are found to manage costs the three key areas of focus will be the other three strategic pillars.

A Magnificent Contribution

In the year that the Charity celebrated 30 years of service it was time to say goodbye to a key person in that journey with Director of Fundraising Caroline Creer's retirement. Caroline has been a visible, popular and crucial part of the Charity for over 25 years, overseeing the considerable growth in the Charity so that it can support the number of patients it does today and is in a position to assist considerably more in the future.

Caroline played a fundamental part in the Charity being able to generate the levels of income it currently does, but just as importantly built the connections with the Devon community to allow this and provide a foundation for everything it does. As part of the Senior Leadership Team she was also key in the Charity obtaining its Air Operators Certificate and the move to clinical independence with a CQC registration in recent years.

Caroline's contribution to not only the Charity but the sector as a whole through her work with Air Ambulance UK and other air ambulances was huge and will remain long lasting.

Caroline's retirement created a gap for Matthew Bell to join the organisation as Public Engagement Director. Matthew's skills and experience in the sector have allowed him to settle smoothly into his role and he is well placed to make a significant contribution to the Charity in 2023 and beyond.



People, Talent & Culture

Our ambition is to attract, train and retain exceptional people with our key objectives being:

- To reach world class employee engagement
- Nurture the talent pipeline to meet future needs
- Reflect the diversity of our community
- Fully embed our values into our culture

The combination of the pandemic followed by widespread economic uncertainty means that recruiting, retaining and utilising people’s potential has become as important as ever, particularly as recruitment markets across the diverse sector which we recruit from have become increasingly unsettled.

Recruiting in some sectors such as charity retail has become particularly difficult, making it all the more important that our current staff are supported and able to excel in their roles.

Health & Wellbeing

There has been greater emphasis on health and wellbeing across society as a whole in recent years which Devon Air Ambulance is fully supportive of in light of our experience and knowledge of the health sector. It is an area which we have continued to prioritise, particularly since the creation of a Wellbeing Group in 2021.

In May the Wellbeing Group supported Mental Health Awareness week with a variety of sessions delivered to staff covering various topics including financial wellbeing, sleep, men’s mental health and wellness and recovery action plans.

The Wellbeing Group delivered a variety of staff sessions in support of

Mental Health Awareness Week

Each person’s needs in relation to both physical and mental health are different and will change over time, influenced by matters which could be very personal or much wider. Our approach is therefore to offer a range of alternative measures to best support each individual’s needs.

Pastoral Care is available for all staff either remotely or in person and access is provided to external resources such as Red Poppy who are a nationwide network of qualified psychological, trauma and stress therapists. Staff can also be directed to Surf Well who work with Emergency Service providers to improve staff mental wellbeing, resilience and workplace performance through proven scientific benefits of surf therapy. The Wellbeing Group continues to monitor what other offerings may be beneficial to our staff.

This is all underpinned by the emphasis on wellbeing within the regular one to one discussions and the facilitation of communication across remote methods such as Teams which has become fully integrated into daily work processes.

One of the many continuing challenges of the pandemic has been the impact on relationships and physical contact. By introducing hybrid working we aim to give staff as much flexibility as possible alongside ensuring that the organisational requirements of each role is met, providing the ability to take an approach that works best professionally and personally. This approach continues to settle in and while some learnings have been made, more are to be expected. Flexibility cannot be granted widely to all roles due to their requirements, while a general decrease in staff attending the office has led to a general decrease in human contact which impacts people in different ways. A hybrid working policy was produced in 2022 and rolled out early in 2023, which aims to give as much guidance as possible and a clear structure for staff to follow.

Taking Stock

The ‘Taking Stock’ project started back in 2021 as a key piece of work to explore Devon Air Ambulance’s culture which has changed significantly over the years due to internal growth and the external environment. This project was expected to run over a number of years, as it has, and due to the evolving nature of culture it is expected that it will need to be revisited in some way on a rolling basis.

The first step in 2021 was circulating a survey to all staff aimed at

getting a better understanding of how they as individuals and as a wider department view Devon Air Ambulance and how this differs to what they would like to see. Any organisation will have different cultures and sub-cultures and it’s important to understand these and the impact they have on organisational dynamics, particularly during periods of sustained change.

The survey was supplemented by team meetings and verbal discussions with Heléna Holt, the Chief Executive Officer, visiting individuals and teams across the organisation to gather their thoughts in person. This helped build an initial idea of how the culture could be refined and moved towards peoples’ wants and needs, which was discussed at the annual Trustee away day in 2021.

Further work continued in 2022 with the results shared more widely and working groups representing a cross section of the Charity working to identify the key changes and shifts that are needed within the organisation to help move towards the culture that staff envisage. This stage is important in testing the initial understanding of the survey results as well as applying the learnings and establishing clarity around expectations going forwards.

The initial findings which are currently being built on identified areas for development, such as a slight shift towards more collaboration and creativity offset by less competition and control. Interestingly the desired shifts are small as there was a remarkable congruence between where staff perceive our culture to sit and where they wish it to be suggesting a focus on ‘evolution not revolution’.

Away Day 2022

There was a remarkable congruence between where staff perceive our culture to sit and where they wish it to be suggesting a focus on **evolution not revolution**

Learning and Development

The management development programme established in 2021 continued to be rolled out and by the end of the year had been attended by all line-managers. This programme made the final shortlist for the ‘Best Learning and Development Initiative - Public and Third Sector’ in the CIPD People Management Awards 2022, eventually losing out to the United Nations Development Programme. The recognition of making it to the shortlist demonstrates the high caliber of the training being provided internally.

In addition to the management development programme a number of training sessions have been developed to support understanding of how we can utilise personality profiling to assist in team relationships and development as well as a tool during

our recruitment and selection process.

Induction has been an area of focus, as many inductions are now predominately completed virtually due to many new joiners working from home. This will continue to be under review into 2023 where the aim is to have a comprehensive three months induction programme to welcome new joiners and get them up to speed.

A menopause group was set up to facilitate discussions with staff around what support or training needed to be provided. From this group we created menopause training which was made available to all staff to help promote awareness and support across the whole organisation, with the session being mandatory for line managers. We also signed up to the Menopause Workplace Pledge to recognize our commitment to supporting staff experiencing the menopause.



Health and safety remains a key area, particularly in its relation with risk. Although there is a Health and Safety committee in

place there are limited staff solely responsible for it outside of specific operational responsibilities, so it is important to ensure that staff who are involved are adequately trained and have a strong understanding of risk. Three of the facilities team separately attended a NEBOSH Incident Investigation course, while IOSH training was extended to further staff in both facilities and retail. As well as the standard continuous rollout of manual handling training, two people have also been trained at a Manual Handling Instructor level. Overall this has built up a good foundation of knowledge in several different departments.



Recruitment

Recruitment markets have become less stable over the last year, although this has varied significantly from sector to sector. Many industries have seen a lack of people to fill vacancies and in some cases this has led to less consistent pay levels and greater difficulty in benchmarking roles. There have been some areas where recruitment has been less straight forward than in previous years, such as retail, while other roles have not been as significantly impacted.

We have reviewed our careers pages on our website which have been completely revamped to capture all the key information candidates would be looking for when considering working for Devon Air Ambulance as well as providing clear and concise information on the benefits for working for the organisation, including information on our culture and how we develop our staff and how we strive to be a diverse and inclusive organisation. We have started to create an insight into some of our job roles such as producing 'A Day in the Life of' video for our Retail department, with more departments to follow. In early 2022 we made changes to some of our terms and conditions and family friendly policies to ensure we were being competitive as an employer to retain our current staff and attract new staff.

We are expecting some level of recruitment in 2023 as a result of the income generation strategy, although this will not be known for certain until it is complete. From what we have seen in 2022 there may be some challenges which could make the process slower than we would like, but we will only know this once our recruitment plans take clearer shape through 2023 and getting the best candidate must remain as the key criteria.

Our careers pages have been completely revamped

Retail roles Operations roles Office roles



Assistant Shop Manager, St Marychurch

If you have an interest in sustainable fashion and driving sales through great customer service, whilst knowing that your work helps to save lives – this maybe the job for you!

[Read more](#)



Assistant Shop Manager, Sidmouth

If you have an interest in sustainable fashion and driving sales through great customer service, whilst knowing that your work helps to save lives – this maybe the job for you!

[Read more](#)



Assistant Shop Manager, Exmouth

An exciting opportunity for an organised and enthusiastic Assistant Manager to join our Exmouth 3-2-1 shop. If you would like to work for a much loved local charity and make a difference in your community – this maybe the job for you!

[Read more](#)



Retail roles

We welcome applications for our retail roles, including shop management, logistics and e-commerce.

[Read more](#)



constant review to ensure that we can keep our volunteers safe while they support us, particularly as the coronavirus remains present in our communities while flu levels have peaked as people return to socializing.

We appreciate that as well as the benefit which the volunteers bring to the charity there is a significant societal and personal benefit to the volunteers of actively making a difference for us and we remain keen to encourage and support volunteers assisting us when we are comfortable it is safe to do so.

Volunteers

Volunteers remain a crucial part to the operations of the Charity and Devon Air Ambulance are proud of the 738 active volunteers in place at the end of 2022, an impressive number for a Charity of this size and following the disruption of recent years.

Throughout the year we've largely been able to reintroduce more flexibility to allow volunteers to support us how they would like to which was not always possible during the initial stages of the pandemic. We have kept our guidance and processes under



Devon Air Ambulance are proud of our 738 Active Volunteers

The Charity is incredibly thankful for all its volunteers for the significant contribution they make through their hours of tireless and hopefully enjoyable service. This thanks extends not just to those who support us now but those who understandably feel less able to physically support us following a turbulent couple of years – it is their support which has allowed the Charity to grow so exceptionally for over thirty years.

Our dedicated Volunteer Managers continue to maintain regular communications with our volunteers over the year while producing a fortnightly e-publication called V-news. We're aware of the varied and accomplished skills set present within our volunteers and are reviewing the potential to utilise this more in 2023.

Staff Survey



Devon Air Ambulance has worked with an independent company called 'Best Companies' to carry out its annual staff survey since 2018. The survey is anonymous and covers areas such as management engagement, team relationships, communications, well-being and development opportunities.

During 2022 the Charity was ranked 15th in the Charity's Best Companies to Work For and 92nd Nationally for mid-sized companies. The report specifically identified that personal growth, wellbeing and the belief that staff were obtaining a 'Fair Deal' were key areas where we had scored well.

While reassuring and encouraging to see the strong results a key benefit of taking part in this type of survey is being able to identify which areas can be focused on for improvement. It was particularly satisfying to see specific improvements in areas which had been focused on in the past and the intention is to continue this trend of improvement.

Our focus on wellbeing in 2022 was reflected in this survey, where results evidenced that the work undertaken in this area has had a positive impact for our staff. Interestingly, although 70% of our staff believe that they were paid fairly, it was one the areas with the biggest decreases in scores. This may have been influenced by the external economic climate and the cost of living crisis, and to mitigate against this we awarded a one off salary increase to staff in October 2022. We have also ensured that staff have access to financial support such as being able to draw part of their salary in advance of pay day and access to financial advice through our Employee Assistance Programme which was introduced as part of our new payroll and HR system.



We care about our staff. Their skills help keep our service responding and serving local communities, so

a happy and healthy workforce is fundamental to achieving our aims

New Human Resources and Payroll System

Following the general growth of the Charity in recent years and the People team in particular it is important that our systems remain sufficient. During 2022 we have therefore moved to a new Human Resources and payroll system, which was initially rolled out at the start of the year with more elements of it being utilised throughout the year. Using one system for all elements of Human Resource management has helped to improve automation and hence efficiencies while reducing the risk of administration errors.

This new system has also allowed staff and managers to access and update their data on a self service basis, improving the accuracy and timeliness of information, while providing direct access to an Employee Assistance Programme, giving staff access to counselling services, helplines and discounts

Pay Policy

Our Policy continues to be to set salaries using an accountable and transparent process for all staff which includes an internal job evaluation process and benchmarking salaries in line with average market rates for similar roles requiring similar levels of knowledge, skill, experience and responsibility.

There is due regard given to balance and fairness, and the need to ensure value for money. This approach has enabled the Charity to recruit and retain high quality staff in the context of national, regional and local labour markets. This has been important and also more difficult in 2022 where unusual economic conditions including low unemployment, low growth and high inflation, have impacted different labour markets in different ways.

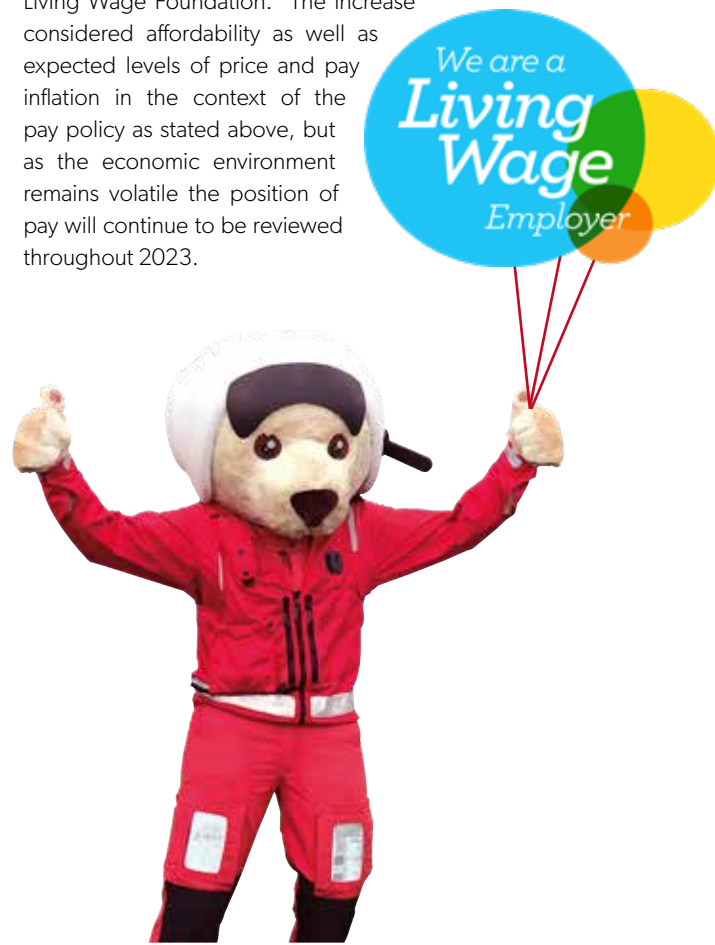
The Charity was able to offer an inflationary pay uplift of 4% at the start of 2022 following no increase in the prior year due to the

impact of the pandemic. As inflation levels rose to the levels not seen for decades during 2022 it was recognised that this was putting our staff under financial pressure. The unusual step was therefore taken to reward an additional pay increase to counter the high level and quick impact of the current levels of inflation. All staff therefore received an increase of £1,200 to their annual salary effective from the start of November, to provide sustained additional financial security ahead of the annual pay review and at a time when utility costs for individuals were increasing.

The Board of Trustees and Directors of the wholly owned subsidiary Trading Company are responsible for determining the remuneration of the Senior Leadership Team (SLT), including the Chief Executive. To achieve our strategic goals, DAAT requires excellent leadership coupled with effective and professional management. We set salaries in line with our general pay policy principles to be competitive with similar roles and commensurate with the scope of their responsibilities and demands of the job. Benchmarking data will be sector specific to each role wherever possible. The Trustees and Directors are very aware of their responsibility to donors, patients and the local community and their overriding concern is delivering the best possible service both safely and as cost effectively as possible. To do this, both companies must be run in a business-like way and the SLT is responsible and held accountable for achieving demanding targets for outstanding patient services and helicopter operations, key relationship management, income generation, probity, cost effectiveness and efficiency across the group. In line with sector best practice guidelines, the Trustees and Directors consider a pay ratio of 5:1 x the median full-time equivalent salary provides a reasonable cap on executive pay. Through this policy the pay multiple of the most highly paid member of staff will be monitored annually by the Remuneration committee.

Following a review of the financial position at the year-end and in the context of continuing high levels of inflation, the Charity

was in a position to approve a further pay uplift of 4% at the start of 2023. While this is below current levels of inflation, when the earlier £1,200 annual uplift is incorporated it approaches 10% for our lower paid staff and ensures that we continue to meet our commitment that those on the lowest salaries match or exceed the minimum living wage as set by the Living Wage Foundation. The increase considered affordability as well as expected levels of price and pay inflation in the context of the pay policy as stated above, but as the economic environment remains volatile the position of pay will continue to be reviewed throughout 2023.



Future Plans

Many of our focus areas for 2023 include building on the progress made in the current year, such as creating phase two of our internal management development programme which will focus on coaching, mentoring, courageous conversations and delivering feedback.

The culmination of the Taking Stock project is expected to create new values and behaviours for the organisation which the staff can embrace and incorporate into their day-to-day life at Devon Air Ambulance.

We will also be reviewing our development pathways to ensure development opportunities remain even when the opportunity for promotions will not be as frequent as in a larger organisation, while reviewing and revamping our recruitment processes to create a smooth and efficient process for both candidates and recruiting managers.

Staff Wellbeing Champions will be introduced with staff volunteers being provided with training opportunities such as Mental Health First Aid, and an Equality, Diversity and Inclusion charter will be introduced setting out our current position and future aspirations.

Further development and implementation of the new HR system should allow greater use of data analytics, aiding us in understanding our data and informing future strategic decisions.

An Equality, Diversity and Inclusion charter will be introduced setting out our current position and future aspirations

Our Patients

Why send the air ambulance?

The specialist HEMS dispatchers (Helicopter Emergency Medical Dispatchers) know that certain situations can quickly change and that without professional help, what seems an inconsequential situation one moment, could quickly deteriorate with potentially serious consequences.

Such was the case for the Bellman family from Gloucester, who had arrived in East Portlemouth for their two-week summer holiday. They were so excited, they didn't even check into their accommodation, just headed straight for Millbay beach for an afternoon in the sun.

Harry, aged 12 and Joseph, aged 10, were soon ready for the water and off to play on their skimboards.

However, within minutes, Harry had fallen backwards and, quite evidently, broken his wrist. His mum, Helen, could see that the wrist was dislocated and called 999 to ask for advice. However, whilst on the phone to the emergency services, she watched Harry's hand go blue. At the same time, Harry explained that his fingers had gone numb and he became very sleepy.

Relaying this information to the HEMS call-taker, Helen was advised that Devon's Air Ambulance was on its way. Learning that Harry was to be airlifted to Derriford Hospital in Plymouth, Helen was reassured to discover that she could travel with her son.

When asked why the Air Ambulance had been called for 'just a broken wrist', DAA's critical care paramedic Paul Robinson explained, "When we assessed Harry on the beach, we found he had an isolated closed fracture and dislocation of his lower arm. It was severely deformed and causing him extreme discomfort. Because Harry's injuries had caused a reduction in circulation to his injured arm, the potential for long term problems with

that limb were very high. It was imperative to secure the correct anatomical position of his arm as soon as possible so full circulation could be returned. Harry was brilliant; despite obviously being in extreme pain he remained calm. We explained to him and his parents what we would do to realign his arm so we could reduce the pain and improve the circulation. We proceeded to monitor all his vital signs prior to administering an appropriate dose of Ketamine. Harry was fantastic, remaining still throughout the procedure which would have helped considerably as all the evidence shows the calmer the patient is the more effective this strong pain killer is. The procedure went well and only took a few seconds; then a vacuum splint was applied to Harry's arm to stabilise it for the flight to Derriford. Almost immediately, Harry seemed a lot more comfortable and was even able to have a light-hearted chat with us en-route to hospital wishing he had a better view out of the window!"

Harry had surgery on his hand the following day and, after two nights in hospital, was discharged to continue his holiday. With the resilience of youth, it wasn't long before Harry had adapted to having his arm in plaster and was back to enjoying the rest of his time in the South Hams, albeit without the fun of skimboarding!

Their letter to thank the aircrew prompted an invitation for the family to visit Devon Air Ambulance when they were next in the county. Coincidentally on their visit, they were reunited with both Pauls, the two paramedics who attended Harry's incident, and were able to find out much more about the work of the service that came to their rescue that day in August.



The specialist HEMS dispatchers know that certain situations can quickly deteriorate with potentially serious consequences

Environmental Sustainability and Stewardship

Our ambition is to be sector leaders in responsible environmental stewardship for positive community impact and a healthy future for all.

- Develop and implement a climate change emergency commitment
- Sustainable management of resources including fuel, buildings and transport
- Scrutiny of investment policy and impact on the environment
- Support an organizational ‘green’ ethos and philosophy
- Promote greater environmental awareness
- Regularly review the risk register for Environmental Sustainability

The addition of environmental sustainability and stewardship as one of the key strands of our strategy in 2020 was an important element in putting a more structured and accountable framework in place in an area which has long been recognised as important. Having a dedicated Board Committee and a committed staff work group called the Green Team has ensured that focus is maintained in this area despite the challenges provided by the volatile events of recent years, resulting in a long-term benefit to the Charity as well as the wider society it is part of.

The Green Team

The Green Team was formed in 2020 to share and discuss a wide range of environmental issues such as climate change and sustainability cross departmentally, and seek ways in which Devon Air Ambulance’s policies, procedures and operations could be brought into line with these.

The team oversee the production of a periodic internal Green Horizons newsletter updating on their discussions and projects such as our commitment to Devon’s Climate Emergency declaration and the monitoring of our carbon emissions.

The Green Team has a £5,000 discretionary fund within the budget to undertake relevant projects which they identify in the year and although it was not physically spent in the year it is planned to be used to install LED lighting within head office to reduce energy usage.

Sustainable Facilities

The Head of Facilities plays a key role within the Green Team and uses his previous experience in the environment and sustainability to factor these into decisions around premises, airbases, service contracts, waste and vehicle usage as well as planning for new combined airbase and head office facility in which he is also involved.

This expertise was also factored into the Procurement Policy which includes guidance around considering ethical and social responsibilities when selecting and using suppliers. As with much in this area knowledge and quality of information is improving at a gathering rate and so providing additional guidance to balance the best available evidence and knowledge with the core objectives of the Charity was perceived as crucial in what can be a subtle area.

Investments

As discussed more fully in the investments section, the Investments Policy is constantly reviewed in the context of Environmental, Social and Governance (‘ESG’). The carbon footprint of direct holdings is now measured and monitored in the portfolio as a best indicator of the environmental impact of the portfolio. The intention remains to expand this analysis into indirect holdings although progress has been slower than hoped and discussions have continued with the Investment Manager in the year. We continue to monitor the ongoing reviews to accounting standards and principles as well as developments in charitable governance including court cases to consider how best to refine our approach to what is a constantly changing environment.

Emissions Report

An emissions report was commissioned and completed by Eunomia with the results circulated internally in 2021, with the next report expected to be commissioned in 2023. The first report is seen as an initial step which should give a greater understanding of what information will need to be recorded and retained in future years to complete more accurate analysis. This accuracy and value of the information obtained is expected to grow as each future report is obtained. The current report was based on the 2019 calendar year which was the most recent year with representative data available, so the pandemic is expected to impact comparatives over the next couple of years at least. The report also excluded scope 4 emissions and Devon Air Ambulance events as well as only selected procured goods and these limitations are always important to appreciate.

While the current report was helpful in identifying some potential useful interventions to reduce emissions which are expected to be at some benefit, unsurprisingly the largest emissions were from the aircraft and so with the increase in missions seen in 2021 and 2022 these emissions may well increase (although a proportionally large number of these additional missions being attended by the clinical cars may influence this). However, being able to measure and monitor this is an important step in being able to drive positive changes for all parts of Devon Air Ambulance.

It was also encouraging to see the high level of avoided emissions due to our Charity shops sales. It is important to note that in line with CHG accounting standards avoided emissions are not included as part of the Charity’s carbon footprint but



nonetheless it is positive to see that they make such a significant impact. Measuring avoided emissions is also heavily dependent on assumptions and hence the quality of the data is low, yet it was positive to note that they were estimated to exceed the level of emissions produced by the Charity as measured within the scope of the report.

Events

The Emissions Report did not cover Charity organised events although since the pandemic there have not been any following the late cancellation of the Dragon Boat festival in 2022. This is expected to return in 2023 although its environmental impact is expected to be lower than some historical events as the competing teams will typically be local businesses with limited travel. When reviewing events the environmental impact is considered but it important to

balance this with the other three pillars as well as the operational benefits which an event may generate for example through awareness or education.

Declaration on Climate Change Emergency

In 2021 the Charity endorsed the Devon Climate Declaration which has been prepared by a consortium of public, private and voluntary organisations collaborating through a Devon Climate Emergency Response Group. It sets out ambitions to tackle climate change that covers all of Devon, including those who live, work in and visit our county, and those businesses which are based or operate here. By scrutinising all aspects of the Charity reviewing how to influence our impact, the aim is to inspire a dynamic and cultural philosophical ethos which will impact health and wellbeing of current and future generations.

Looking Forward

The Devon Climate Declaration gives a clear commitment to continuing the focus on environmental considerations including the development and publication of a Climate Change Action Plan for achieving Net Zero with a target date.

Work will also continue in the work the Declaration has triggered – while an initial quantification of our carbon footprint has been made the benefit will come in the monitoring and review of this footprint and the steps taken to mitigate it, which the next emissions report will be a key part of.

We are also reviewing the relevance of each of the 17 UN sustainable development goals with an aim of defining those which are most relevant to us, allowing us to monitor our

approach in a way consistent with what has become a widely adopted model.

We are also keen to develop our understanding of the climate impact of our investment policy and as the quality of information improves in this area our ability to monitor and influence this will also progress.

This is an area which is developing quickly and by working with others we will be best placed to push forward. We are part of the Air Ambulance UK Environmental Committee, and are joining GW4, which comprises of four universities and county councils in the South West. We are also well placed to continue our relationship with our locally based organisations such as the Met Office, to work together and continue our progress.



THE GLOBAL GOALS

We are also reviewing the relevance of each of the 17 UN sustainable development goals

1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS	SUSTAINABLE DEVELOPMENT GOALS

Digital and Technological

Our ambition is to harness data and technology to support innovation, operations and collaboration. We expect data to drive decision-making, remove manual processes, integrate our key systems and use cutting edge technology to support operations, learning and development. Our objectives are:

- Develop and implement a digital culture to fit the way we work
- Expand income opportunities through digital
- Promote innovation in digital and technology
- Create efficiency gains through digital technologies
- Ensure DAA has robust Cyber-Security and data systems and processes
- Develop a data-driven strategy dashboard to support Board & Leadership Team
- Monitor emerging technologies that hold potential to transform our operations
- Regularly review the risk register for Digital and Technology

The speed of digital and technological change continues to accelerate, particularly following the forced changes of the pandemic. This increases the risk of organisations falling behind the technology curve and becoming less relevant or effective, while also increasing the opportunities to those which are able to make the most of the new openings created by digital and technological developments.

Digital and technology progress therefore becomes crucial, either from the perspective of limiting risk or taking opportunities – as with any strategic pillar these two considerations will always be entwined and crucial.

By incorporating Digital and Technology Mastery as a key strategic strand it has a dedicated Board committee as well as a Digital Leaders executive team from across Devon Air Ambulance which feeds into the Board committee and looks to place it at the forefront of our thinking and decision making.

Integrating this into our culture is seen as crucial in identifying and incorporating emerging technologies to potentially transform the delivery of our operational service but also ensure our processes becoming increasingly efficient and opportunities for generating additional income are embraced.

This initially led us away from having a distinct and separate digital strategy to incorporating it within our wider operational plans. However, during the year it has been perceived that our progress has slowed and that a separate strategy would be important to define accountability and push further developments. This in turn has led to questioning the internal expertise we have available and looking to bring in external expertise to carry out a gap analysis exercise and recommend how to move towards our ideal digital strategy.

Digital Dashboard

The project to develop a digital dashboard system to allow Trustees, management and in the longer term supporters greater clarity

around our aims, objectives and progress has continued in the year. While the relatively slow pace of development was one of the triggers to questioning the speed of our digital transformation process, the gradual progress has created learnings and built up knowledge. Template and example displays have been built while the work around refreshing elements of the strategy at year-end have opened up other options to implement a system which is more closely aligned to the strategic objectives and giving greater clarity of this to staff. Although at year-end the best way forward has not been concluded, progress is expected in 2023 so that digital dashboards can be implemented in some form.

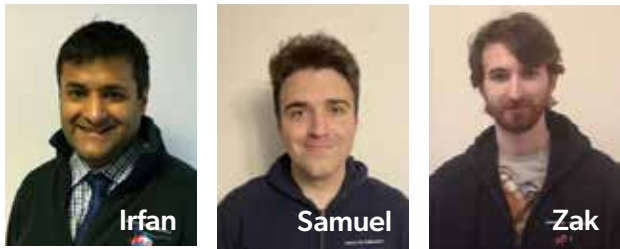
Information Technology ('IT')

Initial work has progressed on generating an IT Strategy to ensure that the key infrastructure required for digital development is in place. As with some other administration functions in the Charity the IT team has developed organically over a number of years and it has been recognised that a Strategy will help clarify its role to meet the Charity's future needs.

Processes are continually under review to improve efficiencies, such as the implementation of a phone system allowing more direct contact with often remote teams rather than through an office-based reception. A movement of documents from DropBox to OneDrive which is more integrated with the rest of our systems also provided a daily saving for operational crew who were having to update their iPads each day.

Following the growth in the team in the prior year the Apprentice

Our Digital & Information team



Data Protection

The protection of the data within the CRM system and more widely across Devon Air Ambulance, remains of paramount importance to the Charity, to respect not just the letter of GDPR but the underlying spirit. Protecture are an external party which are used to provide specialist advice and guidance around GDPR and information governance.

Protecting ourselves against the continuing threat of cyber fraud is a part of this as fraudsters have looked to exploit the pandemic and continue to target charities. All staff receive regular online training and updates to keep their knowledge current around the latest risks and frauds being practiced. One of the IT support technicians has a background in IT security and has taken a lead role in this area.

We have also carried out data cleansing of the information on our Customer Relationship Management system to ensure both that the data retains a high level of integrity while putting us in the best position to use this information in future to support our charitable objectives. The review of the Income Generation Strategy at year-end will include consideration of how best to use this information going forwards and what system is best suited to our needs.

role has developed into a full IT support technician role, bringing that role to three people. They are also assisted by an external IT support company on a 'pay-as-you-go' basis which is particularly useful for out of hours and ad hoc work. This flexible support allows the internal team to build their own skillsets and provide a more focused and knowledgeable service while having the ability to outsource specific tasks to maximise efficiencies and minimise costs. In 2022 one of the team met COMPTIA certification standards to meet the industry standard, with two other members of the teams due to complete this in 2023.

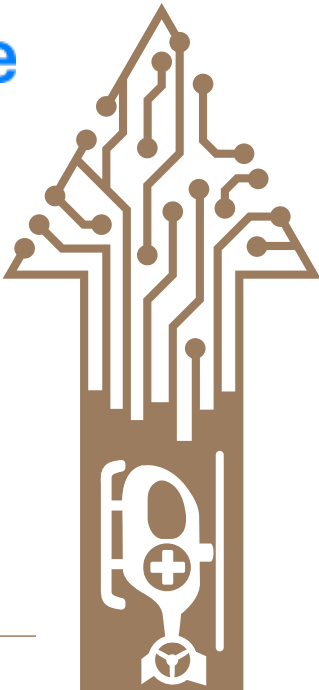


Protecture

Looking Ahead

The external review of our approach to digital transformation will be key in determining the best approach to developing a Digital Strategy which in turn will be major driver in digital progress going forwards.

Although the slowing down of our digital transformation journey has been disappointing over the last couple of years, significant developments have been made on the way including developing and refining hybrid working practices to give more flexibility to our staff and more efficiency to the charity, as well other efficiency improvements such as the digital ticketing process which has been put in place for the Exeter Round Table Fireworks display. Learnings have also been made on the way and there is a clear plan in place to develop our Digital Strategy and move forwards much more quickly.



Future Plans 2023 and Beyond

New Combined Airbase and Head Office

It was a key focus for 2022 and while the rising building costs and wider inflationary environment has made firm commitments to building plans and timings difficult, a significant amount of work continues to be carried out and it remains fundamental to many parts of our future looking strategy.

The need for a suitable operational airbase facility remains vital as the number of clinical staff has significantly increased since clinical independence took place in 2019 as well as the gradual increase in operational hours in recent years. The current facility at Exeter Airport is no longer fit for the current purpose and well short of fulfilling future requirements. There are inadequate training facilities, office space, briefing /flight planning space, insufficient locker room and shower facilities (particularly for female staff) as well as inadequate parking space. The current facility is also 'airside' at Exeter Airport meaning that it is subject to rigorous security measures for access so that most staff, visitors and contractors need to be escorted from the airbase. To make the Airbase an important and visible element of our marketing and fundraising greater public and staff access need to significantly improve.

Some conditions in the current lease are due to expire in mid 2023 which will result in rent starting to be charged as well as future application of take-off and landing fees. Discussions are therefore ongoing as to what alternative land is available either in, around or near the Airport so a new facility can be built and be ready for use as near to this timeframe as possible to limit the additional costs which will become payable then.

An external company carried out the initial analysis of site requirements, building on input from every part of Devon Air Ambulance around what the new facility should provide. Different approaches, such as using modular builds have been investigated while we continue to talk to a number of air ambulances who have recently opened, or are due to open, new premises and have been supportive in sharing with us their significant successes and key learnings.

It is a project that will require high levels of resourcing, both

financially and in time, but will be crucial to future proof the Charity and its future service provision although the timing of the next steps remain hard to define in the current environment.

Income Generation Strategy

Although funds have been designated to support the new combined airbase and head office, this will be a major project with the cost yet to be established. This will need to be funded at a time when costs have increased and are expected to increase further as the level of missions have increased, while income has been impacted by the pandemic. Although significant reserves, cash and investments are in place to manage the immediate risk exposure, costs are expected to exceed income in the short and medium term with the potential for these shortfalls to be significant if legacy income does not match the levels of the last two years. Even when including £4.8 million of legacy we are budgeting for a loss of £2.4 million in 2023. Although this level of legacy income is below the two most recent years it is comfortably above the five year average of £4.3 million and it should be noted that £4 million of legacy income had only even been achieved in one year prior to 2021.

For this reason the creation and success of the new income generation strategy in will be vital in ensuring income can cover costs going forwards, to put the Charity in a position where it can maintain the current service, ensure essential assets such as the aircraft can be replaced efficiently and ideally enhance its service further to benefit patients.

While the Strategy is expected to require immediate investment to ensure that the right resources are in place to deliver on expectations, the return on this investment is not expected to be as immediate. Clearly defined metrics will therefore be important as different ideas are tested to ensure that the right path is being followed and that the expected benefits will flow. This investment is likely to include additional staff which will also take time to recruit and settle in. With this combination of increased costs and a small initial impact on income, 2023 is expected to be a difficult year financially, but the reserves and cash are in place to support this transition in 2023 and beyond.

Our Patients

Sharon completes her husband Mike's 100 mile mission for Devon Air Ambulance



When Mike Clake had a cycle accident that left him paralysed from the chest down, one of the biggest concerns for him and his wife Sharon, was how their then 13-year old son, Max, would take the news.

Sharon said, 'Knowing his dad would never play football with him again, or be able to run with him, or do any of the things that they used to do... it was so hard.' But, to their surprise and amazement,

To their surprise and amazement, young Max visited his dad in hospital and said, "But he's still my Dad, it'll all be ok. Why is everyone worrying?"

young Max visited his dad in hospital and said, 'But he's still my Dad, it'll all be ok. Why is everyone worrying?'

Mike had been out on a charity cycle ride on Dartmoor in May 2018, raising funds for St Luke's Hospice in Plymouth in memory of a dear friend, when his tyre burst and he flew over the handlebars. He remembers the accident as if in slow motion:

'I was coming down a hill when I had the blow out. The tyre split totally, the bike wobbled and I sailed through the air. I knew it was bad straight away as I couldn't move anything. I'd fractured my eye socket too, so all I could see was blood, and I was struggling to breathe and was panting for air. I remember the helicopter landing and I could hear the conversation between all the paramedics



going on around me, but I could only see their feet.'

Devon Air Ambulance treated Mike at the scene and then flew him swiftly to Derriford Hospital where scans revealed he had a C6 spinal cord injury. He was placed in an induced coma and was in Intensive Care for the first four weeks after the accident. He has only limited memory of that time in hospital and has been fascinated to read the diary that the staff from Intensive Care kept for him.

I do remember that the cocktail of drugs I was on gave me some really psychedelic dreams. Then I developed pneumonia and was put on a ventilator. Talking was almost impossible and I remember that when I coughed, I sounded like a baby - it was most odd. I also remember my surgeon saying that, in his 28 years of surgery, mine was the worst accident he'd ever seen and he made no promises about my recovery - he was very blunt.

After six weeks in Derriford, Mike was transferred to the specialist spinal unit in Salisbury where he spent the next five months. He faced an array of physical and emotional challenges as he came to terms with his new way of life.

"I am now tetraplegic which certainly took some getting used to. The first time I tried to sit up, I just fell over like a 'weeble'. I realised then how hard it was going to be and what a long road ahead I had in front of me."

Learning to navigate as a wheelchair user, Mike remembers the joy of being able to visit Horatio's Garden. 'It's the most beautiful outdoor space that gives patients in Salisbury spinal unit somewhere to go that's calm and peaceful. There are stunning plants, water features, quiet areas, space to be sociable and places just to sit and think. I met some great fellow patients while I was there, many of whom I'm still in touch with, and we really helped each other.'



We continue to talk to a number of air ambulances who have recently opened, or are due to open, new premises and have been supportive in sharing with us their significant successes and key learnings

Planning to Succeed

Improving efficiency

While generating additional income is one important element to ensuring that the sufficient resources are available to continue developing the service for our patients, it is also important to control costs and ensure efficiencies are found where possible.

The development of the Digital Strategy and focus on digital transformation will help this process for example through increasing automation and integration of different systems. The Income Generation Strategy will also play its part in this process by ensuring that skills gaps are filled and that the correct systems are in place and being used in the most effective way.

Similarly from the finance perspective a new nominal ledger structure has been set-up for 2023 with the aim of improving internal reporting, while the expense process has become more consistent with the automated invoice process as the credit card process is being similarly developed. The improved reporting will result in

greater transparency, wider and more in depth understanding and an ability to adjust behavior based on what is understood. Forecasting accuracy should also improve, aiding a better evidenced decision-making process. Over 2023 this is expected to feed into greater efficiencies while creating the opportunity to fundamentally review and improve the processes currently in place.

For each £1 we spent on fundraising and income generation (including support costs) in 2022 we raised £3.12. While below the prior year's figure of £3.35, this remains above the historical levels (£2.53 in 2020, £2.79 in 2019) and has been significantly impacted by the high legacy income over the last two years which will have been generated by historic costs rather than those in the current year. The figure may well decrease, particularly in the short-term as expenditure is committed to the income generation strategy that will not necessarily produce immediate financial returns or include an element of testing, not all of which would be expected to be successful.

Cost of Fundraising

For each £1 we spend on fundraising and income generation (including support costs) in 2022 we raised £3.12



Administration and Support Costs

Good administration is key to efficiency with a direct impact on the Charity's effectiveness and so remains a key area under constant review, particularly following the restructure. Efficient administration drives informed decision making and continual improvements while mitigating risks, potentially saving further costs by safeguarding the Charity's assets for the ultimate beneficiaries.

The legal requirements and responsibilities have never been higher for Devon Air Ambulance following its sustained growth and the wider regulatory responsibilities, for example through GDPR and health and safety. Both our accounting system and CRM system need to capture thousands of transactions while maintaining accuracy. The additional management tier introduced during 2020 has significantly improved the technical and professional knowledge throughout the Charity, ensuring that the responsibilities are met.

The balance between costs and benefit is kept under constant review by senior management not just immediately but in the context of how decisions are likely to impact

financial and other performance over the medium and longer term. Increasing uncertainty in the wider world continues to make this challenging, but by using scenario analysis a wider context is provided to Trustees and senior management to aid decision making. This does not guarantee 'correct' decisions – a significant fall or increase in legacy income could drastically alter both the short- and longer-term context very quickly. However, it does provide a broad but understandable range of possibilities based on the most up to date knowledge and evidence to allow sensible decisions to be made with consideration of the known risks.

Support costs as a percentage of income is a key performance indicator and fell from 8.1% to 7.8% in 2022. However, this was impacted by £128,000 being received from HMRC after submitting a claim to cover the change in recoverability rates during the pandemic and a more accurate and reasonable apportionment method. Removing this would give a percentage of 8.8% which was in line with expectations of an increase following the impact of high legacies in the prior year. With continued inflationary pressure and the possibility of legacies falling below the highs of the last two years it remains likely that this percentage will increase from 7.8%.

Review of Financial Performance

Financial Performance

The financial performance in the year and the period end position it creates are significantly above expectations, with the budgeted deficit of £3.3 million being avoided. However, this has been driven by a low number of high value factors which may not reoccur and the expectation for 2023 is for a deficit. The underlying position remains similar to prior years with expenditure exceeding income, but a significant level of reserves, cash and investment to support this in the short to medium term.

Legacies remain a key driver to the figures, and if they had matched expectations in the year then a deficit of over £1 million would have been generated. However, this is the second year where income from legacies has significantly exceeded expectations, which may indicate that legacy income is likely to stay close to or match these historically elevated levels.

Income

Income increased from £11,490,000 to £11,938,000, despite legacies dropping by £692,000. This was more than offset by retail generating record revenue which was £815,000 above 2021 following the pandemic while lottery income also increased by £177,000 despite falling short of expectations. Higher level of sign-

ups have given the lottery good momentum moving into 2023.

Other income streams showed an increase following the severe impact of the pandemic in recent years. Donations were up 20% to £618,000, community income up by 41% to £623,000, charitable trust income up 296% to £103,000 and box revenue up 24% to £97,000. Although regular giving remains a relatively small part of income, increasing 8% to £84,000 this is an area which may increase looking forwards.

Expenditure

Expenditure has also increased in year, reflecting both the increase in revenue generation and also cost increases, moving up 5.5% to £11.4 million. The expenditure on charitable activities makes up two thirds of this and increased from £7.4 million to £7.6 million while retail costs only increased by 5% despite the significant increase in revenue generated.

There was unsurprisingly larger increase in lottery costs which are driven by sign-up commissions, which went up 30% to £538,000. Costs of donations also increased by 5% to £2,056,000 while investment management costs decreased by 59% following a receipt of a retrospective VAT claim on management fees.

Income increased from £11,490,000 to £11,845,000, despite legacies dropping by £785,000. This was more than offset by retail generating record revenue which was £815,000 above 2021 following the pandemic while lottery income also increased by £177,000



Other Movements

The investment loss of £733,000 was disappointing but in line with market expectations. This portfolio is being held for the medium to long-term and short-term fluctuations are expected, with the portfolio increasing in the final quarter of the year which upwards momentum continued into January post year-end. An additional £1 million was invested into the portfolio during the year following the sale of G-DVAA which generated a profit of £876,000. This was boosted by a £40,000 gain on the old G-DAAN engine which was part exchanged near the end of the year.

Net assets have therefore increased by the surplus of £717,000 to £22,842,000 with £8,822,000 tied up in fixed assets and £6,691,000 in long-term investments. While long-term investments aren't intended to be drawn into for the short-term, it is acknowledged that these investments are largely liquid and when

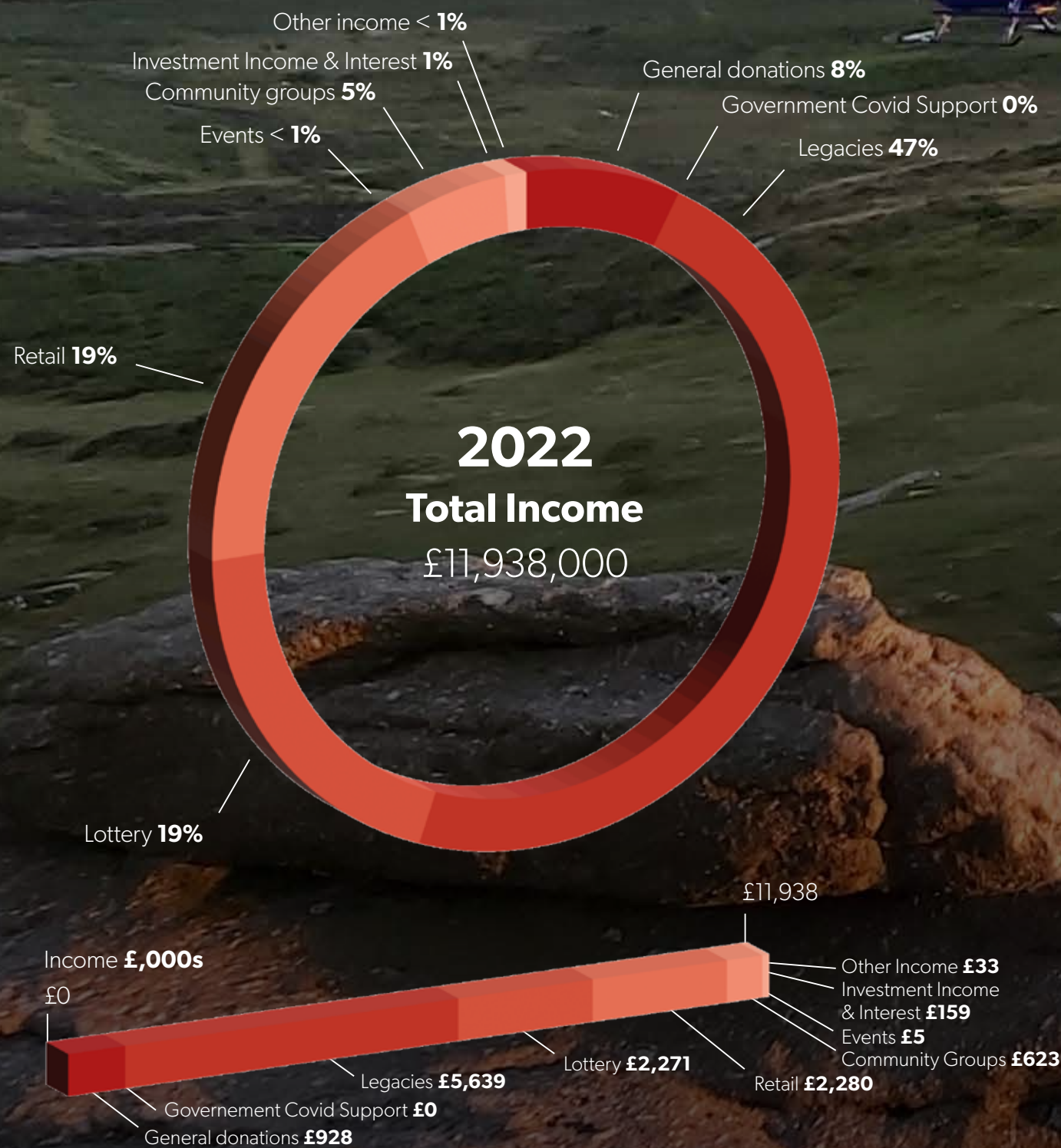
assessing availability of short-term funding these investments and their degree of liquidity are taken into account.

Excluding these investments there remains £7,551,000 of net assets to fund ongoing operations, short-term maintenance and repair costs, maintaining and improving the infrastructure and the continuing enhancement of the service.

The Trustees remain mindful of the importance of generating and monitoring sufficient financial resources to continue operations, particularly with the uncertainty of and fluctuations inherent within specific income streams such as legacy income and the wider economic and social uncertainty. With the increase in costs in recent years the risk exposure to a fall in legacy income from the exceptionally high levels of the last two years in particular is identified as a key risk.

Financial Position at the Year End

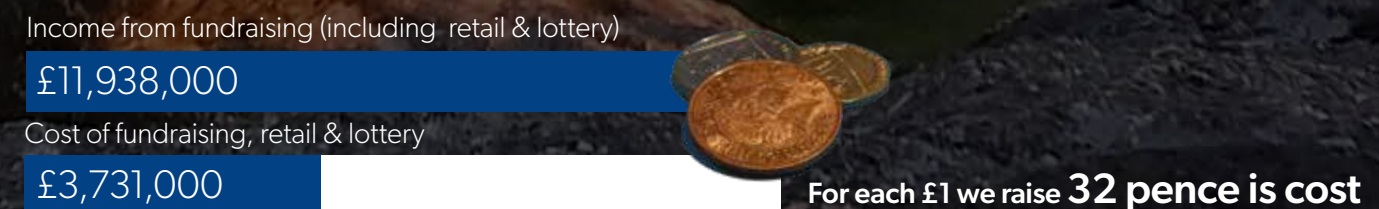
INCOME



EXPENDITURE



COST OF INCOME



Reserves

The Reserves policy and the designations made within the reserves are key tools in monitoring and maintaining cash flows. In line with Charity Commission guidelines, the Trustees monitor the level of reserves to ensure that they are sufficient for the Charity to achieve its objectives. The Trustees deem it necessary to have the security of reserves to enhance and develop the service with confidence, particularly where there may be a timing delay between implementing more costly operational activities and obtaining the necessary funding.

The Trustees review the allocation of the Charity’s reserves and make specific designations where applicable. The Trustees aim for free reserves plus undesignated investments to cover 12 months of expenses following a 33% decrease in revenue. This inclusion of undesignated investments reflects the liquidity of the non-current investments, with this liquidity being regularly monitored. Due to the diverse income streams in the Charity it is deemed unlikely that income will drop beyond this level in the short term. While legacy income has been a key component of revenue in recent years and by its nature is expected to fluctuate, it is not an income stream which would entirely disappear and would generate a certain level of income even in a low year. When the Board are making decisions, reserves are considered not just in the present but also looking forward through forecasts to allow for short-term impacts including the fluctuating impact of legacy income. Free reserves are considered to equal the General Reserve (i.e. total reserves, less restricted and designated funds) less attributed tangible fixed assets.

The Trustees are not looking to set an upper limit on the level of reserves at this stage, as substantial resources will be required to enhance the provision of the service, and the designations which form part of the charity’s total reserves will continue to be regularly reviewed by the Trustees. Forecasts are used to identify and monitor the risk of reserves exceeding the target level for a sustained period. The expectation is that reserves will fall below the target level in the short term before starting to move back towards this target in the latter part of these five year forecasts.

At the year-end total reserves were £22.4 million and free reserves plus undesignated investments equaled £8.50 million which exceeded the target of £3.51 million representing 12 months net costs following a 33% decrease in revenue. 12 months is used in the calculation as scenario analysis has suggested that it would take a year for significant cost saving actions to take effect, while 33% adopted as scenario analysis and the experience of the pandemic suggest income is unlikely to immediately drop by more than a third in the short to medium term. Free reserves excluding undesignated investments totaled £7.30 million. This level of reserves is considered reasonable by the Trustees with costs expected to exceed income for the short and medium term – Trustees are comfortable that this will lead the reserves towards the target level in the longer term with the aim of the income generation strategy then working to maintain reserves at the required level.

Designations & Restricted Income

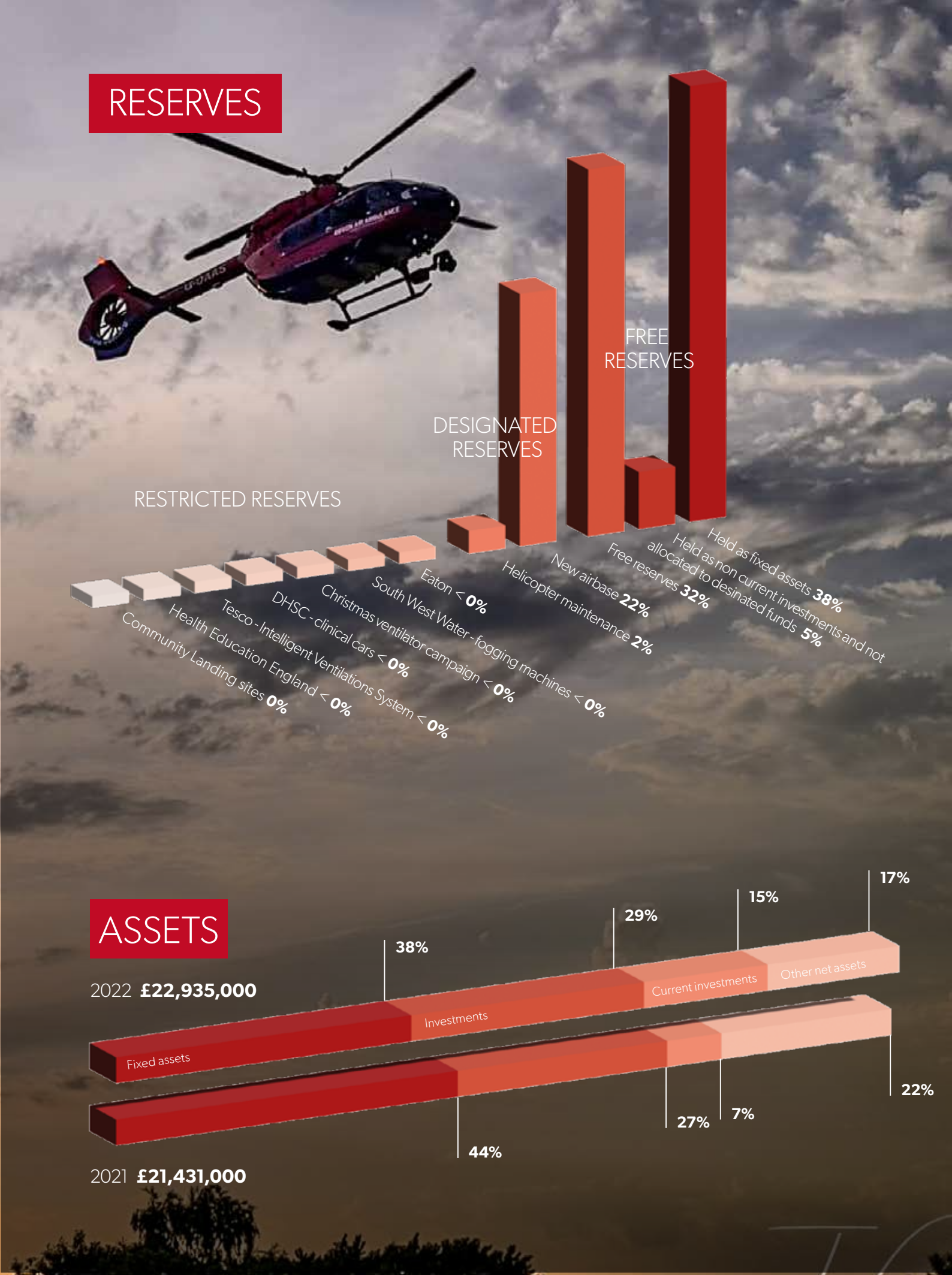
The free reserves discussed above are calculated after deduction of restricted and designated funds, which are explained in detail in note 19 of the accounts.

The main restricted fund relates to the £226,000 received from the Department of Health & Social Care in 2019 towards the critical care cars and defibrillators which is being reduced as the assets are depreciated with £76,000 remaining at the year-end. The £27,000 raised in the prior year from the Christmas Campaign for new ventilators remains unspent while £6,000 of the Health Education England grant provided to establish new processes and participate in simulation training with hospital staff also remains unspent at the year-end.

South West Water provided £7,000 in 2021 towards fogging machines which were purchased in the year with the balance being reduced by its depreciation charge to £4,000 at the year-end.

The most significant designation relates to the proposed new combined airbase and head office facility. This was increased to £5 million in 2021 and the expectation following further work in the year suggests that the final cost is likely to exceed this. The total and likely timing of this expenditure has been hard to determine in the current volatile environment so the designation has been left at the current level with an intention to increase this as further details are determined.

The only other designation relates to £485,000 for helicopter maintenance based on the expected cost of an expensive item needing repairing to ensure immediate repair and limited downtime. As the newest aircraft is covered under a Serviced By the Hour (‘SBH’) agreement this is only calculated for G-DAAN and increased in the year due to inflation and exchange fluctuations.



Financial Risk Management

Aligning the cash resources held to the requirements of the reserves policy and future designations and investments is the key objective of managing the financial risk. Cash flow forecasts and their relationship with restricted, designated and free reserves are monitored regularly and reviewed quarterly by the Financial Sustainability and Growth Committee. Additional scenario analysis is also incorporated into this analysis to provide wider context and understanding. There remains a significant exposure to price risk relating to non-current investments and the Trustees have set an investment policy which does not embrace any more risk than a medium risk investor and utilises Francis Clark Financial Planning ('FCFP') to oversee the investment manager.

The appointment of the Auditor is reviewed annually with a tender carried out periodically – a tender was carried out in the year in relation to the 2023 audit with an auditor due to be appointed following the sign-off of this Annual Report. The decision to appoint a new Auditor was driven by the Board wanting to introduce fresh perspective and challenge, recognising the value to good governance of periodically changing auditors.

Investment Powers

Under the Memorandum and Articles of Association, the Charity has the power to invest in any way the Trustees wish.

Investment Policy

A strict investment mandate is in place with Investec and monitored by FCFP and is in line with a detailed Investment Policy. This Policy is under constant review and was updated in the prior year predominantly to reflect an increased risk approach but also to update for other factors including the extension of the social investment approach. The objective was updated in 2021 and is currently stated as achieving a total return of 3% above inflation (as measured by CPI) on an annualised basis over a rolling 5-year period, to retain the real value of the capital's purchasing power. While high levels of inflation in the current year have put pressure on this target the Board believes it remains relevant. The Trustees are averse to capital volatility and aim not to embrace any more risk than a medium risk investor. A diversified geographical and asset class mix of assets is permitted, although high risk assets such as derivatives must only make up a small portion of the portfolio and be used for portfolio management rather than speculation.

These arrangements are reviewed periodically and following the updates in 2021 they are believed to remain the best options for Devon Air Ambulance's current needs despite the short-term variabilities which have been seen in domestic and international markets through 2022.

Investments

Investment losses of £733,000 in the year included £659,000 of unrealised losses with the balance of £74,000 relating to realised losses. Investments are expected to fluctuate in the short term and the Trustees are comfortable with the performance of the investments since the transfer to Investec and through the year in the context of difficult market conditions.

The majority of losses were incurred in the first 6 months of the years,

while the portfolio value remained relatively flat in the second half of the year after an initial increase was offset by a fall in December.

The Trustees are confident that this investment remains aligned to the Charity's requirements and that the medium risk investment mandate is being implemented. FCFP monitor Investec and provide independent feedback to the Board who also monitor the performance in line with their expectations and have direct contact and feedback from Investec.

Investment income has increased in the year to £159,000 from £119,000, back towards the pre pandemic level of £165,000 received in 2019.



Social Investment Policy

With environmental sustainability and stewardship being one of our four key strands underpinning the strategy, the social investment policy has continued to be a key consideration for Trustees. Environmental, Social and Governance ('ESG') factors were part of the criteria used when evaluating the tender in 2021 and the appointment of a new manager has assisted in updating the policy.

The Trustees value the importance of environmental sustainability and stewardship highly and through their Climate Emergency Declaration have committed to 'investigate and understand the climate impact of our investment policy.'

Carbon outputs are therefore monitored as a key measure and indicator of the portfolio's climate impact and reported quarterly to the Financial Growth and Sustainability Committee. This is carried out for all direct holdings within the portfolio and the Trustees continue to work with the Investment Manager to expand this analysis.

The policy requires Investec to have sufficiently robust asset-selection governance in place (i.e. a minimum duty of care) to ensure that any companies/entities in which the trust invests employ reasonable ethical standards.

We continue to review proposed changes in accounting standards and practices as well as industry responses to these and legal developments such as the High-Court judgment following the Butler-Sloss case to ensure that our approach remains relevant.

Several categories of investments are excluded from the portfolio including arms, tobacco, pornography, gambling and high-rate lending.

Other Factors in Achievement of Objectives

Devon Air Ambulance works closely with the South Western Ambulance Service NHS Foundation Trust (SWASFT) who up until 31st March 2019 employed the paramedics seconded to our service. In partnership with our neighboring air ambulance charities, Cornwall, Dorset & Somerset, Wiltshire and Great Western we commission SWASFT to provide a specialist dispatch team who do a vital job ensuring our services are tasked to the patients who most need the enhanced and critical care we provided.

The support of councils and communities across Devon have been and continue to be significant factors in the achievement of our night operations objective as well as the initial money received through the LIBOR funding which helped finance much of the night-landing site implementation.

Membership of the Peninsula Trauma Network provides great benefit through peer support, networking and communication across the region.

Through the Air Ambulances UK we connect with our fellow Air Ambulance Services around the country. This provides opportunities for learning and sharing of best practice across all our activities. In addition, members of the Senior Leadership Team subscribe to relevant professional bodies.

Working in partnership with other organisations is seen as key opportunity to work towards our charitable objectives. Mission Zero is a great example where working with other local organisations gives us more support to make a greater impact on our charitable objectives.

Related Parties

Both helicopters are owned and operated by the Charity's wholly owned subsidiary, Devon Air Ambulance Trading Company Limited.



Structure, Governance and Management

Devon Air Ambulance Trust (DAAT) was formed in 1991 in order to raise and receive funds to provide an emergency response ambulance service primarily in the county of Devon. It became an incorporated company, limited by guarantee, on the 30th September 1999 and is governed by its Memorandum and Articles of Association dated 29th September 1999.

The Special Resolution passed on the 8th March 2017 resulted in the Trading Company adopting updated Articles of Association to ensure that they remained up-to-date, relevant and complete. In early 2021, the Articles of Association were redrafted to better reflect the need for remote Board meetings as well as the closed membership; the changes were approved and adopted by the Board on 13th April 2021.

Trustee Recruitment and Appointment

The Board of Trustee is made up of independent members who undertake the role on a voluntary basis and who bring a broad range of professional skills, experience and expertise to the Charity.

A comprehensive Trustee Recruitment Brochure was created in early 2020 and remained 'live' on the 'Vacancies' page of Devon Air Ambulance's website through the year. This brochure, which contains detailed information about the role of a Trustee, organisational information, recruitment process details and Trustee testimonials, can be shared through contacts, social media and via Trustee recruitment platforms and portals.

This approach has been adopted to encourage more applications from a wider range of diverse candidates and, as a rolling, process, any expression of interest by an individual who would like to join the Devon Air Ambulance board as a new Trustee will be considered on merit, on a case-by-case basis, as and when it is received.

The Charity Board was strengthened during the year with three additional appointments while one Trustee departed in the year, leaving a Board of twelve. This has helped combine a good balance of Trustees who have been in a position for a number of years and having built up a strong corporate memory combining with the newer Trustees who will naturally bring a fresh perspective. The individuals on the board bring with them an impressive array of experience and expertise across a broad range of fields pertaining to the delivery of Devon Air Ambulances service, and the stability has also created a longer term feeling of certainty and resilience. The recent appointments will also ensure that the Board remains resilient to future departures with three Trustees, including the Chair, due to complete their terms during 2023.

Prospective new Trustees were interviewed and appointed remotely via Teams or Zoom. Once an expression of interest was received and reviewed, the applicant was invited to attend two separate virtual 'Teams' meeting with one panel consisting of the Chair and Trustee representatives, and the other panel made up of the CEO and Senior Leadership Team. A debrief follows between both interviewing panels and, if it was agreed that an applicant was suitable to be appointed to the Board, they are invited to attend the next quarterly board meeting, at which time they would be formally confirmed in post.

Trustee Training and Induction

After being formally appointed, all new Trustees are given access to Centrik, the document management system used by Devon Air Ambulance and access to Microsoft Teams. Trustees and Trading Company Directors also join a Governance 'team' which is used for internal messaging, collaboration sharing information relating to all aspects of governance. They are provided with a copy of the Trustees' Handbook which includes a briefing of their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, and the committee and decision-making processes of the Charity, as well as access to all committee and board meeting minutes, agendas and supporting papers. New Trustees are also sign-posted to the Strategic Plan and the most current financial information contained within the Annual Report and Accounts which can be found on the Charity's website.

In 2022, as in previous years, new Trustees were also invited to individual 'virtual' briefing meetings with each member of the Senior Leadership Team and other key employees within the Charity to learn more about their roles and responsibilities and individual business areas. Pre-pandemic, new Trustees were also invited to visit the airbases to meet with aircrew and

paramedics to see the operational delivery of the service at first hand; while these visits were resumed in 2022 not all Trustees have yet had the opportunity to attend the airbases but are due to do so in 2023.

The annual governance training for Trustees is delivered virtually, with the topics alternating between 'Understanding Governance' and 'Finance for Non-Financial Trustees' each year. This was due to take place in November but was postponed until 2023. This training is open to all new Trustees and as a refresher for any existing Trustee or member of the senior leadership team who wish to participate.

In 2022, and as part of the Charity's commitment to maintain greater co-operation, synergy and transparency between the

Trustees and Trading Company directors, the annual Joint Board Away Day was held in person at a local venue. The event this year focused on the short-term implementation of the strategy and included the Senior Leadership team, all the Heads of Departments (Charity and Clinical team), with the event being facilitated by the Learning & Development Manager.

Following this an additional meeting was held to review and refresh the Strategy which was attended by Trustees, Directors and the Senior Leadership Team, being facilitated by an external consultant. Further work to develop this strategy has been carried out in the early months of 2023.

Charity Governance Code

Good governance in any charity is fundamental to its effectiveness and success. Devon Air Ambulance promotes the principles of the Charity Governance Code which represents a standard of good governance practice that all charities should aspire to achieve. The Code is a practical tool which helps charities and their Trustees develop high standards, develops an appropriate culture, encourages diversity and ensures Trustees are compliant with relevant legislation and regulations.

An internal review of our compliance with the Charity Governance Code was carried out in the year which was shared with a Trustee of another Air Ambulance charity who also attended a Board meeting and fed back their independent thoughts around our governance and compliance.

No significant issue or noncompliance was identified with the main areas identified for potential improvement were around the review process for the Board's performance and improving the documentation of what is carried out around the newer elements of the Code, such as diversity.

Structure of the Organisation

The Board of Trustees administers the Charity and in November 2020 they updated the Board committee structure to mirror the framework for the new strategic plan. This structure is believed to remain relevant and appropriate to ensure high engagement and collaboration between the Board and the Senior Leadership Team. It is designed to enable them to jointly drive forward and deliver on the strategic priorities of the Charity.

- **Financial Growth & Sustainability**
 - Income generation (fundraising/commercial), efficiency and risk, finance including reserves, budgets, investments and internal audit and control.
- **People, Talent & Culture**
 - Talent management, promotion of high-performing culture, encouraging diversity.
- **Environment, Sustainability & Stewardship**
 - Commitment to the climate change emergency, sustainable management of resources, scrutiny of investment policy, environmental impact, supporting 'green' ethos and philosophy.

- **Digital & Technological**
 - Creating a digital culture, promoting innovation in technology, creating efficiency gains, monitoring emerging technologies, ensuring robust cyber-security.

2021 also saw the addition of an additional Committee which has continued to establish itself in 2022:

- **Audit Committee**
 - This operates with an independent Chair, reporting back to the Financial Growth & Sustainability Committee on the annual audit process and the internal control environment.

The four key committees and both Boards meet four times a year. Additional meetings can be held as and when required and ad hoc working parties can also be formed to address specific and/or time-critical strategic issues. The Audit Committee met three times in the year, with two meetings focusing on the annual audit and the other having a greater focus on the controls environment.

Trustees are appointed for an initial term of three years with the option for this to be extended by a further term of three years. The maximum consecutive term a trustee may serve, therefore, is six years. Trustees may then be reappointed for one further term of one year after a three-year break from holding office. Trustee roles and responsibilities and, in particular, the roles of the honorary officers, are clearly defined within the Scheme of Delegation.

The Chief Executive is appointed by the Trustees to manage the day-to-day operations of the Charity. To facilitate efficient management of the organisation, the Chief Executive has delegated authority, with limits set by the Trustees for matters including finance, fundraising, public relations, marketing and employment. The parameters of the Chief Executive's authority are clearly defined within the Scheme of Delegation.

Why become a Trustee?

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

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

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



Julie Hawker became a Trustee after being being airlifted by the charity.

Trustees who served during 2022



Margaret
Davies



Julie
Hawker



Victoria
Burr
(appointed 22 Sept 2022)



Anthony
Cramp
(appointed 22 Sept 2022)



Richard
Davidson
(appointed 22 Sept 2022)



Dominic
Hazell
(resigned on 7 July 2022)



Dr Ross
Hemingway



Ann
Holman



William
Matthewman



Dick
Richardson
(resigned 7 March 2023)



Vicky
Smiley



Mark
Williams



Justin
Wylie

Trading Company Directors who served during 2022



Anthony
Cramp
(appointed 22 Sept 2022)



Dr Ross
Hemingway



Paddy
Dixon
(resigned on 1 June2022)



David
Prowse



Dick
Richardson
(resigned 7 March 2023)



Nic
Steevenson

**The Board of Trustees administers the Charity
and in November 2020 they updated
the Board committee structure to**

mirror the framework for the new strategic plan

Our Patients

A post-lockdown cycling near-miss



When Nick Crooks learned that his young son Noah had been involved in an accident and needed treatment by an aircrew from Devon Air Ambulance, he feared the worst.

Nick said, “Receiving a phone call to say your son has been knocked off his bike by a car is an experience we wouldn’t wish on any parent. Driving to the scene of that incident, not knowing how badly your child has been hurt is a sickening feeling I never want to experience again. Cradling your child at the scene, reassuring them that everything is going to be ok, when you have no idea yourself to the extent of their injuries, is a white lie I hope I never have to tell again.”

All these thoughts were running through Nick’s head when his 10-year-old son, Noah, was involved in an accident this summer.

Noah had been on his way to play football with friends in the local park when he was hit by a car and knocked off his bike. As he flew over the car bonnet, he landed on his back. As two of his friends ran to call for help, one stayed with Noah as he lay on the ground.

Nick and his wife, Kate, both rushed to the scene and reassured Noah that help was on its way.

Kate continued, “And then the Devon Air Ambulance crew arrived, and things suddenly became less bleak. The crew were amazing. Their professionalism, decisiveness and reassurance immediately put our minds at ease. We learned that Noah had been unconscious briefly after the impact and, coupled with the damage to the car and to Noah’s helmet, the aircrew decided to take him to Bristol Children’s Hospital for further tests. I was so relieved to learn that I could go in the helicopter with Noah to hospital.”



On arrival at Bristol Children’s Hospital, Noah had CT scans and X-rays where, by amazing good fortune, results thankfully revealed that his injuries were largely superficial. He had suffered abrasions



and nasty bruising to his back but, incredibly, landing on the football in his backpack had actually protected him. And, without doubt, his cycle helmet, which was broken front and back, had clearly protected his head.

Noah’s parents were so relieved, “The doctors stressed that things could have been so different if Noah hadn’t been wearing his cycle helmet,” explained Kate. “He might well have suffered a serious brain injury, or even worse, it just doesn’t bear thinking about it. The whole incident has been a real lesson to us all – and we’re so keen now to promote safe cycling!”

Noah spent the night in hospital, kept in for observation and, once back home in his village, he learned he had become quite the celebrity. His friends all came to see him, many bearing chocolates and cards, all relieved to learn that he was going to be just fine.

As the family prepared for the Christmas season, they were all thankful that Noah had the help he needed from Devon Air Ambulance this summer. Nick concluded, “Please thank everyone involved and let the aircrew know we are grateful from the bottom of our hearts. They truly are incredible individuals and we will never forget their kindness and support that day.”

Principal Risks and Uncertainties

The Trustees have put in place a formal risk management process to assess any risks to the charity and implement risk management strategies. This involves identifying the types of risks the charity faces, prioritising them in terms of potential impact and likelihood of occurrence and identifying means of mitigating risk. This is supplemented by an evaluation of what internal reviews, external reviews and compliance are in place to mitigate these risks, and a gap analysis applied.

The Trustees review the adequacy of the Charity’s current financial controls on a regular basis and each of the identified risks through the committees in place. The Senior Leadership Team also review individual elements of the risk register as part of their internal weekly meetings. The Trustees are able to report that, in their opinion, the Charity’s internal financial controls conform to Charity Commission guidelines.

Currently, the most significant risks defined by the Trustees are:

- a. Pandemic: the impact of a pandemic such as Covid-19 on DAA’s ability to operate, raise funds and function;
- b. Inadequate level of reserves: insufficient cash or reserves in place to support the long term objectives of DAA;
- c. Revenue risk: collapse of a significant revenue stream or combination of revenue streams could impact the ability for DAA to operate.
- d. Climate change: impact on reputation and support if perceived not to be acting in line with public concerns;
- e. Key suppliers: the risk that key suppliers could collapse;
- f. Insufficient insurance: insurance coverage not sufficient to meet significant insurance claim, particularly in relation to Covid-19 where the availability of insurance coverage limited and no case law is yet in place
- g. Health and Safety: failure to comply with health and safety regulations.
- h. Macroeconomic events creating inflation: sustained high levels of inflation will continue to increase costs which may not be matched by increases in revenue leading to a shortage in cash and reserves.
- i. The size and scope of the proposed new Airbase and Head Office could generate significant cost overruns or have a significant impact on the service if it does not meet its objectives.
- j. The pace of recovering from the pandemic to business as usual may not be matched by the pace of other health providers.

The pandemic is a significant factor in many of the risks identified and although we have moved out of a period of lockdowns and the direct impact of Covid-19 is less visible on a daily basis, the risk of significant disruption returning remains higher than prior to the pandemic. Many learnings have been taken from 2020 and 2021 in particular while the Board reporting has been expanded to include scenario planning which incorporates more variables and widens the context for taking decisions. This has helped mitigate the risk of inadequate levels of reserves, although the increase in costs seen in 2022 and expected in 2023 and beyond combined with the continuing impact of the pandemic have increased this risk during the year.

High levels of reserves, investment and cash help mitigate this risk short-term but generating greater income, finding efficiencies or cost reductions will be required into the longer term. The Income Generation Strategy is focused on the first of these elements, while fully embracing in digital transformation will be an important factor in managing the other two factors.

The above risks put additional emphasis on the exposure to a significant revenue stream or combination of revenue streams collapsing. Again, the Income Generation Strategy and the recommendations it makes, for example what investments to make in fundraising, is the key immediate action being taken to mitigate this risk.

Risks in relation to climate changes have been managed by introducing environmental sustainability and stewardship as one of the key strands within the strategy and the formation of the green team which gives people across Devon Air Ambulance a chance to feed into it. As discussed in more detail earlier in this report significant work has been carried out in the year and is planned to continue throughout 2023.

Time has been invested with key suppliers and alternatives to limit the dependency on single suppliers or options, and where possible, relationships are maintained with alternative suppliers.

One supplier relationships which has been maintained over a long period is with the Charity’s insurance broker which has generated a long term, broad and detailed knowledge of Devon Air Ambulance to ensure that the insurance exposure is limited, managed and monitored. This is reviewed in detail each year with subject specialist experts from within the Charity.

Health and safety exposure continues to increase naturally as the size and complexity of the Charity grows and its activities stretches over varied areas at different locations. A Health and Safety Committee

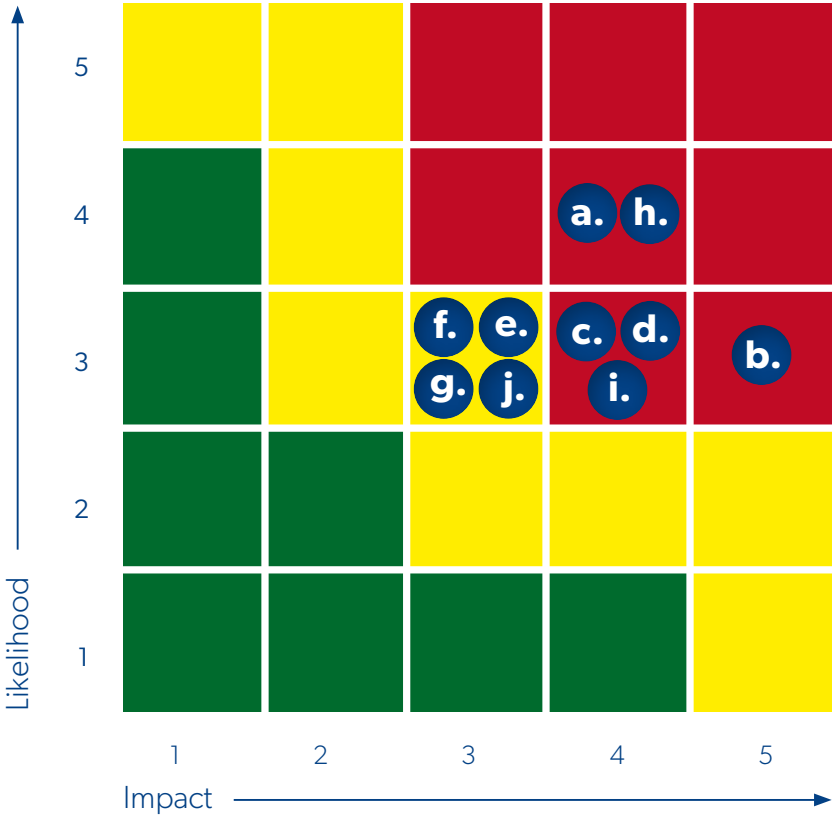
Risks in relation to climate changes have been managed by introducing environmental sustainability and stewardship as one of the key strands within the strategy

is in place which reports directly into the People, Talent and Culture committee while the requirements of the Air Operators Certificate and Care Quality Commission in the Trading Company ensure that a high standard of corporate governance including safety as well as risk is maintained.

While macroeconomic factors and inflation are hard for us to influence directly, this risk again emphasises the need for strong financial management. By using the forecasts and scenarios presented to the Board, well-founded decisions can be made and spending constrained where it would potentially create commitments which the Board feels would be unacceptably risky.

The Board is reviewing and putting in place a clear structure to govern the management of the new building project to manage the wide range of risks associated with it, while Devon Air Ambulance continues to speak to and work closely with other local health providers.

Risk Matrix - relating to significant risks



Statement of Trustees Responsibilities

The Trustees (who are also directors of Devon Air Ambulance Trust for the purposes of company law) are responsible for preparing the Trustees’ Report (incorporating the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the 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 judgements and accounting 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 statement, 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 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. The Trustees are also responsible for safeguarding the assets of the charitable company 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 of which the charitable company’s auditors are unaware, and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Auditors

A resolution to appoint PKF Francis Clark as auditors for the ensuing year was proposed at the March 2022 Board Meeting in accordance with section 485 of the Companies Act 2006.

The Trustees’ Report incorporating the Strategic Report was approved by the Board and signed on its behalf by:

Margaret Davies
Chair of Trustees
Date: 30 March 2023

Independent Auditor's Report to Trustees

Opinion

We have audited the financial statements of Devon Air Ambulance Trust (the 'Charity') for the year ended 31 December 2022, which comprise the Group Statement of Financial Activities, Group and Parent Charity Balance Sheets, Statement of Consolidated Cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and Charity's affairs as at 31 December 2022 and of its 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 Charity 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 Charity's ability to continue as a going concern for a period of at least twelve months from when the original financial statements were 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. 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. In connection with our audit of the financial statements, 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 there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

Opinion on other matter prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report (which includes the Strategic Report and Directors' 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 Directors' Report included within the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of 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 Statement of Trustees' Responsibilities set out on page 45, the Trustees (who are also the directors of the Charity 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 they 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 Charity'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 Charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance,

but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

As part of our audit planning we obtained an understanding of the legal and regulatory framework that is applicable to the Charity. We gained an understanding of the Charity and the industry in which the Charity operates as part of this assessment to identify the key laws and regulations affecting the Charity. As part of this, we reviewed the Charity's website for indication of any regulations and certification in place and discussed these with the relevant individuals responsible for compliance. The key regulations we identified were Charity legislation, Civil Aviation law, compliance with the Care Quality Commission ("CQC") and Gambling Commission, health and safety regulations and The General Data Protection Regulation ("GDPR"). We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006.

We discussed with management and Trustees how the compliance with these laws and regulations in monitored and discussed policies and procedures in place. We also identified the individuals who have responsibility for ensuring that the Charity complies with laws and regulations and deals with reporting any issues if they arise. As part of our planning procedures, we assessed the risk of any non compliance with laws and regulations on the Charity's ability to continue trading and the risk of material misstatement to the accounts.

Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Our procedures involved the following:

- Enquiries of management regarding their knowledge of any non compliance with laws and regulations that could affect the financial statements. As part of these enquiries we also discussed with management whether there have been any known instances, allegations or suspicions of fraud, of which there were none.
- Reviewed filings with the Charity Commission and whether there were any serious incident reports made during the year, of which there were none.
- Reviewed audit documentation from the CQC to confirm compliance with standards, and ensuring continued registration with the CQC through the CQC website.
- Reviewed audit documentation from the CAA to confirm continuing compliance with standards and regulations.
- Reviewed DAAT's system for managing staff compliance with training requirements.
- Discussed with the health and safety officer if any incidents have been reported during the year under The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations

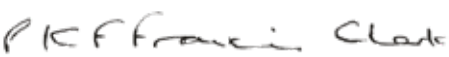
2013 ("RIDDOR").

- Review of the group's GDPR policy and enquiries to the Data Protection Officer as to the occurrence and outcome of any reportable breaches.
- Reviewed legal and professional costs to identify any possible non compliance or legal costs in respect of non compliance.
- Reviewed Board minutes.
- We assessed the susceptibility of the financial statements to material misstatement through management override or fraud, including in relation to cash income and expenditure. We considered the primary sources of cash income, being donations, shop sales and collections and obtained an understanding of the controls in place to mitigate the risk of cash fraud. We also discussed with management whether there had been any instances of known or alleged fraud, of which there were none. Based on our understanding we designed and conducted audit procedures including:
 - Assessing the design and implementation of controls over cash receipts and obtaining evidence as regards the completeness of cash income;
 - Using data analysis techniques to review bank expenditure payments for duplicate details which might indicate fraud;
 - Audited the risk of management override of controls, including through testing journal entries and other adjustments significant transactions outside the normal course of business of which there were none.
 - Reviewed estimates and judgements made in the accounts for any indication of bias and challenged assumptions used by management in making the estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements. This risk increases the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements as we are less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment, collusion, omission or misrepresentation. A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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



Stephanie Henshaw FCA

(Senior Statutory Auditor)

PKF Francis Clark, Statutory Auditor

Centenary House, Rydon Lane, Exeter EX2 7XE

Date: 30 March 2023

Consolidated Statement of Financial Activities

(incorporating Income & Expenditure Account) for the year ended 31 December 2022

		Unrestricted Funds 2022 £'000	Restricted Funds 2022 £'000	Total Funds 2022 £'000	Total Funds 2021 £'000
	Notes				
Income					
Donations and legacies	3	7,190	-	7,190	7,811
Trading activities:					
Retail operations	4	2,280	-	2,280	1,465
DAAT Lottery	4	2,271	-	2,271	2,094
DAAT Events	4	5	-	5	1
Investment income	5	159	-	159	119
Income from charitable activities	6	22	-	22	1
Other income	6	-	-	-	-
(Losses)/ gains on foreign exchange		11	-	11	(1)
Total income		11,938	-	11,938	11,490
Expenditure					
Donations and legacies		1,121	-	1,121	940
Trading activities:					
Retail operations	4	2,056	-	2,056	1,959
DAAT Lottery	4	538	-	538	414
DAAT Events	4	16	-	16	16
Investment management costs		29	-	29	70
Expenditure on charitable activities	7	7,536	108	7,644	7,405
Total expenditure		11,296	108	11,404	10,804
Profit on disposal of fixed assets		916	-	916	-
Net (loss)/ gain on investments		(733)	-	(733)	101
Net income/(deficit) for the year	8	825	(108)	717	787
Transfers between funds		-	-	-	-
Net movement in funds		825	(108)	717	787
Reconciliation of funds					
Total funds brought forward		21,997	221	22,218	21,431
Total funds carried forward		22,822	113	22,935	22,218

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes on pages 53 to 67 form part of these accounts.

Consolidated Balance Sheet

31 December 2022

		Group 2022 £'000	Group 2021 £'000	Company 2022 £'000	Company 2021 £'000
	Notes				
Fixed Assets					
Tangible assets	13	8,822	9,776	660	773
Investments	14	6,691	5,905	6,691	5,905
Total Fixed Assets		15,513	15,681	7,351	6,678
Current Assets					
Stocks	15	18	33	-	27
Debtors	16	4,057	4,756	10,926	13,481
Investments	14	3,534	1,480	3,534	1,480
Cash at bank and in hand	17	1,118	1,364	1,013	1,248
Total Current Assets		8,727	7,633	15,473	16,236
Liabilities					
Creditors falling due within one year	18	(1,305)	(1,096)	(895)	(837)
Current assets less current liabilities		7,422	6,537	14,578	15,399
Net assets		22,935	22,218	21,929	22,077
The funds of the Charity					
Restricted income funds	19	113	221	113	221
Unrestricted income funds					
General	19	17,337	16,563	16,331	16,422
Designated	19	5,485	5,434	5,485	5,434
Total unrestricted income funds		22,822	21,997	21,816	21,856
Total Charity funds		22,935	22,218	21,929	22,077

Approved by the Trustees of Devon Air Ambulance Trust on the 30 March 2023 and signed on its behalf



Margaret Davies

Chair of Trustees

Date: 30 March 2023

Company registered number 3855746

The notes on pages 53 to 67 form part of these accounts.

Consolidated Statement of Cash Flows

31 December 2022

	2022		2021	
	£'000	£'000	£'000	£'000
Net cash inflow/(outflow) from operating activities (note below)		3,470		191
Cash flows from investing activities:				
Income from current investments	22		(1)	
Dividends & interest from non-current investments	137		120	
Transfers to non-current investments	(1,000)		-	
Proceeds from sale of fixed assets	1,648		-	
Proceeds from sales of investments	3,293		6,067	
Purchase of investments	(4,812)		(5,913)	
Purchase of property, plant & equipment	(950)		(194)	
Net cash used in investing activities		(1,662)		(1)
Increase in cash and cash equivalents in the year		1,808		190
Cash and cash equivalents 1/1/22		2,844		2,654
Cash and cash equivalents 31/12/22		4,652		2,844
Note				
Reconciliation of net cash inflow/(deficit) from operating activities				
Net income for the year	717		787	
Depreciation charges	1,172		1,249	
Loss/(Gains) on investments	733		(101)	
Gains on disposals of fixed assets	(916)		-	
Income from investments	(159)		(119)	
Transfers to non-current investments	1,000		-	
Decrease in stocks	15		11	
Increase in creditors	209		269	
Decrease/(Increase) in debtors	699		(1,905)	
Net cash inflow from operating activities		3,470		191

	1 Jan 2022 £'000	Cash Flows £'000	31 Dec 2022 £'000
Analysis of cash and cash equivalents			
Cash in hand and at bank	1,364	(246)	1,118
Current investments	1,480	2,054	3,534
Total cash and cash equivalents	2,844	1,808	4,652

The notes on pages 53 to 67 form part of these accounts.

Notes to the Financial Statements

1. Accounting Policies

Basis of Preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The financial statements have been prepared under the historic cost convention as modified by fair value where appropriate. The Trustees have considered and concluded that it is appropriate to complete the accounts on a going concern basis. The Charity is a public benefit entity and is registered in the United Kingdom. The registered address is included on page 67. The functional currency used in these accounts is Sterling, which is also the transactional currency.

The Group financial statements consolidate the results of the charity and its wholly owned trading subsidiary. A separate Statement of Financial Activities and income and expenditure accounts for the charity has not been presented as the Trust has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

Significant judgements and estimates

The Trustees have concluded that the only significant management judgement and key areas of estimate or uncertainty is the recognition of legacy income as detailed below and the method of depreciation.

The depreciation method used for the aircraft was changed in 2020 following the purchase of a new aircraft when one of the older EC135 aircraft was put up for sale. The comparison of its proposed sales value to its residual value demonstrated that the depreciable amount had been overestimated and a more gradual method of depreciation should be reflected on the remaining and new aircraft. Due to variability of the second hand aircraft market, the limited number of transactions and the timescales involved with potential sales, it is difficult to accurately estimate the depreciation rates and residual values. The rates applied in these accounts have been observed based on knowledge of the current market established while putting the EC135 to market and its sale in the year, allowing for current market uncertainty. The depreciation of the aircraft fitout was also adjusted in 2020 to reflect an estimated residual value. The EC 135 was sold in 2022 and an accounting profit of £876,000 is included in these accounts.

One of the engines in the remaining EC135 was replaced in the year with a part exchange which resulted in a profit on disposal of £40,000. The intention is to replace the remaining engine which will have a similar book value in 2023.

Income Recognition Policies

Voluntary income including donations, legacies, and lottery sales that provide core funding or are of a general nature are recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability.

For legacy income, entitlement is taken as the earlier of the date: when the charity becomes aware that probate has been granted; when the estate has been finalised and notification made by the executors that a distribution will be made; or when the distribution is received.

Income from commercial trading activities is recognised as earned as the related goods and services are provided.

Investment income interest is recognised on a receivable basis.

Volunteers and Donated Services

The value of services provided by volunteers is not incorporated into these financial statements. Further details can be found in the Trustees' Annual Report on pages 3 to 47.

Donated services are recognised as income when control is obtained over the item, the receipt of economic benefit is probable and it can be measured reliably.

Expenditure

Expenditure is recognised when there is legal or constructive obligation to make a payment, settlement to a third party is probable and the amount can be measured reliably. Contractual arrangements are recognised as goods or services are supplied.

Costs of raising funds are those costs incurred in attracting voluntary income and those incurred in trading activities that raise funds.

Charitable activities include expenditure associated with the operation of the two helicopters, airbase facilities and medical equipment.

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources e.g. staff costs by time spent and other costs by their usage.

The H145 purchased in 2020 has a Serviced By the Hour ('SBH') agreement in place for its engines where regular payments are made based on the level of activity of the engines. These payments cover some maintenance and repair costs which arise while also building up a 'pot' of funds allocated to the aircraft for future expenditure. A value for this pot has been provided by the supplier with the difference between the expenditure made in the year and the remaining pot being taken to expenditure in this year.

Irrecoverable VAT

Irrecoverable VAT is charged against the category of resources expended on the basis of overall inputs applicable to that category.

Operating Leases

The Charity classifies the lease of vehicles and office equipment as operating leases; the title to these items remains with the lessor. Rental charges are charged on a straight line basis over the term of the lease.

Tangible Fixed Assets

Individual fixed assets costing £1,000 or more are capitalised at cost.

Tangible fixed assets are depreciated on a straight line basis over their estimated useful lives as follows:

Asset Category	Annual rate
EC135 Helicopters	7.00 -7.25% to residual of 30% cost
H145 Helicopters airframe	7.00-7.25% to residual of 30% cost
H145 Helicopter engine	10% to residual of 30% cost
Helicopter factory fitted role equipment	10%
H145 Helicopter factory fitted role equipment	10% to residual of 30% cost
Helicopter medical equipment	33%
Long leasehold buildings	2% - 6.67%
Short leasehold improvements	20%
Other medical equipment including defibrillators	33%
Clinical cars	20%
Office equipment & furniture	25%
IT equipment	33%
Assets in course of construction	0%

The expected lifetime of the engines was changed in 2021 in the context of the adoption of a Serviced By the Hour agreement entered into at that point. This has increased the annual rate which was between 7% and 7.25% to 10.5%. One of the two engines on the EC135 was replaced in the year as part-exchange for a new engine, generating a gain on disposal of £40,000.

Investments

Investments are carried at fair value. Where there is a quoted market value they are valued at the bid price ruling at the Balance Sheet date. Other investments are valued at their realisable market value.

Short Term Investments

Short term investments are included within Current Assets and relate to deposit and notice accounts which can mature or be called on within twelve months.

Stock

Stock of new merchandise is included at the lower of cost or net realisable value.

Stocks of second hand donated goods for resale are not valued in these financial statements as the Trustees believe that the cost of valuing second hand goods exceeds the benefits.

Funds Structure

The Trust has four restricted income funds to account for situations where a donor requires that a donation must be spent on a particular purpose.

All other funds are unrestricted income funds.

Pensions

The Charity makes a contribution of 6% of salary for each employee to a personal pension scheme which is compliant with the auto enrolment regulations which became applicable to the Charity from October 2015. Employees pay a minimum of 2% of salary into this scheme unless they have opted out of the scheme.

Clinical staff employed by the Trading Company and are part of the NHS pension scheme, into which employer and employee contributions are made as required by the scheme and in compliance with auto enrolment requirements.

Financial Instruments
Classification

The company holds the following financial instruments:

- Short term other debtors, legacies receivable and amounts due from subsidiary undertakings;
- Cash and bank balances; and
- Short term trade creditors and other creditors;

All financial instruments are classified as basic.

Recognition and Measurement

The company has chosen to apply the recognition and measurement principles in FRS102.

Financial instruments are recognised when the company becomes party to the contractual provisions of the instrument and derecognised when in the case of assets, the contractual rights to cash flows from the asset expire or substantially all the risks and rewards of ownership are transferred to another party, or in the case of the liabilities, when the company's obligations are discharged, expire or are cancelled.

Such instruments are initially measured at transaction price, including transaction costs, and are subsequently carried at the undiscounted amount of the cash or other consideration expected to be paid or received, after taking account of impairment adjustments.

Going Concern

Going concern has been considered in detail by the Board, particularly in the current environment due to recent pandemic and unusual economic conditions with high inflation, low growth and low unemployment combining with a 'cost-of-living crisis'. Additional scenario analysis was incorporated into the Board reporting process in 2020 which focuses on expected cash and reserve levels, comparing to target reserve levels. This is done for 'standard expectation' scenario plus an optimistic and a pessimistic one. Additional scenarios are then created if any threat to cash or reserves is identified to predict what options could be taken to manage the threat, the potential impact of taking this action and how quickly the impact would be expected to take effect. This analysis has identified no material uncertainty in relation to going concern.

The significant levels of cash, investments and free reserves at the

year-end suggest that there are sufficient resources in place to cover a significant part of the expenditure for the next twelve months. While some of the income streams such as donations and retail revenue are susceptible to the uncertainties of the economic environment, a number are not as significantly impacted. Lottery income is unlikely to drop significantly and quickly while legacy income has consistently exceeded £2 million for the last six years and is expected

to comfortably exceed this in 2023 as any potential negative impact would likely take a number of years to feed through to legacy income. The significant cash and investments combined with this recurring revenue means that going concern is a limited risk for the next twelve months, while the formulation of the income generation strategy is expected to provide opportunity for income generation into the medium and long term.

2. Legal status of the Trust

The Trust is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £10.

3. Donations & Legacies

	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds 2022 £'000	Total Funds 2021 £'000
Donations including legacies				
Legacies	5,639	-	5,639	6,331
Donations incl. 'in memory' and anniversaries	618	-	618	517
Regular giving schemes	84	-	84	78
Charitable Trust donations	103	-	103	26
Government COVID support grants	-	-	-	317
Funds raised by community groups	623	-	623	442
Schools and youth organisations	3	-	3	3
Box and street collections	120	-	120	97
Total donations and legacies	7,190	-	7,190	7,811

In 2021 the funds received through the Government COVID support grants consisted of £232,000 received under grants related to the retail premises, such as the Retail, Hospitality & Leisure Grant, and £85,000 received from the Coronavirus Job Retention Scheme.

In 2021 £45,000 of Funds raised by Donations were restricted.



4. Trading Activities

	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds 2022 £'000	Total Funds 2021 £'000
Shops & Merchandise Trading				
Sales	2,280	-	2,280	1,465
Cost of goods sold	18	-	18	12
Overheads and expenses	1,777	-	1,777	1,661
Support costs	261	-	261	286
	2,056	-	2,056	1,959
Contribution to the Charity's funds	224	-	224	(494)
Lottery				
Sales	2,271	-	2,271	2,094
Prizes	111	-	111	113
Overheads and expenses	416	-	416	211
Support costs	11	-	11	90
	538	-	538	414
Contribution to the Charity's funds	1,733	-	1,733	1,680
Total trading income	4,551	-	4,551	3,559
Total trading expenditure	2,594	-	2,594	2,373
Total trading contribution	1,957	-	1,957	1,186

In 2021 none of the income or expenditure related to restricted funds.

DAAT events are not included within trading activities as the primary purpose of some events is to promote the Charity and its activities rather than to generate income. DAAT events have generated £5,000 of income at a cost of £16,000 in the year (2021: £15,000 cost).

5. Investment Income

	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds 2022 £'000	Total Funds 2021 £'000
Bank deposit accounts	22	-	22	(1)
Income from investments	137	-	137	120
	159	-	159	119

6. Income from Charitable Activities & Other Income

Income from charitable activities in 2022 related to a live simulation clinical education event. In 2021 the income related to £1,000 received for carrying out Crew Resource Management training.

7. Total Resources Expended

	Donations £'000	Community Fundraising £'000	DAAT Events £'000	Shops £'000	Lottery £'000	Heli Costs £'000	Investm Costs £'000	2022 £'000	2021 £'000
Costs directly allocated to activities									
Charitable activities	-	-	-	-	-	7,302	-	7,302	7,133
Direct fundraising	-	12	-	-	-	-	-	12	20
Events	-	22	6	-	-	-	-	28	10
Retail dept selling & premises	-	-	-	699	-	-	-	699	718
Retail dept staff related	-	-	-	1,096	-	-	-	1,096	955
DAAT lottery prizes	-	-	-	-	111	-	-	111	113
DAAT lottery selling & admin	-	-	-	-	416	-	-	416	242
Volunteer support and expenses	4	32	1	13	-	-	-	50	47
Fundraising department	9	53	-	1	-	1	-	64	35
Fundraising dept staff related	158	161	5	5	33	20	-	382	331
Legacy costs	26	-	-	-	-	-	-	26	20
PR & marketing dept	45	33	-	15	12	10	-	115	104
PR & marketing dept staff related	76	40	2	7	2	40	-	167	139
Investment management costs	-	-	-	-	-	-	8	8	49
Support costs allocated to activities									
Staff related	215	115	2	154	29	225	19	759	675
HQ premises	11	8	-	11	1	26	1	58	51
Stationery & mailing	5	8	-	1	-	1	-	15	12
IT, communications & equipment	34	25	-	33	3	-	2	97	73
Insurances	4	3	-	-	6	-	-	13	13
Finance	2	18	-	12	-	-	-	32	26
Non-recoverable VAT	(3)	(17)	-	-	(76)	-	-	(96)	42
Legal & professional fees	10	11	-	9	1	19	-	50	27
Total expenditure	596	524	16	2,056	538	7,644	30	11,404	10,804

A fixed asset write-off took place in 2015 of the remaining £142,000 book value of expenditure relating to the Exeter Airport lease agreement. This initial expenditure was made in return for a rent free period up to June 2023 which remains in place.

£108,000 of the expenditure on charitable activities in 2022 related to restricted expenditure (2021: none).

Staff related support costs in 2021 include £47,000 relating to redundancy payments made as part of the restructure.

8. Net Income for the Year

	2022 £'000	2021 £'000
a) Net income for the year is stated after charging:		
Operating leases – vehicles	39	38
Operating Leases - property	414	368
Depreciation	1,172	1,249
Gains/(Losses) on foreign exchange	11	(1)
Auditor’s remuneration – audit services	9	9
Auditor’s remuneration – Non-audit services	6	6

9. Analysis of staff costs, trustee remuneration and expenses, and the Cost of Key Management Personnel

a) Staff Costs

	2022 £'000	2021 £'000
Wages and salaries	5,326	4,711
Social security costs	562	472
Pension costs	435	373
Total staff costs	6,233	5,556

During the year 38 employees were paid £60,000 or more (2021: 31, 4 in the Trust and 27 in the Trading Company), 4 in the Trust and 34 in the Trading Company.

The numbers of staff receiving emoluments, which include pension contributions, in the following bands are as follows:

	2022	2021
£60,001 - £70,000	15	20
£70,001 - £80,000	17	7
£80,001 - £90,000	3	2
£90,001 - £100,000	1	-
£100,000 - £110,000	2	2

A pension scheme compliant with the auto-enrolment legislation was set up when it became applicable to the Trust in October 2015. The Trust pays a 6% contribution and the employee a minimum 1% contribution which increased to 2% in October 2016, unless the individual has opted out of the scheme. The Group Personal Pension provider is Royal London, and during the year a total of £214,996 (2021 - £176,172) was paid into the Scheme by the Trust and £88,366 (2021 - £87,639) by the employees. A balance of £25,936 (2021 - £792) was due to the Scheme at the end of the year.

Clinical staff employed by the Trading Company are part of the NHS scheme, and a total of £220,440 (2021: £196,738) was paid into the Scheme by the Trust and £192,319 (2021: £171,831) by the employees during the year. The year-end balance payable to the NHS scheme was £33,871 (2021: £32,254).

b) Trustee Remuneration and Expenses

During the year Charity Trustees received no (2021: none) remuneration or expenses from the Trust or its subsidiary. In 2020 travel costs for a Trustee to attend a conference were paid directly at a cost of £122 and a Director of the subsidiary received travel costs for attending meetings in the year which totalled £130.

During the year the charity paid indemnity insurance totalling £6,835 (2021 - £3,903).

c) Cost of Key Management Personnel

The key management personnel of the parent Trust comprise the trustees and the Senior Leadership Team. The total employee benefits of the key management personnel of the Trust were £581,431 (2021: £543,589).

The key management personnel of the Group comprise the key management personnel of the Trust, the Safety Manager, the Licensed Engineer, the Lead Consultant and Clinical Lead. The total employee benefits of the key management personnel of the Group were £826,235 (2021: £772,489).

10. Staff Numbers

The average monthly head count was 159 staff (2021: 143 staff) and the average monthly number of full-time equivalent employees during the year were as follows:

	2022 Number FTE	2021 Number FTE	2022 Number Head Count	2021 Number Head Count
Administration	24	24	28	26
Charity shops	40	37	48	44
Fundraising and other charitable work	18	14	20	16
Operational staff employed in Trading Company	48	42	64	57
	130	119	160	143

By the end of 2022 we had 650 (2021:738) registered volunteers.

11. Related Party Transactions

There were no related party transactions in the year. Transactions with the directors of Devon Air Ambulance Trading Company Limited are disclosed in the financial statements of that company.

12. Taxation

The company is a registered Charity and is not subject to corporation tax.



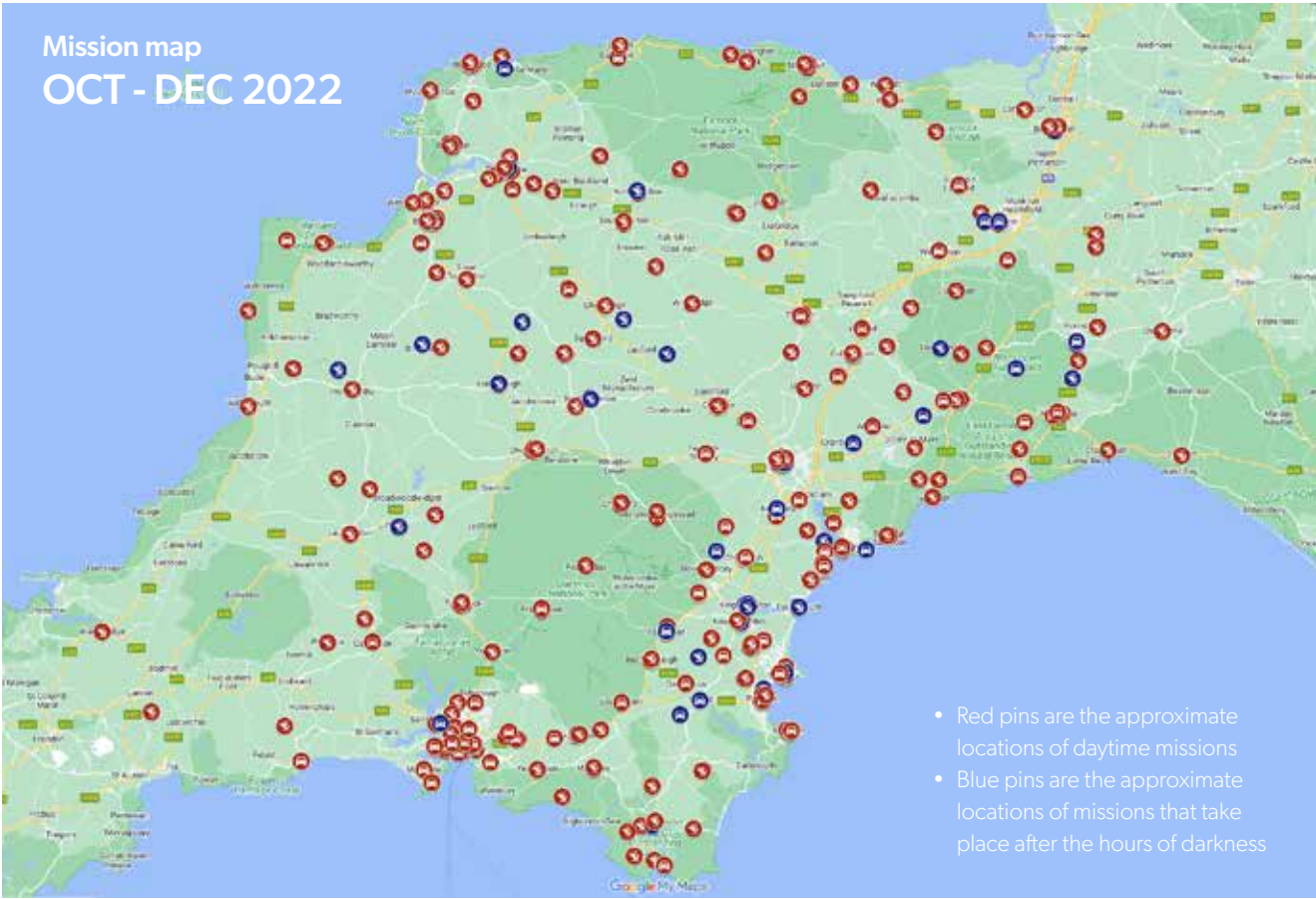
13. a) Tangible Fixed Assets - Group

	Helicopter £'000	Equipment £'000	Fixtures & Fittings £'000	Leasehold Property £'000	Total £'000
COST					
At 1 January 2022	16,373	393	235	1,184	18,185
Additions	906	-	30	14	950
Disposals	(4,022)	-	-	-	(4,022)
At 31 December 2022	13,257	393	265	1,198	15,113
DEPRECIATION					
At 1 January 2022	7,368	236	229	576	8,409
Charge for the year	1,017	65	10	80	1,172
On disposals	(3,290)	-	-	-	(3,290)
At 31 December 2022	5,095	301	239	656	6,291
NET BOOK VALUE					
At 31 December 2022	8,162	92	26	542	8,822
At 31 December 2021	9,005	157	6	608	9,776



13. b) Tangible Fixed Assets - Company

	Equipment £'000	Fixtures & Fittings £'000	Leasehold Property £'000	Total £'000
COST				
At 1 January 2022	393	235	1,179	1,807
Additions	-	28	14	42
Disposals	-	-	-	-
At 31 December 2022	393	263	1,193	1,849
DEPRECIATION				
At 1 January 2022	236	227	571	1,034
Charge for the year	65	10	80	155
On disposals	-	-	-	-
At 31 December 2022	301	237	651	1,189
NET BOOK VALUE				
At 31 December 2022	92	28	540	660
At 31 December 2021	157	8	608	773



14. Investments - Group & Company

	2022 £'000	2021 £'000
Fixed asset investments		
Investments at market value		
At 1 January	5,905	5,878
Additions	4,812	5,993
Disposals	(3,293)	(6,067)
Unrealised (loss)/gain	(659)	(350)
Realised gain/(loss)	(74)	451
At 31 December	6,691	5,905
Current asset investments		
HSBC Deposit Account	1,019	977
Kleinwort Hambros 92 day notice account	-	-
Santander 95 day notice account	1,012	253
Barclays 32 day notice account	1,003	250
Natwest 6 month deposit	500	-
	3,534	1,480

The charity owns the entire issued share capital of 2 ordinary shares of £1 each of Devon Air Ambulance Trading Company Limited, incorporated in England & Wales (Company number 3876276). Devon Air Ambulance Trading Company Limited provides helicopter services to the charity. The assets and liabilities of the subsidiary were:

	2022 £'000	2021 £'000
Fixed assets	8,158	9,001
Current assets	1,179	925
Current liabilities	(2,953)	(2,290)
Long term loan	(5,380)	(7,496)
Aggregate share capital and reserves	1,004	140
A summary of its results is as follows:		
Turnover	8,070	7,682
Expenditure	(7,338)	(6,984)
Profit on disposal of fixed asset	917	-
Amount gift aided to the Charity	(785)	(772)
Profit/(loss) for the year	864	(74)

15. Stock

	Group 2022 £'000	Group 2021 £'000	Company 2022 £'000	Company 2021 £'000
Stock	18	33	-	37

16. Debtors - Current

	Group 2022 £'000	Group 2021 £'000	Company 2022 £'000	Company 2021 £'000
Legacies receivable	3,026	3,806	3,026	3,807
Other debtors	299	275	29	97
Prepayments	729	645	329	279
LIBOR income	3	30	3	30
Grants	-	-	-	-
DAA Trading Co Ltd (due within one year)	-	-	1,659	2,272
DAA Trading Co Ltd (due after more than one year)	-	-	5,880	6,996
	4,057	4,756	10,926	13,481

17. Cash at Bank & In Hand

	Group 2022 £'000	Group 2021 £'000	Company 2022 £'000	Company 2021 £'000
HSBC bank accounts	836	418	731	302
National Westminster	100	280	100	280
Santander	53	132	53	132
Investment Manager account	129	534	129	534
	1,118	1,364	1,013	1,248



18. Creditors: Amounts Falling Due Within 1 Year

	Group 2022 £'000	Group 2021 £'000	Company 2022 £'000	Company 2021 £'000
Trade creditors	225	154	27	55
Lottery entry monies received in advance	208	187	208	187
Taxation and Social Security	57	51	57	51
Other creditors	174	202	174	202
Accruals	641	502	47	76
DAA Trading Company Ltd	-	-	382	266
	1,305	1,096	895	837

19. Analysis of Funds - Group

	Balance at 1 January 2022	Incoming Resources	Resources Expended & Losses	Transfers	Balance at 31 December 2022
	£'000	£'000	£'000	£'000	£'000
Unrestricted income funds					
<i>Designated funds † :</i>					
Helicopter Maintenance	434	-	-	51	485
New Airbase	5,000	-	-	-	5,000
	5,434	-	-	51	5,485
General funds	16,563	12,854	(12,029)	(51)	17,337
Total unrestricted funds	21,997	12,854	(12,029)	-	22,822
Restricted income funds ‡ :					
Community Landing Sites	30	-	(30)	-	-
Health Education England	6	-	-	-	6
Tesco - Intelligent Ventilation System	10	-	(10)	-	-
DHSC – Clinical Cars	130	-	(54)	-	76
Christmas Campaign for ventilators	27	-	-	-	27
South West Water -fogging machines	7	-	(3)	-	4
Eaton	11	-	(11)	-	-
	221	-	(108)	-	113
	22,218	12,854	(12,137)	-	22,935

†Description, nature & purpose of designated funds

Helicopter Maintenance

This balance is calculated as the estimated costs of a severe but realistic repair scenario.

New Airbase

The lease agreement for the Exeter Airbase expires in June 2023. The most likely replacement is a new custom-built facility to house both

those currently based at the Exeter airbase and in the office based at Pinhoe. This designation was increasing so that it grows to the expected funding requirement by June 2023 but has been increased in 2021 to reflect what is the best current estimate of future costs.

General

The available reserves after allowing for all designations.

‡Description, nature & purpose of restricted funds

Community Landing Sites

£1m in LIBOR funds was confirmed in 2016. Community organisations have applied for funds to assist them in setting up a community landing site for use at night, and as grants to these organisations are approved by the Charity these amounts are drawn from the £1m fund and paid on through DAA.

Moretonhampstead

The Moretonhampstead and District League of Friends donated £35,000 to enable the purchase of three ventilators. These have now been purchased and the reserve has been decreased as the assets are depreciated

Health Education England

Health Education England have provided a grant to participate in simulation training with hospital staff.

Tesco – Intelligent Ventilation System

Tesco have committed £25,000 towards an Intelligent Ventilation System.

DHSC – Clinical Cars

The Department of Health and Social Care have provided a grant of £226,000 towards the purchase and fitout of two clinical cars. These have been purchased and the reserve is being reduced as the assets are depreciated.

The Essex Trust

The Essex Trust donated £36,000 in 2018 to purchase two stretchers which have been purchased.

Christmas Campaign for Ventilators

A campaign was launched to raise £25,000 to fund a ventilator. This target was exceeded and the additional funds will go towards an additional ventilator.

South West Water – Fogging Machines

South West Water have funded £7,000 towards fogging machines to assist in the cleaning of the aircraft.

Eaton

Eaton Aerospace have funded \$15,000 towards PPE equipment in the helicopters and funding of paramedic costs

Analysis of Funds - Group 2021

	Balance at 1 January 2021	Incoming Resources	Resources Expended & Losses	Transfers	Balance at 31 December 2021
	£'000	£'000	£'000	£'000	£'000
Unrestricted income funds					
<i>Designated funds † :</i>					
Helicopter Maintenance	430	-	-	4	434
New Airbase	1,500	-	-	3,500	5,000
Key Manager Cover	291	-	-	(291)	-
Restructure	50	-	-	(50)	-
	2,271	-	-	3,163	5,434
General funds	18,718	11,546	(10,538)	(3,163)	16,563
Total unrestricted funds	20,989	11,546	(10,538)	-	21,997
Restricted income funds ‡ :					
Community Landing Sites	204	-	(174)	-	30
Moretonhampstead	12	-	(12)	-	-
Health Education England	6	-	-	-	6
Tesco - Intelligent Ventilation System	25	-	(15)	-	10
DHSC – Clinical Cars	184	-	(54)	-	130
Essex Trust	11	-	(11)	-	-
Christmas Campaign for ventilators	-	27	-	-	27
South West Water - fogging machines	-	7	-	-	7
Eaton	-	11	-	-	11
	442	45	(266)	-	221
	21,431	11,591	(10,804)	-	22,218

20. Analysis of Net Assets Between Funds – Group

	General Reserves	Designated Funds	Restricted Funds	Total at 31 December 2022
	£'000	£'000	£'000	£'000
Fixed Assets	8,742	-	80	8,822
Investments	1,206	5,485	-	6,691
Bank Fixed Term Deposit Accounts	3,501	-	33	3,534
Current Assets	5,193	-	-	5,193
Current Liabilities	(1,305)	-	-	(1,305)
Liabilities due after more than 1 year	-	-	-	-
	17,337	5,485	113	22,935

Analysis of Net Assets Between Funds – Group

	General Reserves	Designated Funds	Restricted Funds	Total at 31 December 2021
	£'000	£'000	£'000	£'000
Fixed Assets	9,636	-	140	9,776
Investments	471	5,434	-	5,905
Bank Fixed Term Deposit Accounts	1,429	-	51	1,480
Current Assets	6,123	-	30	6,153
Current Liabilities	(1,096)	-	-	(1,096)
Liabilities due after more than 1 year	-	-	-	-
	16,563	5,434	221	22,218

21. Operating Lease Commitments

	Land & Buildings 2022	Other Items 2022	Land & Buildings 2021	Other Items 2021
	£'000	£'000	£'000	£'000
Operating leases which expire:				
within one year	324	22	353	22
within two to five years	520	14	668	19
after more than five years	11	-	31	-
	855	36	1,052	41

22. Financial Instruments

	Group 2022 £'000	Group 2021 £'000	Company 2022 £'000	Company 2021 £'000
Financial assets measured at fair values through profit and loss	10,019	10,016	17,288	19,106
Financial liabilities measured at amortised cost	607	544	791	710

Our Patients



pinpoints
the location

Jeanette Bishop from Millbrook near Torpoint has been a keen cyclist all her adult life and regularly clocks up thousands of miles a year through her passion of road cycling and mountain biking. Given her experience, therefore, no one was more surprised that Jeanette herself when a cycling accident on Dartmoor left her needing the services of Devon Air Ambulance.

Jeanette was riding with her friend Peter on a particularly bleak stretch of the moors near Princetown one morning in September 2020, when she was caught by an unexpectedly strong gust of wind, which picked her and her bike up before dropping them to the ground. Unfortunately, Jeanette landed on a crop of rocks alongside the track, hitting her head, shoulder and wrist as she fell.

Peter immediately called the emergency services, using the What3Words app to pin-point their location. Devon's Air Ambulance was soon on its way with the helicopter dispatcher able to offer the vital information from What3Words to help the aircrew find the incident. Another couple of cyclists stopped to assist and, learning of Jeanette's misfortune, one explained that they had also had a similar incident further up the track, but were saved by landing on grass – the weather certainly had a lot to answer for that day.

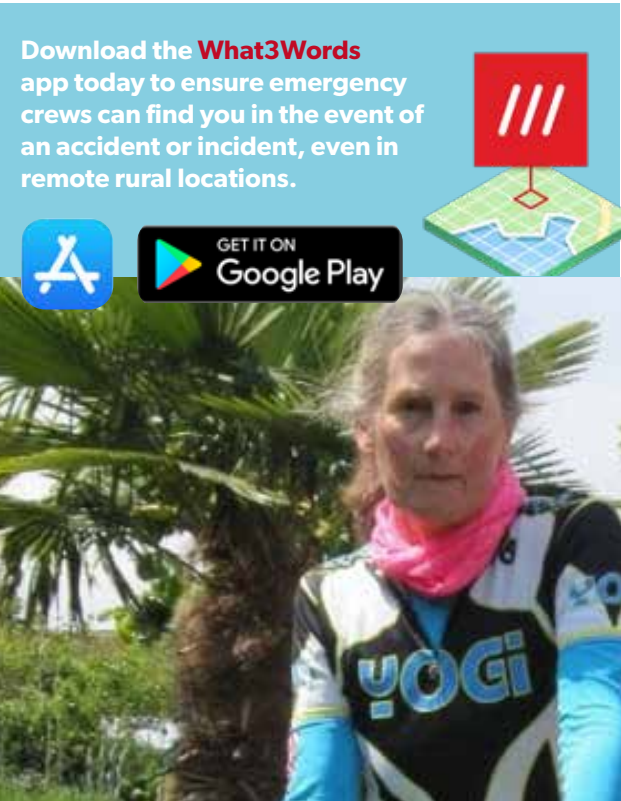
"I was in so much pain, Jeanette explained. I knew I'd smashed my shoulder really badly and my wrist. I remember drifting in and out of awareness because of the excruciating pain. Whilst I could hear everything going on around me, I was unable to respond." Landing nearby, aircrew paramedics Andy Dunne and Paul White were able to offer Jeanette some much-needed pain relief at the scene before preparing her for a helicopter flight to Derriford Hospital. Jeanette's memory of that time is very clear: "My overwhelming memory is that I was in a tunnel, but couldn't get out. I could hear voices, but couldn't tell them that I was alive. I

thought I was dying. I could see a light in the distance, but felt sure that if I got to the end, I'd be dead."

Five days later, Jeanette had surgery to repair damage to her shoulder and wrist and spent two weeks in hospital. Speaking to us twelve weeks after the incident Jeanette was frustrated about her recovery: "It's all taking so much longer than I expected! I've always been so fit and active; I really had expected to be back on my bike by now."

Jeanette can't wait to be fully recovered and is keeping her fitness up with regular training on a turbo-trainer at her home as well as rehab exercises. And, along with the turbo she is now walking at least 10,000 steps a day to increase her fitness.

"I'm really grateful for the help I had from Devon Air Ambulance back in September and the support from my husband Rob, along with fellow cycling friends, since I've been home. Hopefully, I'll be back out with my friends at the YOGI Cycling Club in Plymouth when the current lockdown is over and also going mountain biking with my grandson Herb. When circumstances allow, I am also looking forward to meeting Andy and Paul to thank them for their help and kindness".



Legal & Administrative

Information for the year ended 31 Dec 2022

Patrons

Mary King MBE	David FitzGerald
Lady Penny Mountbatten	Adam Isaac
Jennie Bond	Sam Hill

Trustees who served during the year

Margaret Davies, Chair
Julie Hawker, Vice Chair
Victoria Burr
Anthony Cramp
Richard Davidson
Dr Ross Hemingway
Dominic Hazell (resigned 7th July 2022)
Ann Holman
William Matthewman, Treasurer
Dick Richardson
Vicky Smiley
Mark Williams
Justin Wylie

Committees served:

- Financial Growth & Sustainability Committee (from November 2020)
- People, Talent & Culture Committee (from November 2020)
- Environmental, Sustainability & Stewardship Committee (from November 2020)
- Digital & Technological Committee (from November 2020)
- DAATCL Board

Senior Leadership Team

Heléna Holt	Chief Executive
Caroline Creer	Deputy CEO / Income Generation Director (left 21st October 2022)
Martin Bell	People, Talent & Culture Director
Matthew Bell	Public Engagement Director (joined 26th September 2022)
Nigel Hare	Operations Director & Registered Manager
David Hawes	Finance & Infrastructure Director
Steve Rush	Flight Operations Director

Principal Address and Registered Office

Devon Air Ambulance Trust
5 Sandpiper Court
Harrington Lane
Exeter EX4 8NS

Bankers

HSBC Bank plc
250 High Street
Exeter EX4 3PZ

Solicitors

Foot Anstey LLP
Senate Court, Southernhay Gardens
Exeter EX1 1NT

Chartered Accountants & Statutory Auditors

PKF Francis Clark
Centenary House
Peninsula Park
Rydon Lane
Exeter EX2 7XE

Investment Manager

Investec Wealth & Investment Management
30 Gresham Street
London
EC2V 7QN

Getting In Touch

Devon Air Ambulance Trust

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Devon Air Ambulance Trust is the Charity that funds and operates Devon's air ambulance service
Devon Air Ambulance Trust is a company limited by guarantee no. 03855746 and a registered Charity no. 1077998.

Statutory Notice

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Accreditations

Design Silver Foxes Publishing 07455 206470
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