

# ANNUAL REPORT & ACCOUNTS

Year Ended 31 December 2023

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23



**Devon Air Ambulance Trust**

A company limited by guarantee no.03855746

A registered Charity no.1077998





AMBULANCE  
DEVON AIR

DEVON AIR  
FUNDED BY THE



# ANNUAL REPORT & ACCOUNTS

Year Ended 31 December 2023

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# 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 (DAA) 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. The aircraft operating out of the 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 2023

Since the impact of the pandemic in 2020 it has been a challenging environment for many charities and this continued into 2023 with the highest levels of inflation seen by a generation triggering a cost-of-living crisis for many people throughout the country, including in Devon. This not only impacted through higher costs but also influenced the cost and availability of the staff required to operate and develop the service, while limiting the disposable income of the Devon communities which it supports.

This environment of increasing costs and pressure on income has also been combined with an increased demand for our service since the pandemic. Although this increase in how often we are called upon is part of a challenging environment, the service delivery is clearly what DAA is here for and the increase in missions and patients treated should be viewed as a significant success. Our service is increasingly vital to the critical care provided for the people of Devon.

The financial deficit of £2.0 million was marginally less than the expected £2.3 million despite legacy income falling from £5.6m to £3.7 million, significantly below the budgeted £4.8 million. Costs increased to support operations as well as the implementation of the income generation strategy which started to have a positive impact on income. Operating at a deficit allowed us to continue to provide our excellent service which was rated as outstanding in the last Care Quality Commission review in 2022, while the income generation strategy is expected to have an increasingly significant impact in 2024 and beyond. This strategy begun to be implemented in 2023, although as expected this has initially increased costs ahead of the resulting increase in income expected in future years. However, with highly variable income and expenses the annual deficit or surplus is likely to vary each year and will be significantly impacted by single factors such as legacy income.

The Charity remains in the position

where solid levels of cash and investments can give comfort against the volatile economic, macroeconomic and wider geopolitical environment, as well as funding the strategic development of the organisation, such as the proposed new HQ and Operations Centre. However, until we return to a position where income consistently covers expenditure, the timing of the service development needs to be considered carefully and progress in some areas will be slower than wished to ensure that the financial position remains stable.

Despite the significantly changing external environment over the last three years the Charity remains in a good position with both clinical and

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**Although this increase in how often we are called upon is part of a challenging environment, the service delivery is clearly what DAA is here for and the increase in missions and patients treated should be viewed as a significant success.**

operational independence putting it in a good position to manage and direct its progress. The rolling strategic plan continues to be reviewed and developed each year, giving the flexibility needed to succeed in the modern, constantly evolving world.

Digital transformation remains a key skill required to operate effectively in this climate, which is reflected by Digital and Technology being one of our main focus areas. A Digital Review was carried out in the year to assess how successful our focus has been and how to improve this looking forward – a report was submitted to the Board shortly after the year-end and has begun to be implemented in 2024.

The operational team has continued to see increased levels of patients in the year and this level is expected to continue into 2024 and beyond. It is

important that the operational team continue to be supported, both in providing their current service but also with developing the service into the future, despite the financial constraints of the wider environment. This will partly come from some areas of organisation wide development such as the Digital Review, but also through the three key elements of delivering our charitable purpose: prevention, treatment and recovery.

Although the size of the deficit was only slightly smaller than expected, this was with legacy income ending over £1 million below budget, so performance was ahead of expectations when allowing for this. This more positive result was due to strong fundraising revenue, higher investment income impacted by higher interest rates, and lower costs for retail and operations. Investment gains of £354,000 were above budget but not unexpected after a disappointing 2022. The £3.7m of legacy income was significantly below the £5.6m of 2022 and £6.3m of 2021, and combined with an increase in the legacy debtor and the deficit to decrease the cash and investments balance. However, significant investments of £7.3m were held at the year-end and although reserves had dropped below the target level this is after allowing for significant designations, notably £6m for the new proposed airbase and head office, the timings of which are not yet committed to.

A further deficit is expected in 2024 ahead of the income generation taking



full effect and a return to a surplus position in the longer view, but a potentially large legacy which was notified during the year but yet to go through probate may well result in more positive results in 2024.

The one area where difficult economic conditions can actually benefit the Charity is through our retail charity shops which tend to see increased sales when households budgets are under pressure. 2023 continued this trend with sales of £2.6m surpassing the previous year's £2.3m, partly supported by the opening of an additional shop in Barnstaple which now also hosts our online shopping operation. Our South Molton shop which previously hosted the online shop has now reopened to the community. Opportunities to open new retail spaces continue to be monitored and it is hoped that further new stores will be opened in 2024 to support the long-term growth strategy.

towards pre-pandemic levels as staff were recruited to implement the new strategy. A different approach to categorising income as either community or general fundraising has resulted in a slightly different analysis of these elements in this year's financial information.

Refining the balance between home and office working has continued to be a work in progress and indicators, including the staff survey, have shown that this may be starting to impact the way departments interact. This therefore continues to be monitored and refined.

Pressures on recruiting have generally eased, although pressures on pay levels have remained, particularly in specific specialist areas. Longer term the availability of the highly experienced and skilled pilots we need to carry out our service remains an

with the desire to maintain the short term service delivery within current financial constraints.

Environmental and sustainability considerations are being factored into the plans for the new building, as they are also applied across the wider decision-making process within the Charity. They are important factors which impact people both within Devon as well as nationally and internationally, including direct and indirect impacts on health. The Devon Climate Emergency pledge therefore continues to be supported while environmental considerations are built into future plans.

The operating environment remains uncertain and in constant flux with variable income and expenditure streams such as legacy income and aircraft maintenance costs influencing the speed at which the new building

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**Opportunities to open new retail spaces continue to be monitored and it is hoped that further new stores will be opened in 2024 to support the long-term growth strategy.**



The long-awaited return of the successful Dragon Boat event took place in the year, which marked DAA's first event since the pandemic. The event is a great opportunity to build links with local businesses who compete in it. Opportunities for further fundraising events that promote commercial relationships, particularly in Devon, continue to be appraised in line with the income generation strategy.

Community and general fundraising continued their gradual return

industry wide concern that is likely to remain for some time.

A new HQ and Operations Centre remains an integral part of every element of our strategic plan and a long term vision in itself which has been slowed by social and economic volatility since the pandemic in 2020. However, firm progress has started to be made with a location identified and negotiations commencing to purchase the land. It is hoped that securing the land will allow the project to move forward but this will be balanced

can progress. Constant evolutions in digital and technology such as the use of artificial intelligence, societal concern and focus on environmental sustainability, the cost of living crisis, high levels of inflation and the lingering impact of the pandemic continuing to shape how we work, communicate and live. It therefore remains crucial that Devon Air Ambulance continues to follow its constantly evolving and rolling strategic plan to maintain focus on its core function into 2024 and beyond.



# What We Do

## OUR VISION

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

## OUR MISSION

To transform time-critical care through prevention, treatment and recovery.

## OUR VALUES

Our values set out the qualities and behaviours we aspire towards as an organisation and they underpin everything that we do.

## WE TAKE THE INITIATIVE

Because it matters that colleagues come to work with a sense of drive, purpose and curiosity.

## WE LEAD THE WAY

Because exploring the future inspires us.

## WE ACHIEVE OUR BEST TOGETHER

We achieve our best together.

Our commitment to teamwork, diversity and inclusion enable us to build strong networks and achieve more for our new community.





During 2023  
our mission count  
increased by **22%**



Our Volunteer  
Responders  
attended  
**83%** more  
patients

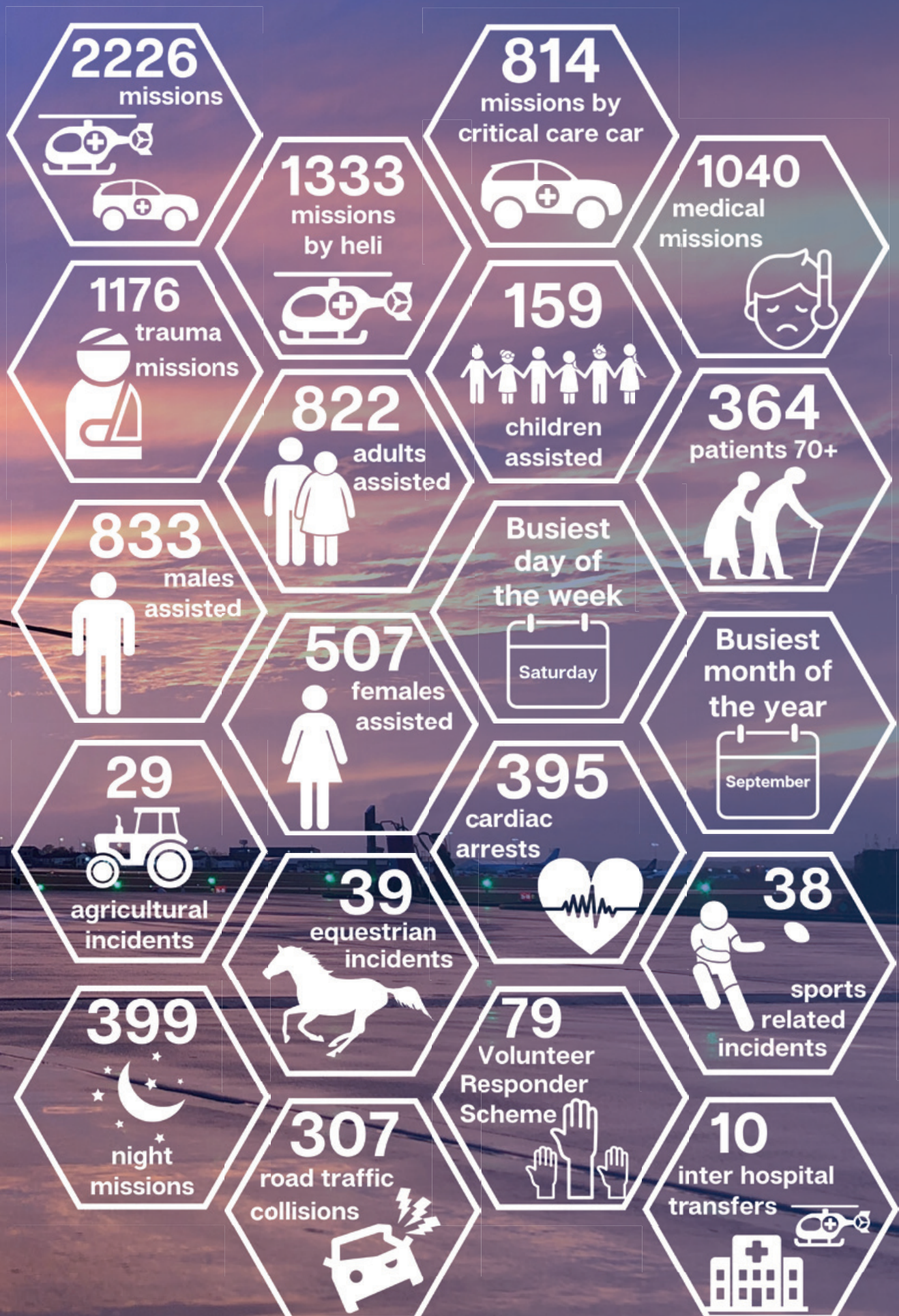
Trauma missions  
increased by **27%**

Night missions  
increased by **37%**

Medical missions  
increased by **17%**









# Services to Patients

To support our mission and work towards our vision we have three key aims to deliver our service

- **Prevention**

- Raise out of hospital cardiac arrest (OHCR) survival rate;
- Raise post-road-traffic collision survival rate; and
- Extend our indirect impact through outreach and education

- **Treatment**

- Increase our service delivery;
- Increase the scope of our practice; and
- Maximise our availability

- **Recovery**

- Offer tailored support for all our patients;
- Offer a peer-support programme; and
- Establish a memorial garden and visitors' centre.

## Prevention

Cardiac arrest remains one of our major focus areas which impacts over 30,000 people in the UK every year with fewer than one in ten typically surviving. During 2022 and 2023 we have ran a Help With All Your Heart campaign which enabled over 900 people to develop the confidence in making a difference through CPR and defibrillator training.

Public access defibrillators continues to be an important element in treatment of cardiac arrest. If this equipment is available when needed to someone who is comfortable to use it, this gives our Crews the best opportunity to help the patient when they arrive. We have continued to maintain the 32 public access defibrillators which we installed in the prior year.

We continue to collaborate with Vision Zero South West which comprises of another project which we have been a part of, this time in collaboration with a number of organisations including, Devon & Cornwall Police, regional fire and rescue services, South Western Ambulance Service, National Highways, local councils, the Office of the Police and Crime Commissioner, NHS Trusts, Devon and Cornwall County Councils, Torbay and Plymouth Councils, Cornwall Air Ambulance and the Parliamentary Advisory Council for Transport Safety.

The project's vision is to cut road deaths and serious injuries to zero by 2040 and to reduce current numbers by 50% by 2030, focusing in the Devon and Cornwall area. Our collaboration includes leading on two projects aimed at better understanding the causes of death from road traffic collision so there is enhanced comprehension on the interventions that might prevent the death of patients in the future, and developing the means for non-clinicians at a scene of a collision to accurately gather and relay information that can help identify seriously injured patients more quickly.

Our outreach work has also continued throughout the year, aiming to have both a direct impact through the education it provides as well as an indirect impact through increasing awareness, understanding and standards. In total, we delivered just over 1,000 hours of time to support engagement activities aimed at enhancing the understanding and delivery of the essential aspects needed to help patients survive. This has included sessions to other emergency services, sessions to the public including Basic Life Support and use of Automated External Defibrillators (AEDs), and supporting prevention initiatives such as Learn to Live and Doc Bike. We also supported education sessions to ambulance service staff regarding the Enhanced and Critical Care our service provides patients, as well as to student paramedics undertaking their BSc in Paramedic Science, and medics within our armed forces. We also engaged with schools to provide awareness of the service delivered by Devon Air Ambulance.

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The Help With All Your Heart campaign which enabled over 900 people to develop the confidence in making a difference through CPR and defibrillator training.



## Treatment

Delivering advanced, time-critical care to our patients as quickly as possible where they have suffered a life threatening medical emergency or sustained serious injuries and assisting in transporting them to the right specialist treatment centre is our core purpose. Our helicopters are crucial in delivering the clinical crew to patients and transporting the patient when required. Our the Critical Care Cars allow us to reach some patients in shorter times, based on location, than if we were to use a helicopter. They are also available to respond to patients when severe weather or scheduled maintenance means our helicopters are unable to respond safely.

In what continues to be, and is likely to remain, a volatile and uncertain environment, the Charity has had an extremely busy year and this has been reflected in the service we have provided to our patients.

We were deployed 2,226 times, an increase of 18% on the 1,886 deployments of 2022 and 17% above the previous record high of 1,900 in 2021. This marks a significant increase on activity prior to the pandemic, and this increased need for the service is expected to continue into 2024 and beyond.

From these deployments we also treated 1,345 patients, which exceeded our previous record of 1,199 patients in 2022 – this demonstrates the need for our service and its importance to the people of Devon.

It is crucial that when we do attend patients we bring the highest quality of care to deliver true benefit. The Care Quality Commission are responsible for regulating our service and reviewing the safe, effective, responsive, caring and well led quality of our service. The CQC's most recent Comprehensive Inspection in 2022 rated our

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**The Comprehensive Inspection carried out by the Care Quality Commission in 2022, resulted in an 'Outstanding' rating, which is the highest which we can attain. We have continued to apply the same vigorous and professional approach and remain confident that the high standards which we have set continue to be practiced.**



service as 'Outstanding', which is the highest CQC award. We have continued to apply the same vigorous and professional approach and remain confident that the high standards which we have set continue to be experienced by our patients.

As well as a general increase in activity, the pattern of this work has also changed. Historically we would see a clear summer spike in activity for three to four months, but the duration of this spike has broadened. We have had to adapt and refine our working practices to meet the demands on our service and we have employed additional clinicians and support staff to help ensure our service continues to deliver the very highest standards of care to patients. Also the severity of the injuries and illnesses we



are attending has increased over the last couple of years with more patients suffering life threatening injuries. The structure of the team has also changed to ensure the correct foundations are in place to cover the new volumes and patterns of work.

Of the deployments made in the year, 79 were made through our Volunteer Responder Scheme. Building on the 58 deployments made in the previous year when the trial started with three of our paramedics.

The three paramedics were equipped with life saving medical equipment and were able to volunteer their time to respond to patients with enhanced care needs, sometimes when our duty teams were already committed to other patients, and sometimes when their location meant they could get to a patient quicker and start life saving care before our main team arrived. This allows our clinicians to positively impact patient care with time critical needs when they are off duty and is a reflection of their passion and commitment to their roles.

814 of deployments were made by our Critical Care Cars, up from 573 in the previous year. This increase was in line with expectations following the greater flexibility in deployments methods first adopted in 2022. This has opened up opportunities where it can be quicker to get the clinical crew to the patient by road ahead of the aircraft which may then arrive to assist in transporting the patient. Another example where greater flexibility in using the cars assists in seeing more patients is where the late crew arrive at the Exeter airbase while the day crew is still deployed with the aircraft beyond their rostered finish time. If a call comes and the incoming late crew is on



site awaiting the return of the aircraft they can now attend using a Critical Care Car.

There can be very subtle nuances around when best to deploy either an aircraft or car and building evidence in this area is crucial not just for our current service but understanding how we can best benefit patients in the future. A trial was therefore commenced in 2022 using an additional Critical Care Car with a single Critical Care Paramedic to reach more patients with time-critical needs, and this trial continued into 2023. The outcome of the trial demonstrated that we were able to treat many more patients and get to some patients who we wouldn't have been able to by helicopter. It also reinforced the importance for some incidents/patients of having a second Devon Air Ambulance resource attend. The review of the trial outcomes during 2022/23 has resulted in us incorporating a daily Critical Care Car response, in addition to our two Air Ambulance helicopters, into our core service provision from 2024. Two additional cars were purchased in the year from the funding provided by the HELP Appeal (organised and co-ordinated by County Air Ambulance Trust) providing more flexibility for planning and delivery of our emergency response.

The majority of deployments (1,333, up from 1,255 in 2022) were made by our two aircraft, which remain the fundamental element of the service which we provide.

### Flight Operations

The Flight Operations team continued to provide the crucial service that underpins the clinical delivery throughout 2023, ensuring that the high quality of service was well placed to continue beyond the year as well as during it.

Regular maintenance is crucial to meeting safety requirements and our older aircraft, G-DAAN, had its second engine replaced near the start of the year following the replacement of the first engine late in the previous year.

The larger aircraft, G-DAAS, is a newer aircraft and did not require such significant maintenance in the year but had its regular maintenance checks completed and work carried out to ensure it continues to comply to safety standards.

It is important that we continue to monitor the performance of our two helicopters and how they meet our needs. Having two different aircraft types does present some challenges with keeping our aircrew sufficiently trained to be able to fly both aircraft types, but replacing an aircraft

is clearly a significant cost at a financially challenging time. At the year-end the team continue to review and assess what helicopter options will best continue to support the Charity's provision, discussing options and considerations with the Board.

There have been some departures in the year and recruiting sufficiently skilled and experienced pilots has been a challenge. Operating two different types of aircraft also increases the training workload on the crew further stretching resources and recruitment was continuing into 2024. We expect retention and recruitment to continue to be a challenge looking forwards as the inflow of sufficiently qualified staff into the market appears unlikely to match historic levels.

A Continuing Airworthiness Management ('CAM') role was created in the prior year, bringing what had been a traditionally outsourced role into the organisation. This role is crucial for the effective and safe management of keeping the helicopters in the air, but the increased visibility and knowledge of how the aircraft operate has helped to inform decision making. An example of this was the valuable input which was incorporated into the negotiation process when renewing the maintenance provision for the helicopters, which is a significant recurring expenditure to DAA and completed a tender process which had started in 2022. This identified the potential for cost savings as well as increased capacity by supplementing our current engineering resource with an additional person, which has in turn helped build extra resilience into our engineering service provision.

Work has also been carried out assessing the viability and relevance of drones, both in the relatively short as well as longer-term. A working group was formed of mainly internal staff from across DAA, supported by the expertise of a Non-Executive Director of the Trading Company, and they have worked on scoping out the potential for drones. The expectation is that trials will be approved in the new year to test drones delivering defibrillators to patients in this country, which has already been tested internationally. Although timeframes remain uncertain, particularly around regulatory approvals, this may well be a practical option relatively soon and a way to deliver crucial early care to patients before our crew have even arrived at the patient. We continue to monitor developments and consider how best to progress through our working group.

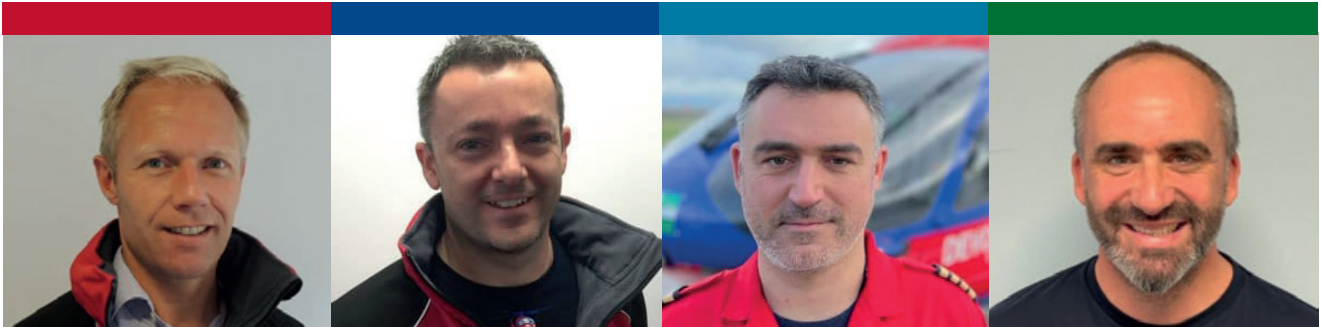
Ensuring that the team is fully resourced to continue to



provide its current high standard of service remains a key focus moving into the new year, while continuing to review opportunities to develop in the future. This will include not

only understanding the opportunities which drones will offer but our aircraft needs over the short, medium and long-term.

### Our pilots and engineers who served during 2023



**Captain Richard Tate**  
Head of Flight Operations

**Captain Steve Day**  
Head of Training

**Captain Andrew Pincombe**  
Line Pilot

**Captain Rob Taylor**  
Line Pilot



**Captain Hamish Findley**  
Line Pilot

**Captain Tilda Woodard**  
Line Pilot

**Captain Rich Applegarth**  
Line Pilot

**Captain Ross White**  
Line Pilot



**Captain James Benson**  
Line Pilot

**Captain Oli Byard-Jones**  
Line Pilot

**Jeff Glover**  
Aircraft Engineer

**Mark Taylor**  
Aircraft Engineer

### Recovery

It's important that our service provision continues beyond the initial treatment of our patients, with our Patient and Family Support Team being key since our move to clinical independence. They offer tailored support for our patients and their families as well as those Good Samaritans who stepped in to assist on the scene, as well as signposting them other charities and agencies that can provide more focused or ongoing support.

It is crucial that we can support our patient's recovery and provide them with information about the care they received, why they received it and why some patients were transferred to a specialist hospital rather than the closest one. It also essential to enable our clinicians to learn from the experiences of our patients,

including how it felt to be cared for by us. This helps us to continually seek to improve the care we provide and the experience for our patients and also signpost them to other agents who specialise in the type of ongoing care which they can benefit from. With the increasing number of patients we are now treating there has been a corresponding increase in the demand upon our Patient & Family Support Team. It has been both humbling and encouraging to see an increasing number of patients and/or their families contacting us to pass on their thanks and share their experience with us.





# Strategic Overview

To meet our aims it is crucial that we have a clear strategy on how to get there. Our strategy itself has moved away from the historical approach of targeting a fixed 5-year period to become more agile and flexible, reflecting the rapidly changing and modern environment which we are in. By recognising both what we want to achieve as short-term objectives as well as more strategic and long-term targets which are reviewed annually we aim to have a structured but adaptive approach.

To meet our three key aims and work towards our vision, there are five focus areas which we recognise as crucial in driving us towards our mission which are outlined below.

## Our Strategy

The strategy is based on the following main focus areas to meet our aims:

### Financial Growth & Sustainability

To fund our service and fuel our ambition through growth, engagement and efficiency. [See page 16](#) ►

### People, Talent & Culture

To attract, train and retain exceptional people by being a world-class organisation people want to work for. [See page 22](#) ►

### Environmental Sustainability & Stewardship

Stewardship of our environment, community impact and healthy future. [See page 28](#) ►

### Digital & Technology Mastery

Harness our data and technology to support innovation, operations and collaboration. [See page 30](#) ►

### HQ and Operations Centre

Innovative multi-purpose resource empowering us to deliver. This is slightly different to the four other areas as it is medium term objective which is crucial to achieve the other areas as well as the aims. [See page 31](#) ►

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).





## Patient Story

# A long way down!

Earlier this year, Caroline was riding her horse Clyde, along with her friend Holly on Aylesbeare Common. Clyde is a purebred Clydesdale and described by Caroline as “a gentle giant and very placid, despite his 17.3 hands!”

As they rode along, Clyde was suddenly spooked by a noise in the hedgerow – it was only a handful of inquisitive wild horses however, Clyde bolted and started to buck and rear up. Caroline held on tightly but on the third buck she tried to grab hold of his mane but was thrown off.

Caroline recalled, “As Clyde bolted, I remember shouting out to Holly, ‘Here we go again, this is going to hurt!’ and within seconds I fell on to the rough track with big stones and rubble beneath me.”

Caroline felt immediate pain in her right hip as her body hit the ground. Her shoulder was also hurting. Meanwhile, Clyde had bolted off across the common and Caroline's friend Holly was shouting for help as she held onto her horse amid all the commotion. Thankfully Clyde came strolling back to the scene of the incident by himself leaving poor Holly holding on to two horses. A couple of walkers in the vicinity of the incident were able to help – one, a nurse called Julie, called 999 and another first-aider and as they gathered around Caroline, a group of wild horses also started to take an interest in the patient.

Our Exeter- based helicopter was the first of the emergency services to arrive at the scene. It was already airborne, having been on its way to Plymouth and stood down, it was returning to base when the crew

received the report of Caroline's fall. Caroline explains, “It felt like the helicopter had arrived so quickly, it was there within just four or five minutes. The emergency call handler informed us that the air ambulance was on its way and within minutes we heard it overhead, the land ambulance arrived not long afterwards.”

As she heard the helicopter come in to land, Caroline knew that help was coming but also thought that she must have done something fairly serious for Devon Air Ambulance to be attending. Her fingers were beginning to feel numb and tingly and that's when she started to cry due to the overwhelming sense of relief. Caroline continues, “The crew that attended me were Specialist Paramedic Cat McMorow, Dr Lauren Weekes and Captain Rich Applegarth, they were all amazing! Ironically, I found out later that Cat was also airlifted by the air ambulance 15 years ago after a similar fall from her horse and suffering arm and shoulder injuries. The crew were brilliant from the moment they arrived to the treatment I received and throughout my helicopter ride they even covered my eyes from the glaring sun as I lay on the stretcher.”

After being stabilised at the scene, Caroline was airlifted to the Royal Devon & Exeter Hospital where she had x-rays of her shoulder and chest. She had fractured her shoulder socket due to a dislocation and had severe bruising to her hip.

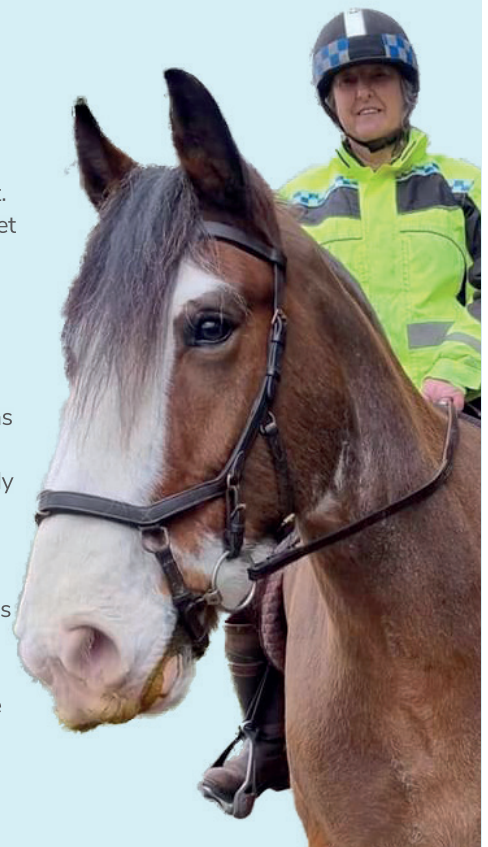
Caroline has full recollection of the incident as her riding helmet protected her head in the fall. She has strict instructions not to ride until at least the end of May and is tentatively looking forward to it.

Caroline was keen to make sure that everyone knew how grateful she was for the treatment she received and has even started to look at ways in which she can fundraise for us in the future, “I can't thank the Devon Air Ambulance crew enough. They do a fantastic job and were able to really

keep my spirits up while helping me at the scene of the accident and on board the helicopter. I even got a call a couple of days after the accident from their Patient and Family Support Team to see how I was feeling and if I had any questions for them. They really are the best and Devon can't afford to be without them. Our local horse shop and café, Hidden Oak, have offered to help us with some fundraising activities. So watch this space as we're planning an event soon. All I can say is I am grateful to those who enabled me to receive the care that I did, so please do donate to this wonderful cause if you can.”

“

**I'm not overly nervous about riding again but won't know until I'm sat in the saddle. This is my third accident whilst riding Clyde in the last 8 years so here's hoping he behaves himself and stays calm.**





# Financial Growth & Sustainability

To fund our service and fuel our ambition through growth, engagement and efficiency.

## Our Key Objectives

- **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.

Legacy income has been a significant factor in financial performance over recent years, with income of £6.3 million in 2021 and £5.6 million in 2022 being key in generating surpluses of £787,000 and £781,000. In the first 9 months of the year legacy income totalled £2.1 million and was £1.7 million behind budget and although this improved in the final quarter the year-end figure of £3.7 million was a key factor in the size of the £2.0 million deficit. There was also the potential for an additional legacy which had not gone through probate at the year-end but is expected to do so in 2024. Although the certainty, as well as the timing and amount of this are not sufficient to include this in the 2023 figures, it would have likely been significant enough to create a surplus rather than deficit position. This demonstrates the variability of legacy income and the importance of broadening the income streams through implementing the income generation strategy.

### Income Generation Strategy

2023 saw the roll out and approval of a new income generation strategy for the charity. The strategy aims to increase our income from fundraising and retail activities over the next 5 years by at least £2million, to raise awareness and understanding of our work in the county like never before, and to raise the funds necessary to realise our new airbase and HQ.

To achieve these ambitious goals, we will be building on what already works so well for us. Our lottery and retail operations, growing support in the community, and filling in the missing pieces of the fundraising puzzle by building capacity in the team in areas such as individual giving, philanthropy and a dedicated role to work with businesses. New appointments to the team have been made during the year to fulfill these goals.

In addition to investment in the team, we have also commenced a project to replace our fundraising database. This work will complete in Spring 2024 and pull together information from multiple legacy systems, providing valuable insights to support our fundraising and improve the donor experience.

### Summary of 2023

The move to clinical independence resulted in a structural increase in costs above income in the short-term with the intention that a surplus position would be returned to as long-term income trends continued. The impact of the pandemic and the following cost of living crisis has made this difficult and the investment in the income generation strategy has created short-term costs with an aim to longer-term returns. In this context a £2.2 million deficit was budgeted for and the actual deficit of £2.0 million was ahead of expectations, particularly factoring in legacy income ending £1,097,000 behind budget.

The results were helped by a £47,000 gain on the replacement of the second engine in G-DAAN following the first being replaced in 2022, as well as £354,000 of investment gains which were above expectations and partly offset the £733,000 of losses in the prior year. On the back of rising interest rates, income from investments also increased, while the lottery and retail departments continued their longer-term growth trends. Excluding legacies, donations also increased from £1.5 million to £1.7 million as the income generations strategy began to be implemented.

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The move to clinical independence resulted in a structural increase in costs above income in the short-term with the intention that a surplus position would be returned to as long-term income trends continued.



## Fundraising and Income Generation

### Legacies

While the £3.7 million of legacy income reflected a significant fall from £5.6 million in 2022 and £6.3 million in 2021, it was consistent or higher than years prior to that, for example £3.8 million in 2020 and £2.9 million in 2019.

Halfway through the year legacy income was £1.7 million behind budget and the perception was that this was being impacted by the backlog in probate requests which had built up at HM Courts & Tribunals Services. While these delays may indicate that more legacies will flow through to the Charity in 2024 and potentially beyond, the final levels of probate applications administered ended up largely consistent with prior years so the fall in the year is more likely due to normal variations. Legacy income remains difficult to predict and annual fluctuations will always occur.

### Lottery

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. It has therefore been encouraging to see lottery numbers continue to increase with the 45,046 plays per week at the start of the year increasing to 47,932 by year-end.



This growth has been despite national shortages in canvassers which are important in generating new sign-ups not only to grow the number of plays but just to sustain the current level as there will be a natural turnover of players. Another successful telephone 'upgrade' campaign was held in the year and this remains an area of expected growth for the Charity. Lottery players who have one chance were contacted (within guidelines for consent preferences) and offered the chance of taking out a second number. The campaign was hugely successful with a 34.29% against projected 21% conversation rate being achieved which meant 1,008 players electing to take a second chance.

### Retail

The challenging economic conditions which have been an issue for DAA in so many areas during the year has created an environment where demand for charity shops has grown, and the strong performance of our retail team has continued into 2023.

In 2023 retail generated £119,000 (£224,000 in 2022) of profit as well as a £239,000 (£220,000 in 2022) contribution to overheads – It has been an impressive two years following the challenges of the pandemic which saw losses of £1 million and £494,000 in 2020 and 2021. Sales in 2023 hit a record high of £2.6 million following the opening of an additional, larger store in Barnstaple which also allowed our South Molton shop to reopen as

## Barnstaple Hub opened

July 2023 saw the delivery of Retail's most ambitious project to date. After a lengthy and protracted negotiation to bring back to life a landmark property that has remained vacant on the edge of Barnstaple town centre for over 7 years. 60 Boutport Street is not your standard charity shop, with its Community Space and centrepiece table which has been set up in memory of Averil Kingdon, a much-loved former Devon Air Ambulance employee.

The new shop also includes a dedicated 'crew room' for our operational colleagues to utilise when in Barnstaple in one of our Critical Care Cars. The connection to supporting our work extends outside the shop, with a defibrillator situated on the wall outside the entrance to the shop. The site is also home to the clothing operation of our E-commerce website [www.shopdaat.org](http://www.shopdaat.org), this helps to keeping ranges fresh and helps with the movement of stock that may not sell online by enabling it to be transferred to the shop downstairs.

**The shop opened to great fanfare aided by a local Samba band**





a regular shop for the first time since the pandemic. Our Okehampton store also relocated to an improved location.

These achievements were all the more impressive in what remains challenging conditions. We are targeting an opening of two new shops a year, but identifying and obtaining good sites remains a challenge, particularly as the long-term impact of the pandemic on the traditional high-street continues to take shape. The recruitment market has improved in 2023 but at times this has remained a challenge in some locations, while the loyalty and generosity of our supporters has helped protect us from the decrease in quality and at times quantity of donations seen by the wider sector as a whole.

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. Looking forward we continue to target opening two shops per year to increase our presence across the county while generating funds crucial for our service. The shops 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.



Our Okehampton store moved to a significantly improved location.



### 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, and underpinning wider sources of giving such as the strong legacy income we receive.

While the environment remains altered following the pandemic, 2023 has continued the increasing trend in community activities and social contact. Local shows in particular have provided an excellent opportunity to get out and see more of our supporters with attendance at 42 local shows. The team have trialed new approaches which include working closely with our retail colleagues to test "Pop Up" Charity shops at certain events. The team also won two awards for the best charity stand which is a lovely acknowledgement of the hard work they put in.

### Events

After three years of no DAA organised fundraising events, the delayed Dragon Boat Festival went ahead in June 2023. The event saw a record-breaking take up of participants with 15 teams sign up and over £20,000 raised. While it provides a chance to raise funds it is also a great opportunity to interact with our corporate supporters as a Charity – this event is planned to go ahead again in 2024. Having previously taken place in September, the decision has been made to keep it within the Summer months and a June date secured.

2023 saw DAA trial funded places in two local events:

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**The 2023 Dragon Boat Festival went ahead in June and the event saw a record-breaking take up of participants with 15 teams sign up and over £20,000 raised.**



the Great West Run and the Plymouth Half Marathon. The funded places sold out quickly and with 67 runners in the Plymouth event and 17 in the Great West Run raising a combined total of £11,231.



### Business Supporters

The resilience of many businesses and their continued determination to support local charities despite the challenging economic conditions has continued to impress, carrying on from the pandemic to the cost-of-living crisis.



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 communities including our supporters and beneficiaries.



Corporate supporters visiting the North Devon airbase

### Week of Thanks

For the third year we ran a week of thanks campaign with members of staff from right across DAA writing, emailing and calling supporters to thank them for the wide and generous ways in which they support us. It was another great engagement activity with over 1,055 supporters contacted to thank them for everything they do for DAA.

### Christmas 2023 Campaign

Both the fundraising and communications team worked together for a very successful Christmas campaign which had raised £72,000 by the close of the year, a significant 127% increase on the prior year figure of £31,680. Despite issues preventing us from using our Facebook account which was intended to be a major part of the campaign there was also an increase in online donations potentially indicating future opportunities for growth. The campaign has therefore not only been successful in generating funds, but also provides us with valuable insights as we develop our individual giving programme.

The campaign was also an excellent example of collaboration across the charity, with operational colleagues contributing to its success by helping to raise awareness of their life-saving work.



### How we fundraise

The generous support of the people of Devon is vital to allow us to continue in providing our service and 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 no requests in the year (2022-23).

In the year we received three complaints directly about our fundraising activities (2022-23), both relating to the promotion of our lottery by an external agent which were immediately resolved. Two of these were in relation to a specific external agent. Both incidents occurred on the same day at the same location. This was immediately investigated and resolved with further training provided to the canvasser. The third complaint was in relation to inadequate information being provided to a volunteer attending an event on our behalf. This was resolved successfully following in-depth conversations being had with the volunteer and learnings taken for the team on how to improve processes. This has been rolled out successfully and the feedback forming part of a revised process for the future.

The majority of our fundraising activity is carried out by staff directly employed by Devon Air Ambulance, while we also work with a few carefully selected professional partnerships to support our work, such as promotion of the lottery. Where others are involved in fundraising on our behalf we work extremely closely with them to ensure the highest possible standards are always maintained, including adherence to our Supporter Promise, the regulator's code of practice, Gambling Commission licensing conditions and codes of practice, as well as data protection legislation. We pay a fee to support the Fundraising Regulator and their Fundraising Promise with its four underlying values to support implementation of the fundraising code, which are meeting the legal requirements, being open with the public, being honest and being respectful.

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](http://www.daat.org/complaints-procedure)



# Our 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.

## Communications

Communications remains as important as ever as technology and changes in society continue to alter how we speak to each other and as part of the income generation strategy the Marketing and Communications Team has been strengthened during the year.

This will not only allow us to support our fundraising efforts but ensure high levels of transparency are maintained while directly supporting some of our key operational initiatives, such as the 'Help with all your Heart' campaign which was a key part of our preventative work during the year.



## Looking Forwards

Legacies remain a key factor in our financial performance, and the continuing roll-out of the income generation strategy will be crucial in decreasing this dependence as well as the volatility of our financial results while moving away from a deficit position. Increasing income isn't the sole answer, and improving efficiencies, particularly as a result of the digital review, will also be crucial. Moving away from a deficit position will allow us to not only maintain our service but to continue developing it for our patients.





# Share your story



If you have been assisted by our crew in any way please get in touch. Your story could help save a life.



## Why share my story?

Sharing a personal account of your experience can be incredibly powerful and inspire others to support our work.

## How do I share my story?

Visit [www.daat.org/your-story](http://www.daat.org/your-story) to share some initial information about your incident with Jessica in our Marketing and Communications Team, who will be in touch with you soon.





# People, Talent & Culture

To attract, train and retain our exceptional people by being a world-class organisation people want to work for.



## Our Key Objectives

- 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

2023 brought an extremely busy year with regards to recruitment, and while we saw a much increased volume of applications on the whole, there were still some diverse sectors of DAA where we have had difficulty filling posts. Wellbeing has remained high on the agenda, as following the pandemic, the sustained period of economic difficulty has clearly had an impact on many, if not all of our staff.

## Health & Wellbeing

A Wellbeing Group was set up in 2021 and remains core to continually reviewing, refining and improving how we support good health and wellbeing.

A number of studies produced in recent years have looked at the impact on wellbeing of the post pandemic environment and new ways of working, while anecdotally it has been an area of concern both in the sector and more widely and an area to focus on from our staff surveys. While we continue to do more it is clearly an area that will remain vitally important for the foreseeable future.

Our general approach is underpinned by an emphasis on wellbeing within the regular one to one process for all staff, encouraging discussion in a safe environment. Each person's physical and mental health needs will vary so our approach is to offer a range of support measures to best support each individual.

As part of our work as Mindful Employer we have offered Mental Health Awareness training for managers and have introduced Wellbeing Ambassadors, who have all been trained in Mental Health First Aid and are available to offer support and direction. Pastoral care is also available for all staff either remotely or in person and external resources such as an Employee Assistance Programme that offers telephone counselling support, personal legal and financial Information and health advice across a range of medical and wellbeing issues. We also provide along with access to other counselling providers such as Red Poppy and Surf Well when required. Mental Health Awareness week was again supported with a number of sessions made available to

all staff. Menopause training has been provided to all line managers over the last 18 months.



## Values & Behaviours

Following on from work undertaken in 2022 exploring Devon Air Ambulance's culture, in 2023 a working group consisting of staff from across the organisation came together to build on the work of previous year to establish the values outlined at the start of this annual report. This was a key piece of work, as our values needed to be meaningful and needed to resonate with all our staff. The working group also produced a set of behaviours that underpinned the values and that could help drive success at Devon Air Ambulance. The new values and behaviours, which was then the focus of the annual Away Day which brought together all staff (aside from a small number who kept our service operating). The Away Day included our annual staff awards, this year with the awards categories focused on the new values. At this Away Day we were proud to welcome Ann Ralli, the Charity's founder, who made an inspirational speech. The values and behaviours are starting to be interwoven with everything we do at Devon Air Ambulance, from recruitment to staff and line manager one to one meetings and the training that we provide.



# Ann Ralli

## awarded Life President title

Ann Ralli began the Ceri Thomas appeal following the tragic loss of her son when he was knocked from his bicycle near Sidmouth in 1986.

When Ann asked doctors what could have saved her son, she was told that the quicker a patient receives treatment, the better their chance of survival. This stayed with Ann, and she launched the 'Ceri Thomas Appeal' to raise funds to get an Air Ambulance for Devon.

Six years later, after holding countless fundraisers, liaising with many council, health, and aviation officials, and gaining the vital support of those in her local community and across Devon, Devon Air Ambulance (DAA) was launched in 1992.

Over the past three decades Ann has continued to play a vital role as an ambassador for the charity and to thank her for her determination, commitment and incredible support, the charity has recently announced that she is to be awarded the title of Life President of Devon Air Ambulance.



Ann with Ceri

Ann with charity staff and crew at the blessing of the first Devon Air Ambulance at Exeter Cathedral in August 1992





## Learning and Development

Learning and development remains a core focus area. Management development training which made the CIPD People Management Awards 2022 shortlist for 'Best Learning and Development Initiative – Public and Third Sector' continued to be held for new managers. We also introduced a feedback training module that will enable staff to give and receive constructive feedback that is being rolled out to every member of the DAA team. The training that we provide aims to move us towards a culture of learning and growth.

Progress on building from these courses was slowed by the departure of our Learning & Development Manager in the year and the time taken to recruit a replacement who begun their role in the second part of the year. A significant part of the People, Talent and Culture strategy focuses on learning and organisational development over the coming 12 – 24 months so there will be a much greater focus on this area going forwards.

## Recruitment

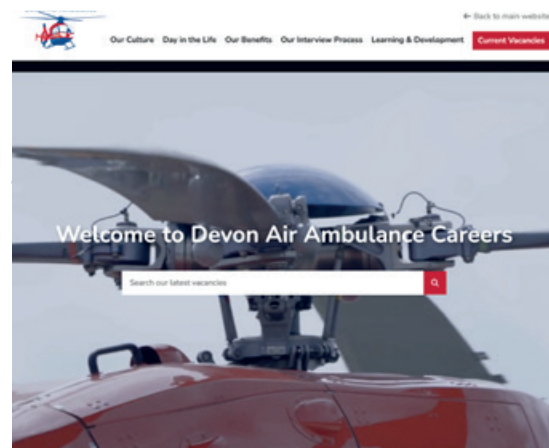
Broadly recruitment has become more stable following a difficult 2022, yet with us recruiting across such a broad number sectors and industries we have remained exposed to some difficult recruitment markets. 2023 brought a high volume of recruitment at Devon Air Ambulance, largely related to the need to onboard new skills sets and expertise to help increase our capacity and our ability to generate income. Our careers pages on the Devon Air Ambulance website have been revamped to ensure that we have clear information about the pay and benefits for each role, as well as what the culture is like and how we support staff at work, to ensure that we remain a competitive employer and attract great candidates to our roles.

One of the key sectors we have struggled with recruitment is for pilots, as our skills and experience requirements for pilots are high and the availability of these calibre of pilots will always be variable and dependent on the number of pilots entering and leaving what is a relatively small sector as well as the usual market forces. This is an example of one sector where we have seen particular challenges with recruitment.

Towards the end of 2023, we implemented an Applicant Tracking System (ATS) to digitalise our recruitment and onboarding processes, streamlining our administrative processes to be more efficient. The system also enables us to report data easily which will help inform our decision making around any people initiatives e.g. talent pools, diversity of candidates applying and how to expand this.

## Health and Safety

Health and safety remains a key area which is overseen by our Health and Safety Committee. There are limited staff solely responsible for health and safety and risk which is managed through the facilities team, so it is important to ensure that staff who are involved are adequately trained and have a strong understanding of risk. The facilities team have three members with relevant NEBOSH training, while IOSH training is routinely extended to facilities and retail staff. 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 an good foundation of knowledge in several different departments.



## About Us

Devon Air Ambulance Trust is the charity that raises the funds to keep Devon's two air ambulances flying. In March 2020 we introduced two rapid response Critical Care Cars to our fleet of emergency vehicles.

Accidents and illness happen and, when they do, patients whatever their age, circumstance or location, need specialist treatment fast. The speed with which our air ambulance doctors and paramedics can reach a patient is crucial in helping to achieve a successful outcome. This enables them to identify their time-critical needs and provide specialist life-saving treatments and interventions to stem, halt or even reverse the effects of a life-threatening condition.



### Martin Bell, Director of People, Talent and Culture

I oversee the strategic aspects of the people-related activities, everything from talent acquisition, retention, staff benefits, Learning and Development and organisational culture. Since 1993 Devon Air Ambulance has delivered time-critical emergency care to patients of Devon and beyond. It's our vision to end preventable death, disability or suffering from critical illness or injury, which wouldn't be possible without the support of our incredible staff. We're always on the lookout for talented people who want to make a life-saving difference. Enjoy having a look around our people pages to discover more about what colleagues think of working at Devon Air Ambulance, the benefits of joining our team, get a flavour of what it's like to work in each of our departments, and browse our current vacancies. We hope you find the answers to your questions on these pages but do get in touch with us if you would like to ask us anything further.

## Our Vacancies

Please contact the recruitment team if you need an accessible version of any of our Job Vacancy packs or Application Forms - [recruitment@daat.org](mailto:recruitment@daat.org).

<b>Head of Training</b> Exeter Airbase £97,500 per annum 37 hours per week <a href="#">Find out more</a> <a href="#">Apply for this job</a>	<b>Supporter Experience Administrator</b> Exeter, Head Office £23,922.08 per annum 37.5 hours per week <a href="#">Find out more</a> <a href="#">Apply for this job</a>
<b>Sidmouth Charity Shop Assistant Manager</b> Sidmouth £3,365.50 per annum 15 hours per week <a href="#">Find out more</a> <a href="#">Apply for this job</a>	<b>Relief Retail Manager</b> Devon £27,393.80 per annum, pro rata 15 - 37.5 hours per week <a href="#">Find out more</a> <a href="#">Apply for this job</a>
<b>HEMS Line Pilot</b> Exeter Airbase £77,000 per annum 37 hours per week <a href="#">Find out more</a> <a href="#">Apply for this job</a>	



## Volunteers

Volunteers remain a crucial part to the operations of the Charity and Devon Air Ambulance are proud of the 691 active volunteers in place at the end of 2023, an impressive number for a Charity of this size.

The Charity is incredibly thankful to all its volunteers for the significant contribution they make through their hours of tireless and hopefully enjoyable service – it is their support which has allowed the Charity to grow so exceptionally for over thirty years.

We're also conscious that as a Charity serving our local community it is important to be a part of and support the Devon community. As well as the overwhelming contribution volunteers make to the Charity we are conscious that there are significant societal and personal benefit to the volunteers of actively making a difference for us, which we're proud to be a part of.



Volunteer Activity	2023	2022
Bucket collections (supermarket & street)	£3,375	£1,092
Box collections	£112,591	£108,143
Number of events supported by volunteers	177	127
Number of speaker talks delivered by volunteers	71	61
Retail volunteer hours (shops only, not including the warehouse or Ebay)	54,636	48,840

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**The Charity is incredibly thankful to all its volunteers for the significant contribution they make through their hours of tireless and hopefully enjoyable service.**

## Volunteer Away Day

One of the biggest highlights of 2023 was the inaugural Volunteer Away Day. It was a fantastic day and lovely to finally bring all our wonderful volunteers together post Covid to thank and celebrate them. DAA's Volunteer Team ensured all our supporters input was thoroughly appreciated. The feedback from both volunteers and staff was excellent.

Our network of volunteers are crucial in enabling us to raise funds to operate our service, to be an integral part of the Devon community and help build capacity and resilience within the Charity.



## Staff Survey

During 2023 the Charity was ranked 14th in the Charity's Best Companies to Work For and 71st nationally for mid-sized companies during the survey period. 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. Devon Air Ambulance remains a 2\* ranked employer, meaning that we have outstanding levels of staff engagement.

Using this survey has been helpful in measuring and understanding both what we are doing well as an organisation which we need to continue to do, as well as areas where we can improve. How staff feel about wellbeing and pay and benefits has decreased slightly since our 2022 survey, but staff are feeling largely more supported by their managers. The survey provides an opportunity for each team to explore what changes can be made to address any areas of challenge.



## Pay Policy

Our policy continues 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. The broad range of industries from which we recruit from does present some challenges and we are due to review our approach to pay and aim to review and develop a new policy throughout. This will require significant research to develop a clear evidential basis to our approach and is not expected to be implemented before January 2025 at the earliest.

As well as the universal £1,200 salary uplift to all staff in November 2022 as energy costs rose and the cost-of-living crisis started to impact, a pay uplift of 4% was granted at the start of 2023 and a further 6% at the start of 2024. These increases looked to balance offsetting the significant impact of inflation in recent years, retain the competitive nature of the salaries and be affordable for the Charity.

DAA remains committed to the Real Living Wage set by the Living Wage Foundation which increased to £12 at the end of 2023. For those impacted it has meant that their increase at the start of 2024 was higher than the general 6% awarded.

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, DAA 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.

## Future Plans

The key areas of 2023 are likely to drive the focus of 2024, particularly around health and wellbeing, evaluating and improving our Equality, Diversity and Inclusion as well as staff development following the appointment of the Learning & Development Manager. This will include Phase Two of our internal management development programme focusing on areas such as coaching and mentoring, having courageous conversations and how to deliver and receive feedback. A People Forum is expected to be created to actively engage staff from across the business on key people issues, while work is ongoing to embed our values and behaviours including utilizing feedback frameworks and 360 feedback. The review of the pay policy is also expected to be a significant piece of work although any changes are not expected to take effect until beyond 2024.

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**Work is ongoing to embed our values and behaviours including utilizing feedback frameworks and 360 feedback.**



## Patient Story

# The lasting impact of a legacy gift

One of our fantastic supporters, Anne George, shares why a personal experience inspired her to remember us in her Will.

The emergency number 999 became manifest on 09/09/09 when I received a nightmarish phone call: "Your son has been involved in a road traffic accident. He was knocked off his motorbike. We are taking him straight to theatre and then to ICU."

John's injuries included multiple fractured bones and brain trauma. We stayed with him over the next six weeks during which he underwent a sequence of operations and experienced several medical emergencies with teams of doctors and nurses repeatedly acting to save his life.

Had it not been for the swift response of the nearby air ambulance service prior to John's arrival in hospital, all those many people and their medical skills would have been in vain.

### Time critical care

The time saved thanks to the deployment of an emergency aircraft, and the skills brought to scene by its crew of experienced critical care paramedics, gave John a far improved chance ahead of his arrival at hospital.

Timing was crucial and there was no question that John would not have survived the same journey to hospital by road.

I'll always be immensely grateful to the multiple teams and skilled individuals involved in John's

recovery, but it was the local air ambulance that gave him the opportunity to survive at all.

### Surviving and then thriving

Fourteen years later and John is happily married with a wonderful 11-year-old son (who is already taller than me, his Nana!).

Repaying a debt that matches the extent of my gratitude feels impossible; I am incredibly grateful that John survived and that he has had the opportunity to have his own lovely family.

One way I can express my gratitude for the air ambulance service is by supporting Devon Air Ambulance, which is my local air ambulance charity.

For the past 13 years, alongside my husband Peter, I have volunteered for Devon Air Ambulance. We collect the charity collection boxes in shops, garages, businesses and restaurants and we help elsewhere whenever we can.

It's important to me that I can help the service to be there to respond to time-critical situations like John's well into the future, which is why I have added Devon Air Ambulance as a beneficiary in my Will. I am pleased that my support will assist their amazing work after I am gone and their work will help to touch the lives of other families like mine.

“

Repaying a debt that matches the extent of my gratitude feels impossible; I am incredibly grateful that John survived and that he has had the opportunity to have his own lovely family.



Anne's son John and his family



# Environmental Sustainability & Stewardship

Stewardship of our environment, community impact and healthy future.



## Our Aims

- 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

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. Supported by policies and processes, this encourages environmental factors to be taken into account when making decisions with an impact assessment tool being developed to ensure consistency in this approach.

## 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, overseeing 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.

## 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 the new HQ and Operations Centre 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

knowledge and quality of information improves at a gathering rate, Jonathan provides additional input to balance the best available evidence and knowledge with the core objectives of the Charity which are perceived as crucial in what can be a subtle area.



**Jonathan Osmond**  
Head of Facilities and Risk

## Investments

The Investments Policy is constantly reviewed in the context of Environmental, Social and Governance ('ESG'). As the policy and mandate was refined in the year following the update in Charity Commission guidance, a full review was carried out which included detailed discussions with Investec (our Investment Manager) around their processes to consider and factor in ESG factors. As a result of this regular reporting which has been extended from carbon emissions to also encompass ESG risk ratings and Sustainable Development Goals, with our portfolio tracking comfortably above benchmark measures in all areas.

## Emissions Report

An emissions report was commissioned and completed by Eunomia with the results circulated internally in 2021. The intention is to carry out a similar exercise in 2024 with external support, allowing us to review the trends and also put ourselves in the position to be able to carry out this analysis independently going forwards.

The initial report was an excellent first step, while further reviews are expected to improve the accuracy of the information and plot a clear path to further improvements.

Unsurprisingly the largest emissions identified were from the aircraft and so with the increase in missions seen since the last review these emissions may well increase (although a proportionally large number of these additional missions being attended by the clinical cars which may have an influence). 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.

The report also showed a high level of avoided emissions due to our Charity shops sales. It is important to note that in line with GHG (Greenhouse Gases) 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 they were estimated to exceed the level of emissions produced by the Charity as measured within the scope of the report.



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The emissions report also showed a high level of avoided emissions due to our Charity shops sales



#### 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 here or operate here. By reviewing the environmental impact all aspects of our work the aim is to inspire a dynamic and cultural ethos which will impact health and wellbeing of current and future generations.



#### Looking Forward

Working with and using the expertise of others has been effective in helping us progress in an area where we have limited specific expertise. We are part of the Air Ambulance UK Environmental Committee. 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.

To continue our momentum and make further significant steps it is likely that we will require more specific expertise internally. Therefore at the end of 2023 we have applied for grant funding to carry out a review of our approach and the best steps to progress, while preparing a document to invite potential companies to tender for this work. When completed this work is likely to drive our approach in 2024 and beyond.





# Digital & Technological

We harness our data and technology to support innovation, operations and collaboration.



**One  
team**

**Working  
smarter**

**Leading  
the way**

## Our Digital Principles

- We will be joined up, technology may be specific, but information is shared across the organisation
- Digital will create an equitable workforce experience
- We will work in a transparent way, creating visibility of activity, data, outcomes and awareness
- We will look for fresh solutions, we will use agile and minimum viable product approaches, we work in different ways, and create tools to facilitate innovation at all levels
- We recognise that digital technology is an investment and we will seek to maximise the benefit from our digital assets, making the most of the digital systems we invest in
- All new systems will support integration, automation and our data standards within our compliance framework
- Our donor journey will be as simple and easy as possible and embedded into our core systems
- We will design our digital estate with our net zero goals at the heart of our decision making

At the start of the year it was identified that the Digital Transformation process had slowed with no clear plan in place to reinvigorate it – while there was a clear desire to accelerate transformation we did not feel positioned to do so.

Cosmic, a local digital solutions organisation were therefore appointed following a tender process to carry out a digital review, identifying skills gaps and building a business case to support proposed ways to move forward.

This report was submitted at the

end of year and has helped build the first steps in developing our digital strategy, creating the vision and principles shared here. An additional Digital & Technology Committee meeting was held after the year end in January 2024 to ensure that the recommendations can be implemented decisively in 2024.

The speed of digital and technological progress continues to gather momentum, particularly as artificial intelligence has become more available and evident to the general public following the rollout of tools such as ChatGPT, which in late 2022

acquired one million users in just 5 days. The review is therefore crucial in ensuring that DAA remains positioned to make the most of opportunities and is not exposed to the risks of falling behind.

As we implement the recommendations we aim to have the skills and structure in place to support an effective technology service provision which will maintain the best software and business services solutions to assist in refining and improving our processes and be best placed to manage responsibly and make best use of our data.

## 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. This is of particular importance as we prepare to change our CRM system in the second quarter of 2024. Protecture are an external party which are used to provide specialist advice and guidance around GDPR and

information governance to support and offer cover for the expertise which we have internally.

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 roles in the IT department has been updated in the year to reflect the greater focus on cyber fraud prevention, under the guidance of the Department Head.

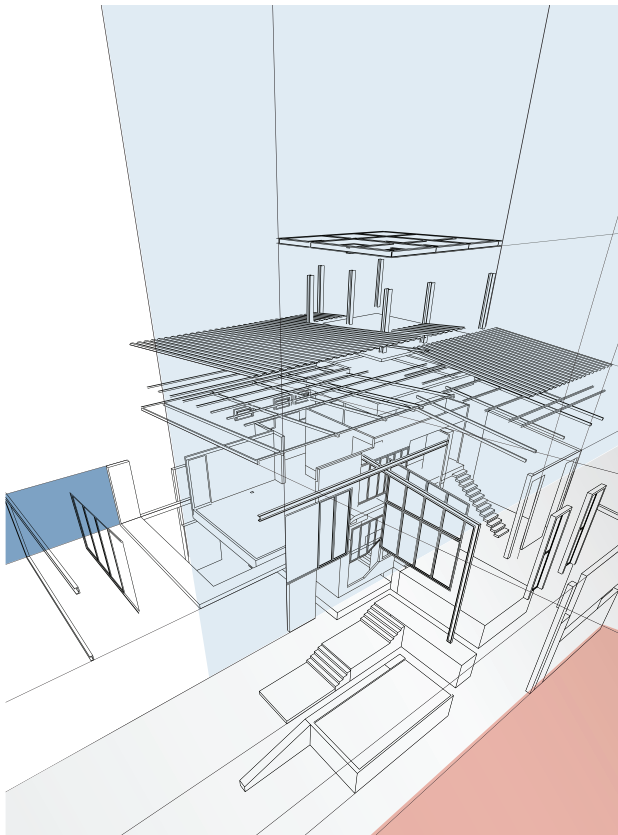


**Damon Roel** Head of Digital and Information Governance & SIRO

**Protecture**

## New HQ and Operations Centre

An innovative multi-purpose resource empowering us to deliver



Our current operational airbase facilities, particularly at our Exeter airbase, remain strained, particularly with the increasing number of clinical staff which we have seen since clinical independence in 2019 and with increasing demand for our service following the pandemic.

A new facility to resolve these challenges and ensure that we can continue to provide our service also provides the opportunity to develop our service across the board in prevention, treatment and recovery. It is also fundamental to supporting all areas of the strategy – it will be a much larger challenge to meet our income generation targets without a home for supporters to visit and understand more about our operations, while our culture will be significantly strengthened by the majority of staff outside of retail being based at a single location.

The volatility of recent years have slowed progress as a pandemic has been followed by significantly increasing building costs and other financial pressures. However, at the end of 2023 negotiations were progressing to purchase the land and facilities needed to build our facility. £6 million has been designated in a reserve while the timing of building works may be impacted by our financial position which continues to be driven by fluctuations in legacy income, but the initial steps of this substantial project continue to be taken.

## Future Plans 2024 & Beyond

The volatility and uncertainty of recent years is unlikely to disappear in 2024 as interest rates remain high, inflation remains above long-term expectations and wars continue around the world. The flexible nature of our rolling strategy aims to provide flexibility to deal with these types of challenge and the indirect impacts they have as well as the speed and complexity of digital and technological developments, while retaining a clear focus on our direction of travel.

Implementing the recommendations of the digital review has already been a major focus at the start of 2024, and this will continue through the remainder of the year and beyond. The new building has been a significant project for a number of years and while it has been fantastic to make progress towards securing the land the timing of further progress will depend on the financial position.

A deficit of just under £2 million has been budgeted for 2024 and the successful implementation of the income generation strategy will be crucial in diminishing this figure and returning to a surplus position. The implementation of the digital review will assist with this in finding efficiencies and opening up new opportunities for fundraising. The irregular nature of legacy income means that funds may be available to progress the new building and to continue to develop our service sooner than expected, or indeed later. Again the flexibility of our strategic planning will allow us to utilise opportunities when they become available while looking to limit our risk to over-committing resources and increasing the deficit position.

The combination of driving efficiencies and increasing income are key to being able to drive forward growth across the organisation, leaving us best placed to further grow the service to patients.

“

**The combination of driving efficiencies and increasing income are key to being able to drive forward growth across the organisation, leaving us best placed to further grow the service to patients.**





## Planning to Succeed

For each £1 we spend on fundraising and income generation (including support costs) in 2023 we raised £2.33. While significantly below prior year figures of £3.12 and £3.35 in 2021, this is closer to historical levels (£2.53 in 2020, £2.79 in 2019). It has been significantly impacted by the high legacy income over recent years

which will have been generated by historic costs rather than those in the current year. The expenditure committed to the income generation strategy will also have had a greater impact on increased expenditure than more gradually increasing income levels. This would suggest that this figure is likely to increase in 2024 and beyond, but as ever the amount of legacy income in any single year is likely to have significant influence.

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For each **£1** we spend on fundraising and income generation (including support costs)

in **2023**  
we raised **£2.33**



### 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, which will continue in 2024 as we will look to monitor the results of what are expected to be administration reductions following the digital review implementations. 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 while the size of DAA measured by income, expenditure or staff numbers has increased significantly in recent years.

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 increased from 7.8% to 10.9% in 2023. The 2022 figure 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, so adjusting for this would have left a rate of 8.8%. The remaining increase was due to inflationary pressure and most significantly a decrease in income due to legacy income. While continued inflationary pressure, particularly within pay, mean that this is likely to remain at a high level in historical terms it is expected to fall in 2024 if legacy income increases to boost total revenues.



# Review of Financial Performance

## Financial Performance

While the financial performance was essentially in line with expectations, there were some major differences which over all largely offset each other. The £2 million deficit is believed to be an accurate reflection of the size of the structural deficit which will need to be offset by the continued rollout of the income strategy. A similar deficit is expected in 2024 before a gradual return to a surplus position develops.

Legacies remain a key driver to the figures, and if they had matched expectations in the year then the deficit would have halved.

## Income

Income dropped from £11.9 million to £10.7 million with the £1.9 million fall in legacy revenue being partly offset by the continued growth in retail and lottery income while general donations began to increase with the implementation of the income strategy. Investment income also increased from £159,000 to £231,000 on the back of higher interest rates.

## Expenditure

Expenditure has also increased in year, reflecting both the increase in revenue generation and also cost increases, moving up 15% to £13.0 million. The expenditure on charitable activities makes up just under two thirds of this and increased

10% from £7.6 million to £8.4 million. Retail costs increased by 19% to support the growth in shops and income. Growing the number of shops will be important as costs are expected to continue to increase, particularly with our commitment to ensure that all staff are paid the real living wage.

There was unsurprisingly larger increase in lottery costs which are driven by sign-up commissions, which went up 22% to £657,000.

This growth in numbers has not only generated higher income in the year, but will generate higher revenue going forwards. Costs of donations also increased by 29% to £1.5 million as the team was recruited to deliver the income strategy which will gain significant medium and long-term benefit, while the increases in investment management costs by 172% reflected a receipt of a retrospective VAT claim on management fees in 2022 which made the figure artificially low.



## Other Movements

The investment gain of £354,000 was mainly generated in the final quarterly after an indifferent period in the investment market preceding that which included a prior year loss for us of £733,000. This portfolio is being held for the medium to long-term and short-term fluctuations are expected, although a part of the portfolio is being held in more liquid assets at the end of the year ahead of potential expenditure on the proposed new build in 2024. There was also a capital gain of £47,000 from a gain on the second old G-DAAN engine which was part exchanged at the start of the year – a profit of £40,000 on the first engine was included in the prior year.

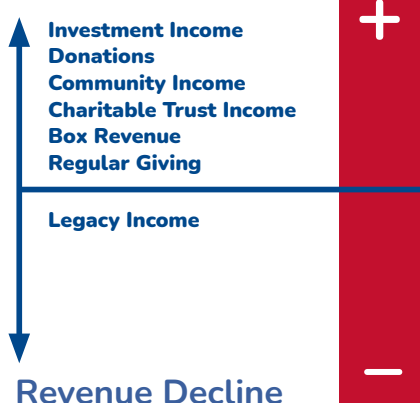
Net assets have therefore fallen by the deficit of £2 million to £20,904,000 with £8,608,000 tied up in fixed assets and £7,174,000 in long-term investments. While long-term investments aren't generally intended to be drawn into for the short-term,

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 £5,088,000 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 recent years in particular is identified as a key risk, and to a degree has impacted in the year.

## Revenue Growth



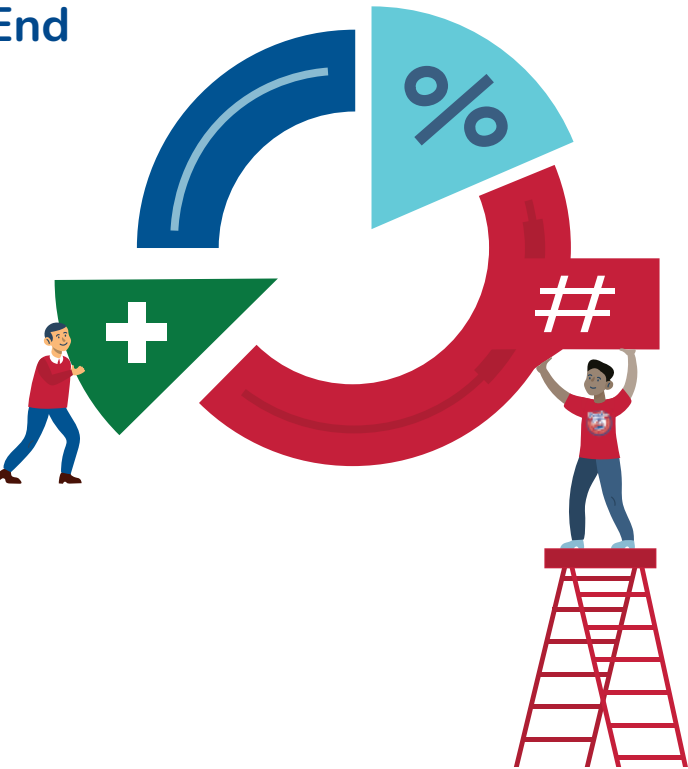


# Financial Position at the Year End

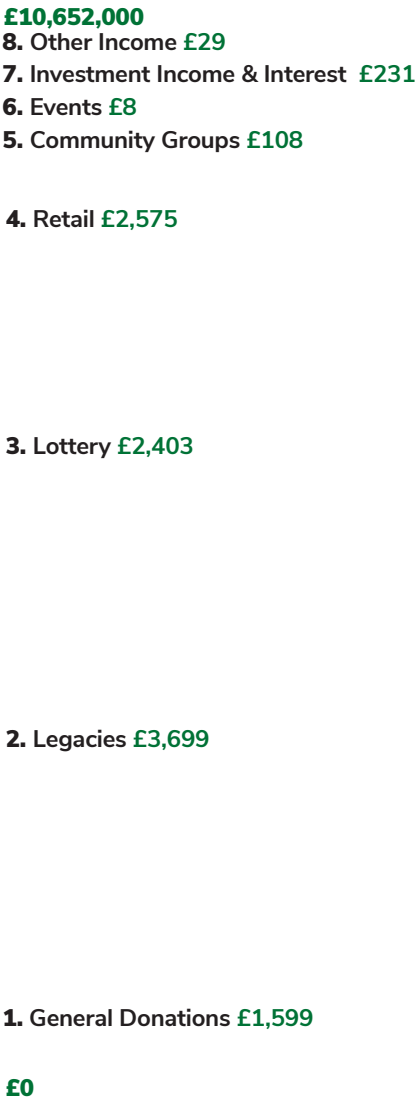
Income

2023  
Total Income  
£10,652,000

1	General Donations	15%
2	Legacies	35%
3	Lottery	23%
4	Retail	24%
5	Community Groups	1%
6	Events	<1%
7	Investment Income & Interest	2%
8	Other Income	<1%



## Income £,000s



## Expenditure

# 2023

## Total Expenditure

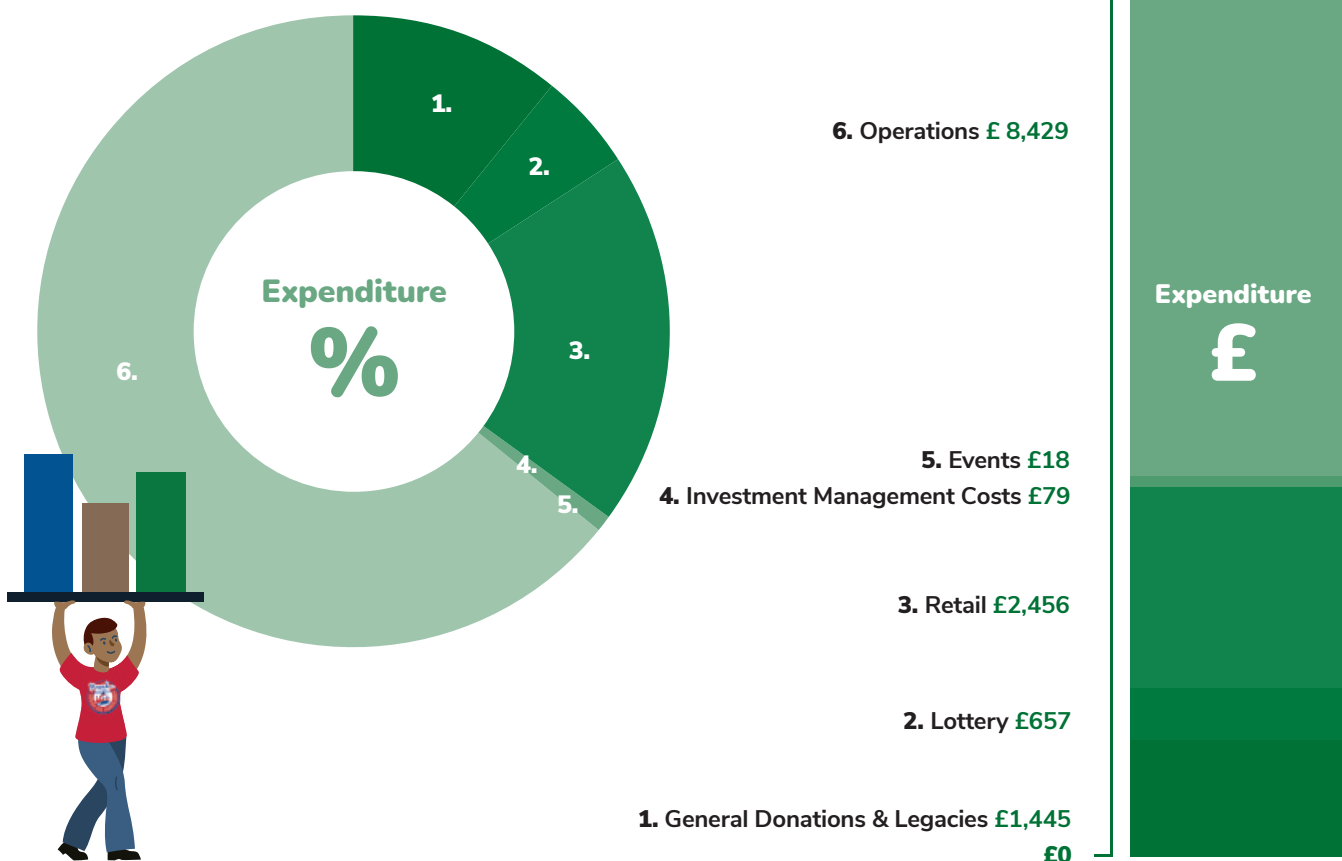
### £13,084,000



1	General Donations & Legacies	11%
2	Lottery	5%
3	Retail	19%
4	Investment Management Costs	1%
5	Events	<1%
6	Operations	64%

## Expenditure £,000s

£13,084



## Cost of Income

Income from fundraising  
(including retail and lottery)

£10,652,000

Cost of fundraising, retail and lottery

£4,576,000

For each **£1** we  
raise **43p** is cost



## 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.

At the year-end total reserves were £20.9 million and free reserves plus undesignated investments equalled £5.8 million which fell below the target of £6.0 million representing 12 months net costs following a 33% decrease in revenue. Free reserves excluding undesignated investments totalled £4.5 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 although it is likely to fall below the target level in the short-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

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**The largest restricted fund relates to the £95,000 provided by County Air Ambulance to fund two additional critical care cars. These were purchased in the year.**



deduction of restricted and designated funds, which are explained in detail in note 19 of the accounts.

The largest restricted fund relates to the £95,000 provided by County Air Ambulance to fund two additional critical care cars. These were purchased in the year and the fund has been reduced by depreciation charges made so far leaving £85,000 at the year-end.

The £226,000 received from the Department of Health & Social Care in 2019 towards the first two critical care cars and defibrillators has been reduced as the assets are depreciated with £22,000 remaining at the year-end. The £27,000 raised in 2021 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 2022 with the balance being reduced by its depreciation charge with the final £4,000 allocated in the year.

The Norman Trust provided £1,200 to fund the purchase of a syringe driver during the year which is not yet purchased.

The most significant designation relates to the proposed new HQ and Operations Centre. This was increased to £6 million in 2023 and continues under review. At year end further information is being gathered around the expected cost of the project and the results of a feasibility for a potential capital appeal are also being considered – this reserve aims to reflect the total expected costs less funds that will be raised for it, so as further information is gathered this reserve will be reviewed and updated.

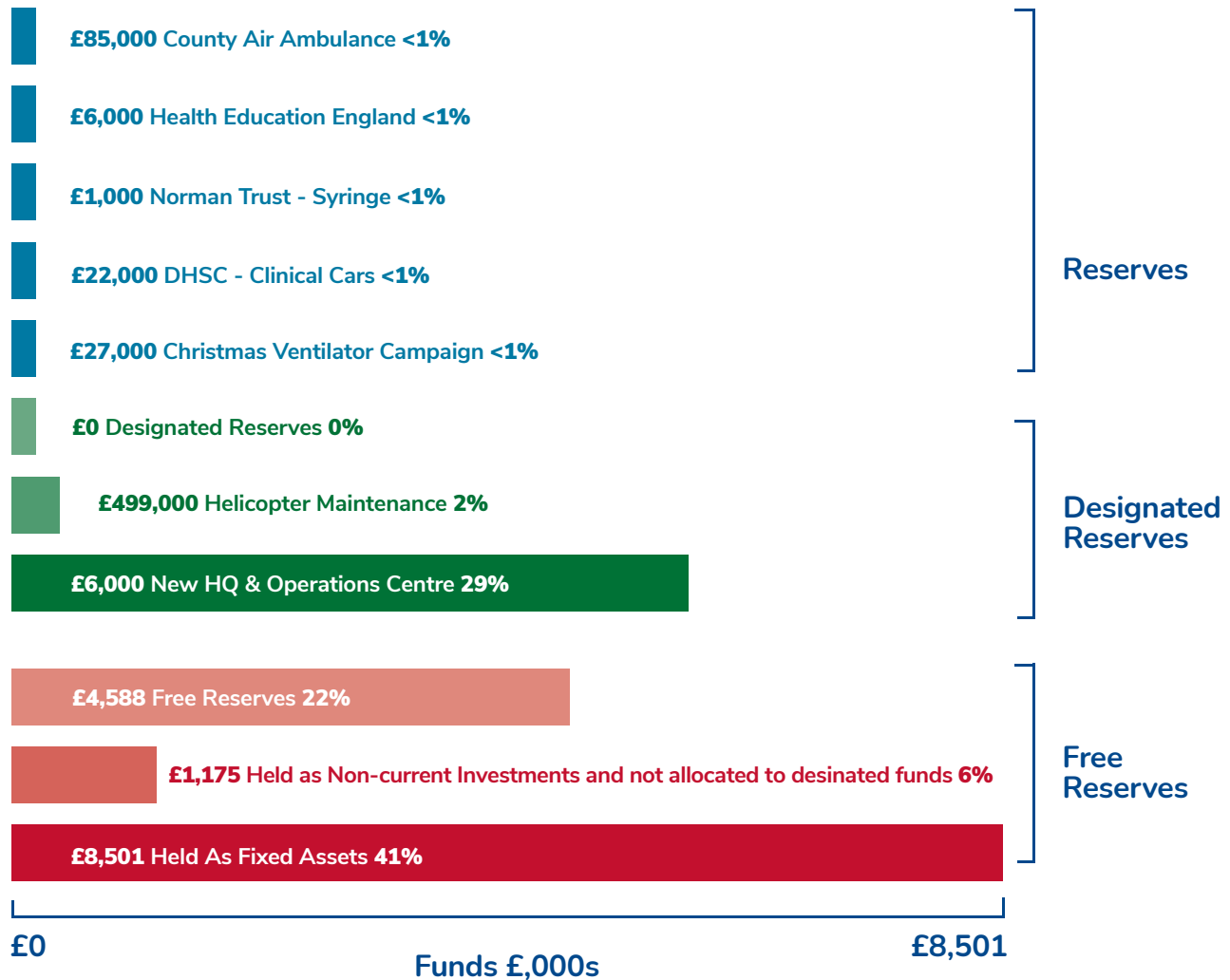


## Reserves

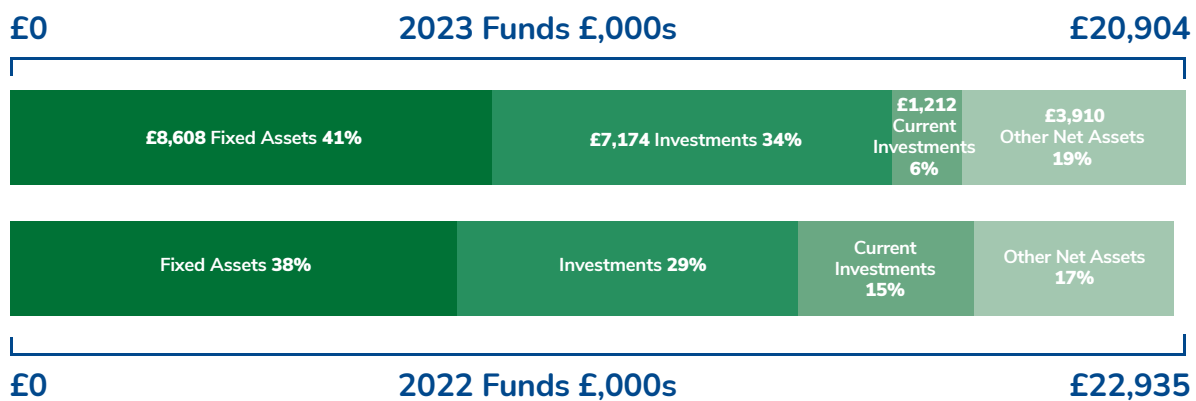
# 2023

## Total Reserves

### £20,904,000



## Assets





# 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 2022 and this is the first year when Crowe have been appointed as 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 year following a review of the revised Charity Commission guidance issued in the year. The objective 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 under constant review and 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 and 2023.

Investec were appointed in 2021 following their success in a highly competitive tender process supported by FCFP which was held as the previous manager had been in place for over five years.

## Investments

Investment gains of £354,000 in the year included £466,000 of unrealised gains partially offset by £112,000 of 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 which did improve in the final quarter.

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 £231,000 from £159,000, exceeding pre pandemic level of £165,000 received in 2019 and boosted by higher interest rates in the year.

## 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.

The review of the investment mandate and policy included obtaining details and information from Investec around their approach to ESG and a regular review of key metrics of the investments covering ESG risk ratings, emissions and sustainable development goals has reassured the Board that they have a suitable approach which is being applied. The policy itself does require Investec to have sufficiently robust asset-selection governance in place to ensure that companies/entities which are invested in employ reasonable ethical standards.

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.'

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

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**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.'**



### 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



Through **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. This has allowed networks across the Air Ambulance charities to blossom in recent years, with regular meetings taking place between Chairs and

environmental sustainability amongst numerous others. In addition, staff across DAA 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



services are tasked to the patients who most need the enhanced and critical care we provided.

CEOs as well as meetings covering finance, fundraising, people, risk, Information Technology and

us more support to make a greater impact on our charitable objectives.



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.

#### Related Parties

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

The digital review work was carried out by Cosmic and one of the joint CEO's of Cosmic, Julie Hawker, is also a Trustee of DAA. Julie was not involved at all in the tender which was carried out to appoint Cosmic and voluntarily stepped back from the Digital and

Technology Committee during this period to ensure clear separation between herself and the review which she had no involvement in. She was not involved in Board discussion regarding this review during the year and the Board are comfortable that this potential conflict of interest has been managed and any potential risks fully mitigated.

See note 11 on page 57 for more details.



# Governance

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.

A number of Special Resolutions were passed in 2009, 2016, 2017, 2019 and 2021 to ensure that the Articles of Association remained up-to-date, relevant and complete. The most recent change in early 2021 was to ensure that the Articles better reflected 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 & 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 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.

Once an expression of interest is received from a prospective Trustee, it is reviewed and the applicant invited to attend two separate meetings 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.

The Charity Board was strengthened during the year with three additional appointments while four Trustees departed in the year as they completed their terms, leaving a Board of eleven. The departure of Margaret Davies as she came to the end of her final term meant that William Matthewman was appointed as Chair. Margaret made a significant contribution to the development of DAA, helping steer the Charity through the restructuring of our governance approach to align the four main Board committees to the pillars, while overseeing significant growth and restructuring as well as the pandemic. During this challenging time Justin Wylie and Mark Williams were also key members of the Board who came to the end of their terms during 2023, and Dick Richardson also left the Board having made a tremendous contribution to the Charity on both the main Board and as a Chair of the Trading company. We are thankful for the contribution of these Trustees as well as all of our Trustees who contribute their not insignificant time and effort to guide the Charity.

There remains 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 ahead of future departures that will occur as terms come to an end.

## 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 DAA's Strategic Plan and the most current financial information contained within the Annual Report and Accounts which can be found on the Charity's website.

During the year new guidance has been drafted to improve the simplicity around the guidance which Trustees and Directors receive. Both Trustees and Directors come from a variety of backgrounds which strengthens cognitive diversity but will also have differing experiences and knowledge of approaches to governance. Trustees of the Charity not only have responsibilities as Trustees but also as Directors and members, so the new guidance is expected to give greater clarity in what can become a complex area.

New Trustees were also invited to individual briefing meetings with the Senior Leadership Team and other key employees within the Charity to learn more about their roles and responsibilities and individual business areas. New Trustees are also invited to visit the airbases to meet with aircrew and paramedics to see the operational delivery of the service at first hand.

In 2023, 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 considering what 'success' would look like over the medium term, the risks around this and ensuring the strategy remains aligned to it.



## Structure of the Organisation

The Board of Trustees administers the Charity and the committee structure mirrors the framework of the strategic plan and its four key areas of focus. 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.

Independent to these committees is an additional committee:

- **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

“

**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.**

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 meet 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.



**Above:** William Matthewman (Chair of Trustees & Treasurer) and Matthew Bell (Director of Public Engagement) address staff at the 2023 Away Day.  
**Below:** Ann Ralli (Life President)



## 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.



# Trustees & Trading Company Directors

## Trustees who served during 2023

- Margaret Davies (resigned 28 September 2023)
- William Matthewman
- Eleanor Adams (appointed 28 September 2023)
- Julie Hawker
- Victoria Burr
- Anthony Cramp
- Richard Davidson
- Dr Ross Hemingway
- Ann Holman
- Darrell Mann (appointed 28 September 2023)
- David Nicolson (appointed 28 September 2023)
- Dick Richardson (resigned 7 March 2023)
- Vicky Smiley
- Mark Williams (resigned 30 March 2023)
- Justin Wylie (resigned 30 March 2023)

## Trading Company Directors who served during 2023

- Ryan Bebbington (appointed 28 November 2023)
- Anthony Cramp
- Ross Hemingway
- Louise Lucas (appointed 28 November 2023)
- Jillian Nye (appointed 12 September 2023)
- David Prowse
- Dick Richardson (resigned 7 March 2023)
- Nic Steevenson
- Martin Bell (Executive Director)
- Matthew Bell (appointed 13 June 2023, Executive Director)
- Heléna Holt (CEO, Executive Director)
- Nigel Hare (Executive Director)
- David Hawes (Executive Director)
- Steve Rush (Executive Director)

## Trustees who served during 2023



Margaret Davies  
(resigned 28 Sept 2023)



William  
Matthewman



Eleanor Adams  
(appointed 28 Sept 2023)



Julie Hawker



Victoria Burr



Anthony Cramp



Richard Davidson



Dr Ross Hemingway



Ann Holman



Darrell Mann  
(appointed 28 Sept 2023)



David Nicholson  
(appointed 28 Sept 2023)



Dick Richardson  
(resigned 7 March 2023)



Vicky Smiley



Mark Williams  
(resigned 30 March 2023)



Justin Wylie  
(resigned 30 March 2023)





## Trading Company Directors who served during 2023



Ryan Bebbington  
(appointed 28 Nov 2023)



Anthony Cramp



Dr Ross Hemingway



Louise Lucas  
(appointed 28 Nov 2023)



Jillian Nye  
(appointed 12 Sept 2023)



David Prowse



Dick Richardson  
(resigned 7 March 2023)



Nic Steevenson



Martin Bell  
(Executive Director)



Matthew Bell  
(appointed 13 June 2023,  
Executive Director)



Helena Holt  
(CEO, Executive Director)



Nigel Hare  
(Executive Director)



David Hawes  
(Executive Director)



Steve Rush  
(Executive Director)



Reopening our South Molton shop in October 2023



# Principal Risks & 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.

Recent years have seen an increase in the number of significant risks identified in the more volatile environment and the most significant risks defined by the trustees are currently:

- a.** Pandemic: this remains a risk although infection rates and societal impact has dropped significantly since 2020 and 2021, and an increase in rates or emergence of a new pandemic would have a significant impact.
- b.** Impact on operational service due to challenges seen in the national health provision following the pandemic.
- c.** Inadequate level of reserves: insufficient cash or reserves in place to support the long term objectives of DAA.
- d.** Revenue risk: collapse of a significant revenue stream or combination of revenue streams could impact the ability for DAA to operate.

- e.** Insufficient insurance: insurance coverage not sufficient to meet significant insurance claim, particularly in relation to Covid-19 where the availability of insurance coverage is limited and no case law is yet in place.
- f.** 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.
- g.** Impact on staff on rising cost of-living.

While the visible daily presence of the pandemic is less significant than recent years, 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 including salaries has meant that this risk is likely to remain to a possibly fluctuating degree for a significant period.

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

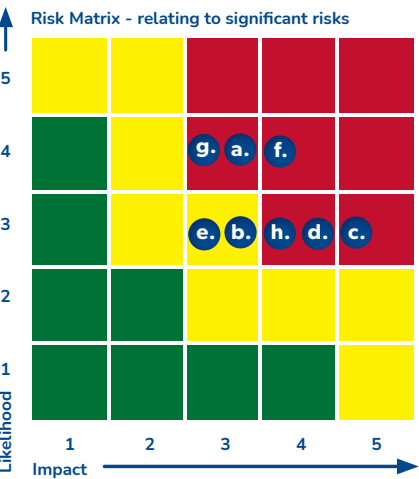
these elements, while embedding the recommendations of the digital review will be key in managing the other two factors.

Salaries, benefits and employment terms for our pilots are constantly being reviewed and information gathered from the market to ensure that pilot salaries remain competitive.

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.

A key supplier relationship 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.

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.



“ 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.



# 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 Crowe as auditors for the following year was proposed at the December 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:



**William Matthewman**

Chair of Trustees

Date: 24 March 2024





# Independent Auditor's Report to Trustees

## Opinion

We have audited the financial statements of Devon Air Ambulance Trust ('the charitable company') and its subsidiary ('the group') for the year ended 31 December 2023 which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, Charity Balance Sheet, Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- Give a true and fair view of the state of the group's and the charitable company's affairs as at 31 December 2023 and of the group's income and expenditure, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

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

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's or the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

## Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the

other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## Opinion on other matter prescribed by the Companies Act 2006

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

- The information given in the Trustees' Report, which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the Financial statements are prepared is consistent with the Financial statements; and
- The Strategic Report and the Directors' Report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

## Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report included within the Trustees' Report.

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

- Adequate and proper accounting records have not been kept; or
- The Financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

## Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement set out on page 47, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the Financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of Financial statements that are free from material misstatement, whether due to fraud or error.



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

### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below. A further description of our responsibilities for the audit of the Financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

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

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

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the Financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

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

Commission, General Data Protection Regulation (GDPR), Health and Safety legislation, taxation legislation and employment legislation.

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

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

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the Financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

### Use of our report

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



### Guy Biggin (Senior Statutory Auditor)

For and on behalf of

**Crowe U.K. LLP**

Statutory Auditor

4th Floor, St James House, St James Square  
Cheltenham, GL50 3PR

**Date: 12 June 2024**



# Consolidated Statement of Financial Activities

(incorporating Income & Expenditure Account) for the year ended 31 December 2023

		Unrestricted Funds 2023 £'000	Restricted Funds 2023 £'000	Total Funds 2023 £'000	Total Funds 2022 £'000
	Notes				
<b>Income</b>					
Donations and legacies	3	5,310	96	5,406	7,190
Trading activities:					
Retail operations	4	2,575	-	2,575	2,280
DAA Lottery	4	2,403	-	2,403	2,271
DAA Events	4	8	-	8	5
Investment income	5	231	-	231	159
Income from charitable activities	6	29	-	29	22
Other income	6	-	-	-	-
Loss Gains on foreign exchange		-	-	-	11
<b>Total income</b>		<b>10,556</b>	<b>96</b>	<b>10,652</b>	<b>11,938</b>
<b>Expenditure</b>					
Donations and legacies		1,445	-	1,445	1,121
Trading activities:					
Retail operations	4	2,456	-	2,456	2,056
DAA Lottery	4	657	-	657	538
DAA Events	4	18	-	18	16
Investment management costs	7	79	-	79	29
Expenditure on charitable activities	7	8,361	68	8,429	7,644
<b>Total expenditure</b>		<b>13,016</b>	<b>68</b>	<b>13,084</b>	<b>11,404</b>
Profit on disposal of fixed assets		47	-	47	916
Net gain/(loss) on investments		354	-	354	(733)
<b>Net income/(deficit) for the year</b>	<b>8</b>	<b>(2,059)</b>	<b>28-</b>	<b>(2,031)</b>	<b>717</b>
Transfers between funds		-	-	-	-
<b>Net movement in funds</b>		<b>(1,837)</b>	<b>28-</b>	<b>(1,809)</b>	<b>717</b>
Reconciliation of funds					
Total funds brought forward		22,822	113	22,935	22,218
<b>Total funds carried forward</b>		<b>20,763</b>	<b>141</b>	<b>20,904</b>	<b>22,935</b>

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 51 to 65 form part of these accounts.



# Consolidated Balance Sheet

As at 31 December 2023

	Notes	Group 2023 £'000	Group 2022 £'000	Company 2023 £'000	Company 2022 £'000
Fixed Assets					
Tangible assets	13	8,608	8,822	780	660
Investments	14	7,174	5,905	7,174	5,905
<b>Total Fixed Assets</b>		<b>15,782</b>	<b>15,513</b>	<b>7,954</b>	<b>7,351</b>
Current Assets					
Stocks	15	21	18	-	-
Debtors	16	4,548	4,057	11,382	10,926
Investments	14	563	3,534	563	3,534
Cash at bank and in hand	17	1,212	1,118	1,031	1,013
<b>Total Current Assets</b>		<b>6,344</b>	<b>8,727</b>	<b>12,976</b>	<b>15,473</b>
Liabilities					
Creditors falling due within one year	18	(1,222)	(1,305)	(1,039)	(895)
<b>Current assets less current liabilities</b>		<b>5,112</b>	<b>7,422</b>	<b>11,937</b>	<b>14,578</b>
<b>Net assets</b>		<b>20,904</b>	<b>22,935</b>	<b>19,891</b>	<b>21,929</b>
The funds of the Charity					
Restricted income funds	19	141	113	141	113
Unrestricted income funds					
General	19	14,264	17,337	13,251	16,331
Designated	19	6,499	5,485	6,499	5,485
<b>Total unrestricted income funds</b>		<b>20,763</b>	<b>22,822</b>	<b>19,750</b>	<b>21,816</b>
<b>Total Charity funds</b>		<b>20,904</b>	<b>22,935</b>	<b>19,891</b>	<b>21,929</b>

Approved by the Trustees of Devon Air Ambulance Trust on the 24 March 2024 and signed on its behalf



**William Matthewman**

Chair of Trustees

Date: 24 March 2024

Company registered number 03855746

The notes on pages 51 to 65 form part of these accounts.



# Consolidated Statement of Cash Flows

Year Ended 31 December 2023

	2023		2022	
	£'000	£'000	£'000	£'000
Net cash inflow/(outflow) from operating activities (note below)		(2,130)		3,470
Cash flows from investing activities:				
Income from current investments	82		22	
Dividends & interest from non-current investments	149		137	
Transfers to non-current investments			(1,000)	
Proceeds from sale of fixed assets	307		1,648	
Proceeds from sales of investments	1,625		3,293	
Purchase of investments	(1,754)		(4,812)	
Purchase of property, plant & equipment	(1,156)		(950)	
Net cash used in investing activities		(747)		(1,662)
(Decrease)/Increase in cash and cash equivalents in the year		(2,877)		1,808
Cash and cash equivalents 1/1/23		4,652		2,844
Cash and cash equivalents 31/12/23		1,775		4,652
Note				
Reconciliation of net cash inflow/(deficit) from operating activities				
Net (deficit)/income for the year	(2,031)		717	
Depreciation charges	1,109		1,172	
Loss/(Gains) on investments	(354)		733	
Gains on disposals of fixed assets	(47)		(916)	
Income from investments	(231)		(159)	
Transfers to non-current investments	-		1,000	
(Increase)/Decrease in stocks	(3)		15	
(Decrease)/Increase in creditors	(83)		209	
(Increase)/Decrease in debtors	(490)		699	
Net cash (outflow)/inflow from operating activities		(2,130)		3,470

	1 Jan 2023 £'000	Cash Flows £'000	31 Dec 2023 £'000
Analysis of cash and cash equivalents			
Cash in hand and at bank	1,118	94	1,212
Current investments	3,534	(2,971)	563
Total cash and cash equivalents	4,652	(2,877)	1,775

The notes on pages 51 to 65 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) Companies Act 2006 and the Charities 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 66. 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 EC 135 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 EC 135 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 generating an accounting profit of £876,000.

One of the engines in the remaining EC 135 was replaced in 2022 with a part exchange which resulted in a profit on disposal of £40,000. The remaining engine was replaced in 2023 and generated a profit on disposal of £47,000.

### 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.

Net income of a £1,809,000 deficit (2022 surplus £717,000) was attributable to the Charity for the year. The Charity has also taken advantage of the exemption available to a qualifying entity in FRS 102 from the requirement to present a charity only Statement of Cash Flows and certain disclosures about the Charity's financial instruments within the consolidated financial statements.

### 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 4 to 45. 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 EC 145 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.

All other funds are unrestricted income funds.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the Financial Statements.

### Pensions

The Charity makes a contribution of 6% of salary for each employee to a personal pension scheme which is compliant

### 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 2022 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 EC 135 was replaced in 2022 as part-exchange for a new engine, generating a gain on disposal of £40,000 with the remaining engine replaced in 2023 with a gain on disposal of £47,000

### 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 five restricted income funds to account for situations where a donor requires that a donation must be spent on a particular purpose.

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 with unusual economic conditions of 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 2024 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 2023 £'000	Total Funds 2022 £'000
Donations including legacies				
Legacies	3,699	-	3,699	5,639
Donations incl. 'in memory' and anniversaries	1,179	96	1,275	618
Regular giving schemes	110	-	110	84
Charitable Trust donations	101	-	101	103
Government COVID support grants	-	-	-	317
Funds raised by community groups	108	-	108	623
Schools and youth organisations	-	-	-	3
Box and street collections	113	-	113	120
<b>Total donations and legacies</b>	<b>5,310</b>	<b>96</b>	<b>5,406</b>	<b>7,190</b>

In 2022 none of Funds raised by Donations were restricted.

At the end of the year we have been notified of 77 estates where we have been named as beneficiaries but lack the certainty of receipt and valuation to recognise the income. The majority of these estates lack sufficient valuation information but four estates have an estimated value but not sufficient certainty of receipt – these three total £3275,000.

## 4. Trading Activities

	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds 2023 £'000	Total Funds 2022 £'000
Shops & Merchandise Trading				
Sales	2,575	-	2,575	2,280
Overheads and expenses	2,170		2,170	1,795
Support costs	286		286	261
	2,456	-	2,456	2,056
Contribution to the Charity's funds	119		119	224
Lottery				
Sales	2,403	-	2,403	2,271
Prizes	106	-	106	111
Overheads and expenses	394	-	394	416
Support costs	157	-	157	11
	657	-	657	538
Contribution to the Charity's funds	1,746		1,746	1,733
Total trading income	4,978	-	4,978	4,551
Total trading expenditure	3,113	-	3,113	2,594
Total trading contribution	1,865	-	1,865	1,957

In 2022 none of the income or expenditure related to restricted funds.

DAA 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. DAA events have generated £8,000 (2022: £5,000) at a cost of £16,000 in the year (2022: £16,000 cost).

## 5. Investment Income

	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds 2023 £'000	Total Funds 2022 £'000
Bank deposit accounts	82	-	82	22
Income from investments	149	-	149	137
	231	-	231	159

## 6. Income from Charitable Activities & Other Income

Income from charitable activities in 2023 related to income from research work and training revenue.

Income from charitable activities in 2022 related to a live simulation clinical education event.



## 7. Total Resources Expended

	Donations £'000	Community Fundraising £'000	DAA Events £'000	Shops £'000	Lottery £'000	Heli Costs £'000	Investm Costs £'000	2023 £'000	2022 £'000
Costs directly allocated to activities									
Charitable activities	-	-	-	-	-	8,070	-	8,070	7,302
Direct fundraising	-	-	-	-	-	-	-	-	12
Events	-	-	-	-	-	-	-	-	28
Retail dept selling & premises	2	1	-	811	-	5	-	819	699
Retail dept staff related	-	-	-	1,360	-	-	-	1,360	1,096
DAA lottery prizes	-	-	-	-	106	-	-	106	111
DAA lottery selling & admin	-	-	-	-	393	-	-	393	416
Volunteer support and expenses	6	47	1	29	-	-	-	83	50
Fundraising department	65	74	2	2	19	8	-	170	64
Fundraising dept staff related	186	202	7	6	48	30	-	479	382
Legacy costs	34	1	-	-	14	-	-	49	26
PR & marketing dept	151	77	1	10	2	100	-	341	282
Investment management costs	-	-	-	-	-	-	52	52	8
Support costs allocated to activities									
Staff related	269	183	5	171	30	64	20	742	759
HQ premises	18	9	1	19	2	48	2	99	58
IT, communications & equipment	36	15	-	7	6	65	-	129	112
Insurances	13	11	-	23	7	-	-	54	13
Finance	23	15	-	13	4	39	5	99	32
Non-recoverable VAT	1	6	-	-	26	-	-	33	(96)
Legal & professional fees	-	-	-	6	-	-	-	6	50
<b>Total expenditure</b>	<b>804</b>	<b>641</b>	<b>18</b>	<b>2,456</b>	<b>657</b>	<b>8,429</b>	<b>79</b>	<b>13,084</b>	<b>11,404</b>

£68,000 of the expenditure on charitable activities in 2023 related to restricted expenditure (2022: £108,000).

## 8. Net Income for the Year

	2023 £'000	2022 £'000
a) Net income for the year is stated after charging:		
Operating leases – vehicles	36	39
Operating Leases - property	475	414
Depreciation	1,109	1,172
Gains/(Losses) on foreign exchange	-	11
Auditor's remuneration – audit services	15	9
Auditor's remuneration – Non-audit services	16	6

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

### a) Staff Costs

	2023 £'000	2022 £'000
Wages and salaries	5,970	5,236
Social security costs	607	562
Pension costs	473	435
Total staff costs	7,050	6,233

During the year 38 employees were paid £60,000 or more (2020: 38, 4 in the Trust and 34 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:

	2023	2022
£60,001 - £70,000	23	15
£70,001 - £80,000	8	17
£80,001 - £90,000	4	3
£90,001 - £100,000	3	1
£100,000 - £110,000	-	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 £248,932 (2022 - £214,996) was paid into the Scheme by the Trust and £104,505 (2022 - £88,366) by the employees. A balance of £30,132 (2022 - £25,936) 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 £224,613 (2022: £220,440) was paid into the Scheme by the Trust and £193,765 (2022: £192,319) by the employees during the year. The year-end balance payable to the NHS scheme was £35,600 (2022: £33,871).



## b) Trustee Remuneration and Expenses

During the year the Charity Trustees received no (2022: none) remuneration or expenses from the Trust or its subsidiary.

During the year the charity paid indemnity insurance totalling £7,059 (2022 - £6,835).

## 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 £391,274 (2022: £581,431).

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 £1,000,258 (2022: £826,235).

## 10. Staff Numbers

The average monthly head count was 158 staff (2022: 159 staff) and the average monthly number of full-time equivalent employees during the year were as follows:

	2023 Number FTE	2022 Number FTE	2023 Number Head Count	2022 Number Head Count
Administration	23	24	26	28
Charity shops	41	40	47	48
Fundraising and other charitable work	20	18	22	20
Operational staff employed in Trading Company	51	48	63	64
	135	130	158	160

By the end of 2023 we had 691 registered volunteers (2022: 738).

## 11. Related Party Transactions

Nicola Steevenson is a non-executive Director of the Trading Company and has also been employed by the Trading Company through Human Performance Solutions to carry out Crew Resource Management training in the year. A total of £400 plus VAT was invoiced in 2022. These were deemed to be captured by intermediaries legislation and payment was made through the payroll system with tax deducted. In 2023 payments of £400 were made through payroll.

A review of our digital capabilities has been contracted with Cosmic, a trading name of Project Cosmic. Trustee Julie Hawker is the joint CEO and a Director of Project Cosmic. The cost of this work is £26,500 and the work was awarded to Cosmic following a tender process. Julie Hawker was not involved in this tender process for either Devon Air Ambulance or Cosmic, is not part of the steering group which oversees the project and has temporarily stepped back from her role on the Digital & Technological Committee while the project is carried out. There was no balance outstanding at the year-end.

## 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
<b>COST</b>					
At 1 January 2023	13,257	393	265	1,198	15,113
Additions	859	98	35	164	1,156
Disposals	(826)	-	-	-	(826)
<b>At 31 December 2023</b>	<b>13,290</b>	<b>491</b>	<b>300</b>	<b>1,362</b>	<b>15,443</b>
<b>DEPRECIATION</b>					
At 1 January 2023	5,095	301	239	656	6,291
Charge for the year	932	53	18	106	1,109
On disposals	(565)	-	-	-	(565)
<b>At 31 December 2023</b>	<b>5,462</b>	<b>354</b>	<b>257</b>	<b>762</b>	<b>6,835</b>
<b>NET BOOK VALUE</b>					
At 31 December 2023	7,828	137	43	600	8,608
At 31 December 2022	8,162	92	26	542	8,822

During **2023**  
we attended  
**29** agricultural  
incidents



## 13. b) Tangible Fixed Assets - Company

	Equipment £'000	Fixtures & Fit- tings £'000	Leasehold Property £'000	Total £'000
COST				
At 1 January 2023	393	263	1,193	1,849
Additions	98	35	164	297
Disposals	-	-	-	-
At 31 December 2023	491	298	1,357	2,146
DEPRECIATION				
At 1 January 2023	301	237	651	1,189
Charge for the year	53	18	106	177
On disposals	-	-	-	-
At 31 December 2023	354	255	757	1,366
NET BOOK VALUE				
At 31 December 2023	137	43	600	780
At 31 December 2022	92	28	540	660



## 14. Investments - Group & Company

	2023 £'000	2022 £'000
Fixed asset investments		
Investments at market value		
At 1 January	6,691	5,905
Additions	1,755	4,812
Disposals	(1,625)	(3,293)
Unrealised (loss)/gain	465	(659)
Realised gain/(loss)	(112)	(74)
At 31 December	7,174	6,691
Current asset investments		
HSBC Deposit Account	23	1,019
Santander 95 day notice account	540	1,012
Barclays 32 day notice account	-	1,003
Natwest 6 month deposit	-	500
	563	3,534

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:

	2023 £'000	2022 £'000
Fixed assets	7,825	8,158
Current assets	1,328	1,179
Current liabilities	(3,738)	(2,953)
Long term loan	(4,400)	(5,380)
Aggregate share capital and reserves	1,015	1,004
A summary of its results is as follows:		
Turnover	9,219	8,070
Expenditure	(8,425)	(7,338)
Profit on disposal of fixed asset	47	917
Profit/(loss) for the year	841	1,649
Amount gift aided to the Charity	(830)	(785)





During the year Devon Air Ambulance Trading Company Limited charged £9,190,474 (2022: £8,049,098) to the charity for the service provision. The charity charged £506,465 (£283,045) to the Trading Company in relation to interest on intercompany loans and a management charge of £486,000 (2022: £403,968). These balances have been eliminated on consolidation.

## 15. Stock

	Group 2023 £'000	Group 2022 £'000	Company 2022 £'000	Company 2022 £'000
Stock	21	18	-	-

## 16. Debtors - Current

	Group 2023 £'000	Group 2022 £'000	Company 2023 £'000	Company 2022 £'000
Legacies receivable	3,416	3,026	3,416	3,026
Other debtors	379	299	34	29
Prepayments	753	729	370	329
LIBOR income	-	3	-	3
DAA Trading Co Ltd (due within one year)	-	-	3,162	1,659
DAA Trading Co Ltd (due after more than one year)	-	-	4,400	5,880
	4,548	4,057	11,382	10,926

## 17. Cash at Bank & In Hand

	Group 2023 £'000	Group 2022 £'000	Company 2023 £'000	Company 2022 £'000
HSBC bank accounts	786	836	605	731
National Westminster	321	100	321	100
Santander	7	53	7	53
Barclays	6	-	6	-
Investment Manager account	92	129	92	129
	1,212	1,118	1,031	1,013

## 18. Creditors: Amounts Falling Due Within 1 Year

	Group 2023 £'000	Group 2022 £'000	Company 2023 £'000	Company 2022 £'000
Trade creditors	312	225	128	27
Lottery entry monies received in advance	219	208	219	208
Taxation and Social Security	66	57	66	57
Other creditors	168	174	168	174
Accruals	457	641	67	47
DAA Trading Company Ltd	-	-	391	382
	1,222	1,305	1,039	895

## 19. Analysis of Funds - Group

	Balance at 1 January 2023 £'000	Incoming Resources £'000	Resources Expended & Losses £'000	Transfers £'000	Balance at 31 December 2023 £'000
Unrestricted income funds					
Designated funds <sup>†</sup> :					
Helicopter Maintenance	485	-	-	14	499
New Airbase	5,000	-	-	1,000	6,000
	5,485	-	-	1,014	6,499
General funds	17,337	10,957	(13,016)	(1,014)	14,264
Total unrestricted funds	22,822	10,957	(13,016)	-	20,763
Restricted income funds <sup>‡</sup> :					
County Air Ambulance	-	95	(10)	-	85
Health Education England	6	-	-	-	6
DHSC – Clinical Cars	76	-	(54)	-	22
Christmas Campaign for ventilators	27	-	-	-	27
South West Water -fogging machines	4	-	(4)	-	-
Norman Trust - Syringe	-	1	-	-	1
	113	96	(68)	-	141
	22,935	11,053	(13,084)	-	20,904

### <sup>†</sup>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 expected cost of building a new operations centre, less the expected funds that can be raised in relation to it.

#### General

The available reserves after allowing for all designations.



**†Description, nature and purpose of restricted funds****County Air Ambulance**

County Air Ambulance provided funding of £95,000 in the year towards two critical care cars which were purchased and fitted out by the Charity. This fund is being decreased by the associated depreciation charge.

**Health Education England**

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

**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.

**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.

**The Norman Trust**

The Norman Trust donated £1,200 to fund the purchase of a new syringe driver.

**Analysis of Funds - Group 2022**

	Balance at 1 January 2022	Incoming Resources	Resources Expended & Losses	Transfers	Balance at 31 December 2022
	£'000	£'000	£'000	£'000	£'000
Unrestricted income funds					
Designated funds † :					
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
Essex Trust	11	-	(25)	-	11
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



## 20. Analysis of Net Assets Between Funds – Group

	General Reserves	Designated Funds	Restricted Funds	Total at 31 December 2023
	£'000	£'000	£'000	£'000
Fixed Assets	8,501	-	107	8,608
Investments	1,238	6,499	-	7,737
Bank Fixed Term Deposit Accounts	1,178	-	34	1,212
Current Assets	4,569	-	-	4,569
Current Liabilities	(1,222)	-	-	(1,222)
Liabilities due after more than 1 year	-	-	-	-
	14,264	6,499	141	20,904

## 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

## 21. Operating Lease Commitments

	Land & Buildings 2023	Other Items 2023	Land & Buildings 2022	Other Items 2022
	£'000	£'000	£'000	£'000
Operating leases which expire:				
within one year	360	38	324	22
within two to five years	858	67	520	14
after more than five years	162	-	11	-
	1,380	105	855	36



## 22. Financial Instruments

	Group 2023 £'000	Group 2022 £'000	Company 2023 £'000	Company 2022 £'000
Financial assets measured at fair values through profit and loss	8,011	10,019	15,186	17,298
Financial liabilities measured at amortised cost	699	607	906	791

### Patient Story

## Alfred's double trouble!

When Jennie and her partner Phil received the call that their son Alfred had had an accident, their hearts sank. Knowing he was in pain and they weren't by his side; luckily, the Devon Air Ambulance critical care team and the staff at the Royal Devon & Exeter hospital were soon on hand to make sure Alfred received the best possible treatment and care for his injuries.

In October 2022, twelve-year-old Alfred went out for the day with his Nanny and his younger brother. They went to Eggesford Forest and found themselves thoroughly enjoying the park. Alfred was gaining height on a swing when suddenly he fell to the ground. It was immediately clear that Alfred was in intense pain and needed urgent medical care, his Nanny swiftly called 999.

Within minutes, Devon Air Ambulance's North Devon crew had been scrambled and were flying to Alfred's aid. There was no room to land nearby as dense forest surrounded him so pilot Rob landed in a nearby field. Once cleared to depart the helicopter, one of the critical care team threw the 17kg Emergency Response Bag over his shoulder and took off at a sprint to find the young patient. Alfred's grandfather headed to

the helicopter and aided the rest of the crew with 4x4 transfers to the scene in his truck.

The crew treated Alfred for his pain and identified that he had sustained bilateral wrist fractures so stabilised him and prepared him for a journey to the RD&E hospital via land ambulance. Because Alfred was in the forest, our crews worked alongside HART (Hazardous Area Response Team) to safely extract Alfred from the scene to where the land ambulance was waiting.

Our Advanced Paramedic in Critical Care, Glenn Birtwistle travelled with Alfred to hospital via the land ambulance to continue his care along the route. Upon arrival and following further assessment, Alfred received surgery for his injuries and



was very well looked after by the hospital staff.

Alfred recovered well, with his plaster removed just in time for Christmas! His mum Jennie now tells us that Devon Air Ambulance is the 'chosen charity for life' in their household.

### Alfie's mum told us how much it meant to have Devon Air Ambulance crew come to Alfred's side:

"I feel extremely thankful to Devon Air Ambulance, not just for the medical care they gave Alfred, but the emotional support they showed to his younger brother Herbie and their Nanny when they arrived. Their kindness, empathy and calmness at the scene was a great strength to all involved. We will all be forever grateful. To show my personal appreciation for the help they gave us that day, I'm running the Exeter half Marathon in May to raise funds which might help another family like ours and give them the same peace of mind that we had when the Devon Air Ambulance crew arrived."



# Legal & Administrative

Information for the year ended 31 Dec 2023

## Life President

Ann Ralli

## Patrons

Mary King MBE

Lady Penny Mountbatten

Jennie Bond

David FitzGerald

Adam Isaac

Sam Hill

## Trustees who served during the year

Margaret Davies (Chair, resigned 28 Sept 2023)

William Matthewman (Chair & Treasurer)

Julie Hawker (Vice Chair)

Eleanor Adams (appointed 28 Sept 2023)

Victoria Burr

Anthony Cramp

Richard Davidson

Dr Ross Hemingway

Ann Holman (Chair ●)

Darrell Mann (appointed 28 Sep 2023)

David Nicolson (appointed 28 Sept 2023)

Dick Richardson (resigned 7 March 2023)

Vicky Smiley (Chair ●)

Mark Williams (Chair ●)

Justin Wylie (resigned 30 March 2023)

## Committees served:

- Financial Growth & Sustainability Committee
- People, Talent & Culture Committee
- Environmental, Sustainability & Stewardship Committee
- Digital & Technological Committee
- DAATCL Board
- Audit committee

## Senior Leadership Team

Heléna Holt

Chief Executive

Martin Bell

People, Talent & Culture Director

Matthew Bell

Public Engagement Director

Nigel Hare

Operations Director &

Registered Manager

David Hawes

Finance & Infrastructure Director

Steve Rush

Flight Operations Director

## Principal Address & 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

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## Getting In Touch

### Devon Air Ambulance Trust

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Exeter EX4 8NS

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DAAT.org



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 01803842893

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## Devon Air Ambulance Trust

A company limited by guarantee no.03855746  
A registered Charity no.1077998