# LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE

England & Wales · Charity number 1098364

## Details

| | |
|---|---|
| **Other names** | LIVES |
| **Status** | Registered |
| **Legal form** | Charitable company |
| **Company number** | 04680981 |
| **Registered** | 2003-07-04 |
| **Register** | View on the Charity Commission register |

## Contact

| | |
|---|---|
| **Address** | Lives<br>UNITS 5-8 Birch Court<br>Boston Road Industrial Estate<br>Horncastle<br>Lincolnshire<br>LN9 6SB |
| **Phone** | 01507 525999 |
| **Email** | info@lives.org.uk |
| **Website** | www.lives.org.uk |

## Activities

**Objects:** THE PROVISION OF IMMEDIATE MEDICAL CARE TO ANY PERSON INJURED IN ANY ACCIDENT OR INVOLVED IN ANY MEDICAL EMERGENCY IN THE AREA OF LINCOLNSHIRE, NORTH EAST LINCOLNSHIRE OR ANY AREA REASONABLY CLOSE THERETO. TO ADVANCE THE PRINCIPLES OF PRE-HOSPITAL EMERGENCY CARE ON A NATIONAL BASIS; PROVIDING ADVICE AND GUIDANCE IN ALL ASPECTS OF SUCH CARE; INCLUDING DELIVERY OF TRAINING AND PROVISION OF APPROVED EMERGENCY EQUIPMENT WHEN REQUESTED TO DO SO.

**Activities:** Provide immediate medical care to any person injured in a accident or involved in any medical emergency in the area of Lincolnshire, North East Lincolnshire or any area reasonably close to. Advance the principles of Pre-Hospital Emergency Care on a national basis;providing advice and guidance in all aspects of such care;including delivery of training and provision of approved emergency equipment.

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## Classification

- **How:** Provides Human Resources, Provides Services
- **What:** General Charitable Purposes, Education/training, The Advancement Of Health Or Saving Of Lives
- **Who:** The General Public/mankind

## Geography

- **Area of benefit:** LINCOLNSHIRE AND NORTH-EAST LINCOLNSHIRE AND SURROUNDING AREA
- Lincolnshire

## Finances

| Period end | Income | Expenditure | Assets | Employees |
|---|---|---|---|---|
| 2025-03-31 | £4,036,092 | £4,146,986 | £1,394,769 | 88 |
| 2024-03-31 | £3,868,996 | £4,091,601 | £1,505,253 | 102 |
| 2023-03-31 | £3,735,162 | £3,650,298 | £1,713,025 | 100 |
| 2022-03-31 | £3,675,681 | £3,462,495 | £1,636,967 | 96 |
| 2021-03-31 | £3,149,912 | £2,473,389 | £1,408,755 | 62 |

## Trustees

| Name | Role | Appointed |
|---|---|---|
| **Hilary Gibb** | Chair | 2020-10-19 |
| Andrew Gordon Brooks | | 2022-08-12 |
| Catherine Hobson | | 2025-10-20 |
| Dr KIKI STEEL | | 2024-10-12 |
| Natalie Golledge | | 2025-10-20 |
| Sean Taylor | | 2025-10-20 |

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**LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE**

England & Wales - Charity number 1098364

# Accounts

Docusign Envelope ID: CC9E9C4D-7429-4322-B2B2-91039463477F

**Registered number: 04680981**
**Charity number: 1098364**

# LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE

**(A Company Limited by Guarantee)**

## GROUP TRUSTEE'S REPORT AND FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 MARCH 2025

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**LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE**
**(A Company Limited by Guarantee)**

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**LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE**
**(A Company Limited by Guarantee)**

# TRUSTEES' REPORT
# FOR THE YEAR ENDED 31 MARCH 2025

The Trustees present their annual report together with the audited financial statements of the charitable company for the 1 April 2024 to 31 March 2025. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the group and the charitable company qualify as small under section 383 of the Companies Act 2006, the Group Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Lincolnshire Integrated Voluntary Emergency Service (LIVES) is the charity that delivers an emergency response to the people of Lincolnshire when they are suffering a 999 medical emergency.

The geography and infrastructure of the greater Lincolnshire area creates challenges for delivering a timely and skilled response to medical emergencies that reduces suffering and saves lives. LIVES exists to help address these challenges.

We bring people, skills, equipment and knowledge to people suffering a medical emergency in Lincolnshire, be they ill or suffering traumatic injuries. LIVES exists because our county is rural, our infrastructure is sparse, and yet our people suffer the same medical and traumatic emergencies every day as those living in cities or urban areas. We believe that no one in our county should suffer poorer outcomes from a medical emergency just because they live or work far from the healthcare facilities they need.

Last year, LIVES' volunteer emergency responders dedicated more than 50,000 hours to supporting their Lincolnshire communities and were deployed to 3,046 medical emergencies. For more than 84% of the jobs we attend our Community First Responders arrived before the ambulance. Our Community Emergency Medicine and Falls teams attended over 6,700 patients. LIVES educators taught lifesaving skills to 3,840 people across a wide range of community and business settings and our Community CPR champions taught more than 1,650 people a life-saving skill.

The service is provided free at the point of need, to anyone in Lincolnshire, resident or visitor, based on clinical need.

## Objectives and activities

### a. Policies and objectives

Charities are required to demonstrate how they provide a benefit to the public.

LIVES delivers benefit to the public in the relief of injury or illness by facilitating and delivering rapid response and treatment of those suffering a medical emergency or traumatic injury. This benefit is available to any member of the public in Lincolnshire and areas nearby whether they are residents or visitors, and access to the service is based solely on patient need.

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

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**Objectives and activities (continued)**

**b. Vision, mission and charitable aims**

Our vision is that no person should suffer unnecessarily as a result of their illness, injury or their rural location.

Our mission is to provide equality and excellence of care to any person who suffers an emergency medical problem or injury within Lincolnshire.

Our charitable aims, as set out in our Memorandum of Association are to:

(A)
Provide immediate medical care to any person injured in any accident or involved in any medical emergency in the area of Lincolnshire, North Lincolnshire, North East Lincolnshire or any area reasonably close thereto

(B)
Advance the principles of Pre-Hospital Emergency Care on a national basis; providing advice and guidance in all aspects of such care; including delivery of training and provision of approved emergency equipment when required to do so

(C)
Obtain, collect and receive money and funds that arise from the national furtherance of LIVES objects

**c. Values**

**Integrity** – Our strength comes from working together and upholding shared values. We do the right thing, even when it's difficult.

**Community** – This is where we're from, we're in this together. We're all united around a common purpose; to support the communities in which we all live.

**Excellence** – We strive to be the best we can in everything we do and to give all of our people an equal opportunity to grow and flourish.

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**Objectives and activities (continued)**

**d. Strategic overview - It takes a team to save a life**

If an individual suffers a medical emergency in our county, we should be equipped to protect their safety and maximise positive medical outcomes. Whatever it takes.

It's the basis upon which LIVES was built in the past and it will always inform our plans for the future.
When location or geography makes it more difficult to access emergency healthcare, we will be there to deliver pre-hospital emergency medicine excellence, wherever it's needed.

Our current strategy was developed in 2020 with five priority areas are:

**1. Understand our impact**
We know we make a difference but measuring that is sometimes difficult. We will improve our data collection and adopt new measures to demonstrate the difference we make. We will work with research partners to build an evidence base for the effectiveness of our emergency response activity. We will use this information to continuously improve the quality of care that we deliver to people in our communities.

**2. Grow our presence**
We want every community in Lincolnshire to have access to our emergency response. We will increase the number of LIVES responders in operation across Lincolnshire, with targeted recruitment in areas where there is less coverage. We will invest in the skills of these responders so they can meet the needs of their community. And we will identify opportunities to use our skills in different ways to support people in medical need.

**3. Focus on quality**
We strive to excel at everything that we do. Our work is always based on evidence and we focus on delivering quality service and care – in our clinical activity, our training and the knowledge that we provide. We inspire and encourage all our people to be the best that they can be, at their chosen level.

**4. Sustain our growth financially**
We will develop and consolidate income streams that support the charity to deliver our aims. We will ensure that we have adequate reserves to weather unpredictable circumstances. And we will be transparent with our supporters, customers and funders, so they are clear on how we spend the funds that they trust us with.

**5. Achieve the highest levels of governance excellence**
Doing the right thing is important to us, even when that is difficult. We will maintain robust and structured processes, in both clinical and charity governance. We will ensure that we are compliant with all regulatory requirements and that we are a model of best practice, in both leading volunteers and delivering prehospital emergency medicine.

LIVES is undertaking a strategic review ahead of launching a new five-year strategy in late 2025 that will guide the charity through the remainder of the decade. We are mindful that the communities in which we operate are evolving, and this includes the health system that we are a part of. Recent years has seen the introduction of Integrated Care Boards and recently announced changes to the structure of NHS England and the remit of the ICBs, as well as the NHS 10-year plan will have an impact on the environment in which we operate. It is in this context that we are reviewing our strategy. The review will identify the opportunities which LIVES will take to make a difference to the people of Lincolnshire through emergency response and through life-saving education. Ultimately our focus remains on saving lives.

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## Achievements and performance

### a. Achievements of the charitable group

During 2024/25 we have delivered lifesaving and life-enhancing care to patients and communities across Lincolnshire. We are pleased to share these achievements with you.

**Community & Volunteers**

LIVES Responders are ordinary people, doing extraordinary things. They often come to us with little or no previous medical experience, just a willingness to learn life-saving skills and give up some of their time to be there to respond to calls for help in their community. They're trained and equipped to deal with a range of serious and often life-threatening medical incidents.

This year LIVES Community First Responders made themselves available to attend emergencies for more than 50,000 hours and were deployed to 4,025 jobs. This is a reduction on previous years which is reflective of changes in the deployment model implemented by East Midlands Ambulance Service. This in no way detracts from the very valuable contribution that every LIVES Responder makes to their community. We value the time that each volunteer contributes and support their decisions about how to best use this time.

Community First Responders focus on 'doing the basics well' often being the first to arrive on scene and deliver lifesaving interventions until more specialist resources arrive. During 2024/25 Community First Responders were first on scene at 84.4% of all jobs they attended. This is consistent with previous years and not surprising because Responders typically live and work in the communities in which they respond. The top five patient calls attended by LIVES Community First Responders were breathing problems, chest pain, falls, cardiac arrest, and sick person.

Recruitment of Community First Responders remains a key priority with a positive response to recruitment efforts. We have recruited 40 new volunteers this year and have capacity to recruit up to 140 new CFRs each year subject to funding. A reduction in funding from NHS Lincolnshire ICB will likely result in a significantly smaller numbers of volunteers being recruited and trained in the coming year.

LIVES Medic responders are healthcare professionals who are typically employed in the NHS or air ambulance roles and choose to volunteer for LIVES alongside this. We currently have 21 healthcare professionals volunteering as medic responders, a level broadly akin to the skillset of an ambulance paramedic. No new Medic Responders were recruited in 2024/25.

We differentiate between the skillset of our volunteer medic responders and our critical care responders who deliver the very highest levels of pre-hospital interventions. 2024/25 was a difficult year for this small but effective team who were restricted in the skills that they could deliver to patients due to protracted negotiations with East Midlands Ambulance Service. From January 2024 East Midlands Ambulance Service required LIVES to restrict the scope of practice of LIVES critical care responders to that of a specialist paramedic as part of a contract review process. This has meant that there are some interventions that LIVES medics would usually deliver to patients that we have been unable to deliver, and that some of our critical care responders have chosen not to respond during this time. These were resolved in April 2025 and we thank our dedicated critical care responders for their patience and dedication while we worked through this difficult time. In spite of the restrictions these volunteer responders were allocated to 284 jobs. The five most common call types for these volunteers were cardiac arrest, traffic/transport accidents, traumatic injuries, unconscious patients and falls.

In 2025 we have completed our programme to replace our estate of defibrillators and advanced life support monitors with state-of-the-art units manufactured by Zoll. The total cost of this programme was £750,000 and is funded by grants and donations from community groups for which we are immensely grateful. To date we have rolled out 118 AEDs to our Community First Responders and 14 advanced life support monitors to our Critical Care Responders. The new defibrillators have a number of advantages including providing coaching and feedback to the individual carrying out CPR, and standardising defibrillator consumables across the charity, therefore reducing the need to hold different manufacturers supplies. Most importantly, all data relating to an incident is captured and stored electronically via WiFi and able to be reviewed, audited and provided to healthcare professionals to guide future treatment for the patient.

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**Achievements and performance (continued)**

**Community Emergency Medicine**
Community emergency medicine is an emerging area of response and LIVES is at the forefront of delivering innovative response models that meet the needs of Lincolnshire.

Unlike many of our other response teams, the CEMS Clinicians are not volunteers, they're paid healthcare professionals, many of whom are senior in their fields of expertise which may be the emergency department, general practice or ambulance service. They're empowered by LIVES to make a judgement call as to which call-outs they attend, based on clinical need and the direct benefit to both the patient and the health service as a whole. They have access to Ambulance Service and GP systems that allow them access to information to assess the patient's need, and to make referrals to other healthcare professionals.

The CEMS team saw 3,287 patients this year, an increase of 39% from the previous year. 74% of these patients avoided A&E, either through staying at home or being referred for appropriate onward care during this episode. 28% of patients were discharged by a CEMS crew with no further healthcare intervention required, with the remainder being referred to other community health resources. CEMS particularly targets complex patients who may be able to be kept at home through advanced diagnostics and treatments, however there will always be a proportion of patients that require admission to hospital. This team continues to develop new ways of working in the emerging field of community emergency medicine. These experienced clinicians are having a positive impact in the service, both in increasing the number of patients seen, and also in their enthusiasm for innovation and new approaches to delivering care. In 2025 the CEMS leadership were invited to meet with NHS England and the Department of Health & Social Care and other community emergency medicine services to discuss the opportunities to develop the services nationally including the development of a common dataset.

The Falls Response service was deployed to 3,435 patients this year, an increase of 70% from the previous year that can be attributed to an emphasis on effective deployment of the Falls crews to patients in need. The LIVES Falls Response service are the only service commissioned by NHS Lincolnshire ICB to attend all levels of falls, from non-injury falls to the most injured patients. The emphasis of this team is in getting to any patient who has fallen with any injury and getting the patient off the floor rapidly, and in doing so reducing impact for the patient of a 'long lie'. This is a change in emphasis from the previous attendance at non-injury falls only. Around 40% of patients attended are referred to A&E, and another 20% having an unknown outcome as we have left the scene prior to that decision being made. This skilled team of specialist falls responders work to a bespoke scope of practice including the ability to provide pain relief, take an ECG and specialist skills in the safe moving of people. During 2025 the skillset of the team has been developed to include the ability to close wounds when appropriate and referrals to additional pathways to ensure an effective onward journey for patients.

**LIVES Education**
Education underpins all of the activities that we undertake at LIVES including responding to emergencies and sharing our skills with others through our schools programmes and wider community education.

Community First Responders undertake nationally recognised qualifications and ongoing learning and need to demonstrate that they have maintained their skills to be permitted to respond to emergencies. This year LIVES delivered 1,118 hours of formal learning to LIVES responders, an increase of 28% from the previous year and evidence of LIVES commitment to ongoing development of our volunteers. Responders also meet in district groups on a monthly basis for training covering an ongoing programme of skills appropriate for their level of response. This face-to-face learning is supplemented by the LIVES Academy online learning platform which delivers theoretical and supportive training modules. Responders undertook 5,942 online learning sessions via LIVES Academy last year, an increase of 295% from the previous year and an indication that the online learning platform implemented during the pandemic with the support of grant funding has remained a vital part of our education delivery.

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**Achievements and performance (continued)**

We are very grateful for the efforts that every LIVES volunteer makes to their ongoing education and maintaining their clinical skills.

The delivery of education and training to a wide range of clients outside of LIVES is an important income stream for the charity. It is also in alignment with our charitable aim of advancing pre-hospital emergency care through the provision of skills and training. In April 2022 LIVES Education Limited was formed as a wholly owned trading subsidiary of the charity.

LIVES Education provides first aid and pre-hospital emergency medicine training to individuals, businesses and industry across Lincolnshire and beyond. Education income is an important income source for the charity although 2024/25 has been a challenging year. Income was reduced to £453,887, largely due to the reduction in training expenditure by NHS customers. Education and equipment sales remains an important focus for the charity and we forecast a return to growth in education income in the next year.

We deliver a broad range of health-related qualifications on behalf of three awarding bodies. We have delivered the Qualsafe suite of pre-hospital and first aid courses since 2016, and in 2019 added Mental Health First Aid England courses to our capabilities. We are pleased to have been granted 'direct claim' status by Qualsafe in recognition of the quality of our deliver and administration. During 2020, we began delivering The ATACC Group range of high-fidelity pre-hospital courses which are targeted at high-risk industries and rescue teams including fire and rescue services. In 2022 we became approved training centres for the Difficult Airways and Prehospital Trauma Life Support (PHTLS) suite of courses. LIVES has the exclusive right to deliver the Difficult Airway suite of courses in the East Midlands, West Midlands and East of England.

We have developed a suite of Clinical and Mentoring CPD modules and are delivering these to ambulance services. We are an approved supplier for Health Education England (HEE). We have also improved our website so health care professionals can directly purchase CPD courses online.

The LIVES Education website launched to specifically market our training capability in 2023 is undergoing redevelopment in 2025 to keep abreast of new technology and insights and remains an important sales channel.

In May 2023 LIVES were reappointed to the National Framework for the Provision of Pre-Hospital Emergency Medicine (PHEM) Training and Associated Services and Support to Blue Light Emergency Services. LIVES Education is one of only five providers appointed to the framework and the only provider able to deliver the full range of requirements of the framework.

We are proud of our highly professional cohort of educators who deliver engaging, confidence-building, consistently high quality training to every learner they encounter.

**Community Education and Engagement**

Every year there are around 30,000 out of hospital cardiac arrests across the UK, but sadly less than 1 in 10 people survive. For every minute defibrillation is delayed, the chance of survival falls by approximately 10%. (Resuscitation Council UK, 2015). A population widely trained in CPR has the potential to double survival rates. Evidence from other countries suggests that providing training in CPR to members of the public has a significant impact and improves patient outcomes for those who suffer a cardiac arrest.

In 2024 we developed a new community strategy that is focused on teaching life-saving skills to communities across Lincolnshire. This includes bystander CPR, 'stop the bleed', and how to open an airway. These three interventions can be delivered by any member of the public and they can and do save lives. During 2024/25 we have limited the amount of community education that we are able to deliver due to funding constraints. We are very pleased to have been able to deliver this life-saving training to more than 1,600 people this year and hope that we can continue to grow this in future years.

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**Achievements and performance (continued)**

We have continued to offer the opportunity of bystander CPR sessions to every school in Lincolnshire and delivered training across both primary and secondary schools. We also know that learning doesn't finish when you leave school. We continue to work with community groups, sports clubs, faith groups and other organisations, as well as at community events to give every person who lives in Lincolnshire the opportunity to learn lifesaving skills. An evaluation of earlier programmes found that 85% of those who took part in a community training session reported that their confidence in performing CPR had improved following the training. Furthermore, 8% reported that they had actively used their CPR training, either in a medical emergency or to show others what do to.

**Fundraising**
Community fundraising has continued to be an important part of our fundraising efforts given our intrinsic connection with the people who we serve. However we are aware that we are also suffering a cost of living crisis which has affected the donations that supporters feel able to make to the charity. Fundraising income has been challenging this year, with income reduced from the previous year.

We have a small fundraising team focused on securing income from a wide range of supporters including corporate and community partnerships, grants and trusts, and our regular donors and individual supporters. We remain positive about the potential to grow fundraising income in the current and future years as we embed our new structures and processes, and we react to the impact of technology on fundraising.

Our fundraising volunteers are crucial to the delivery of our fundraising activities and provide support across a range of activities in the community such as servicing our collection boxes, talking to local schools and community groups in order to raise the profile of the charity, and attending local shows and events to support our stands. We are immensely grateful for their ongoing support and thankful for the contribution that they make.

Our business partnerships are also important to us. As well as raising vital funds, our business supporters raise our profile with their own employees but also offer us the opportunity to develop our networks to include their customers and partners too. We extend our thanks to all of the businesses that have supported our work, either through fundraising events, donations of time or goods, or through the purchase of services from LIVES Education.

Regular giving income has continued to be a small income stream and one that is targeted for growth. We launched a LIVES Lottery in 2024 as an alternative to regular giving. We continue to see regular giving as a fundamental income stream and are very grateful to those donors who see fit to give us a small donation on an ongoing basis.

**Grants and Trusts**
During 2024/25 we have continued develop our grants and trusts programme and have seen improved success from the previous year. We have identified grant funders who have an interest in our work and are extremely grateful to those who have supported our charity this year. Grant and trust income has increased to £109,024 this year, an increase of 44% from the previous year.

Our sincere thanks go to the following organisations for their generous support during this year:

BNA CIO
The Michael Cornish Foundation
Len Pick
Birchwood Big Local

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**Achievements and performance (continued)**

**Legacies**
We are immensely grateful to those donors who have been generous enough to remember LIVES in their will and very thankful for the contribution that they make to our ongoing charitable work.
Historically legacies have formed a very small income stream for the charity. Although we have started to see some growth in this income stream in recent years it remains a relatively small and unpredictable contributor to total income. Over the last three years we have begun to promote LIVES as a potential beneficiary of legacy donations including providing information on our website. This is a new area for the charity and we understand it will be many years before we see the benefits of work done today.

**b. Partners & stakeholders**

Partnership is key to LIVES delivery of services to the communities that we serve. We have a number of partners in delivering both an emergency response and skills to our communities, as well as in advancing the cause of pre-hospital emergency medicine nationally.

LIVES works in close partnership with East Midlands Ambulance Service NHS Trust (EMAS) and this partnership is key to the deployment of LIVES responders to medical emergencies across the county. LIVES responds to patients at the invitation of EMAS and volunteers are deployed by a dedicated team of dispatchers within the EMAS control room. Cooperation between EMAS crews and LIVES teams on the front line with patients is overwhelmingly positive and contributes to improved experience and outcomes for patients. In July 2024 LIVES and EMAS have agreed a new contract which governs the relationship between both parties. This has a five- year term with the option for two further five-year extensions and so provides a secure framework for planning over the coming years. Discussions regarding the scope of practice of LIVES volunteer critical care responders are ongoing and saw the resumption of responding for most responders at this level from April 2025. Further negotiation is ongoing.

LIVES has worked in formal partnership with Lincolnshire Fire and Rescue (LFR) since the start of the Community First Responder Scheme in 1999 but has cooperated at the scene of incidents since our inception in 1970. LFR volunteer fire fighters are trained as co-responders and attend medical emergencies in their communities under the training and clinical governance structure provided by LIVES. These co-responders make a significant contribution both to the charity and to their communities and we thank them for their dedication and commitment. Since 2021 LIVES has delivered medical trauma training to LFR fire fighters across Lincolnshire to ensure that they have the skills and confidence they need to respond to the medical needs of patients at incidents they attend. This has led to further opportunities for partnership working including the development of a road traffic collision course for LIVES responders that integrates with an LFR drill night for teams to have the opportunity to work together, and opportunities to collaborate in delivering fire safety checks for vulnerable residents.

LIVES also works in partnership with all NHS organisations in Lincolnshire and operates as part of the Integrated Care System. We have worked in partnership with many NHS organisations and providers over our history but the development of the NHS Lincolnshire ICB and our Community Emergency Medicine services provide opportunities for wider collaboration. We look forward to developing these partnerships further in the coming years.

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## Financial review

### a. Going concern

Trustees have reviewed the accounts and forecasts and are of the view that the charity is a going concern. Trustees are satisfied that the forecasts illustrate a break event financial position and that the forecast income is appropriately prudent.

The cashflow pressures of the previous year have been resolved and the Charity maintains a positive cashflow position and forecast. A significant proportion of income is derived from NHS contracts and there are promising signs of recovery in fundraising income and in sales growth. A cost-saving programme across the Charity has reduced expenditure and is sustainable.

Although Trustees acknowledge that the charity is not compliant with its reserves policy, they are of the opinion that there is adequate diversity across the income streams to protect the charity in the advent of a downturn in any one stream. The charity has sufficient cash to meet its liabilities as they arise and forecasts that this will remain the position.

Risks are mitigated by diverse income sources which include fundraising and donations, grants and trusts, income derived from commercial sales and contracted income from services provided to the NHS.

### b. Reserves policy

The total consolidated funds as at 31st March 2025 are £1,394,769 (2023/24: £1,505,253) of which £251,663 are restricted and not available for general purpose. Of these total consolidated funds, £824,854 (2023/24: £1,811,111) are committed to equipment and other assets that are fundamental to the delivery of the charity's aims and therefore not available for use.

The reserves held as at 31st March 2025 are £318,252 (2023/24: £(42,441)). This change in position is attributed to a comprehensive review of the fixed asset register resulting in a significant reduction in the value of the fixed assets held.

Trustees reviewed the reserves policy during 2019/20, in recognition of the growth of the charity and changes in both income and risk profile. The charity's policy is to hold six months of non-commissioned service costs and a provision for covering the costs of winding up the charity if new income sources had not been found at that time. This will equate to £900,000 of unrestricted reserves and will, in the view of Trustees, provide a secure financial footing for LIVES to protect against any significant reduction in its normal income, or any significant unforeseen expenditures.

The charity does not yet hold the required reserves to be compliant with this policy. The policy will be reviewed again in 2025/26 to reflect the continued development of the charity.

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**Financial review (continued)**

**c. Income & expenditure**

Financial sustainability is a key strategic objective for the charity. We can only deliver care to patients, education to our own responders and to communities, and plan for future growth if our income is secure and we understand and control our costs. In common with many charities, 2024/25 has been a challenging year for LIVES.

Historically LIVES relied on community fundraising to generate income to support the delivery of charitable activity. For the last seven years our strategy has been to diversify our income streams, develop new sources of funding and mitigate the risks associated with income generation.

**Income**
Total income for the year was £4,036 million, compared with £3,869 million in 2023/24 which represents an increase of 4.32%. This is the seventh consecutive year of income growth for the charity and is aligned with our strategic aim of ensuring that LIVES is financially sustainable.

Income generated through provision of Emergency Response and Community Emergency Medicine services to NHS organisations accounts for 67.4% of all income, an increase from 65.7% in the 2023/24.

Education sales income in 2023/24 was reduced to £453,887, largely due to the reduction in training expenditure by NHS customers. This is an important income stream and one that we forecast will return to grow as we develop new training offers and capabilities. Sale of goods income declined by 12% but remains a small but important income stream that is often linked to education sales or community activity.

Fundraising income continues to be challenging for our small fundraising team. Total fundraising income increased to £718,462, an increase that is largely attributable to growth in the legacies income stream. Grant income increased by 43% from the previous year to £109,024.

**Expenditure**
Total expenditure was £4,147 million, an increase of 1.4% from 2023/24. This modest increase in light of inflationary pressures is attributed to a significant cost savings programme across the charity, including redundancies in response to the pressures of employer's national insurance increases. It is recognised that the largest proportion of costs is related to staffing at £2,748 million which is 66.3% of all expenditure.

The cost of fundraising increased by 14% to £342,656 which was attributed to the utilisation of consultancy to provide additional resource in the areas of grants and events, and to the investment in a donor CRM system.

The greatest proportion of expenditure is attributable to Community Emergency Medicine at 52%, however this also represents the greatest proportion of income at 67%.

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**Financial review (continued)**

**d. Material investments policy and performance**

Trustees are permitted by the Charity's Memorandum and Articles of Association to invest LIVES monies not immediately required for its own purpose in such investments, securities or property as may be thought fit. Trustees consider it appropriate to hold reserves in a combination of cash and balanced risk investment funds.

No investments were held at 31st March 2025.

The LIVES investment policy is:

**a) General objectives**
The investments must be managed in such a way as to fulfil Charity Commission requirements to obtain a reasonable return on those investments without excessive risk to the capital.
**b) Capital growth and income requirements**
The investments need only to provide capital growth; there is no requirement for them to generate income.
**c) Acceptable risk**
A "moderate" approach is to be adopted in the management of the charity's assets. Further definition of this can be found in the JCH Investment Management document, "Attitude to Risk."
**d) Functions delegated to the Trustees' agent (investment manager)**
The investments are to be managed on an 'advisory' basis within the bounds of the declared acceptable risk.
**e) Ethical restrictions**
The investments must avoid areas that may conflict with the overall aims of LIVES wherever possible, taking into account the large diversification of underlying holdings within the Investment Portfolio.

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**Financial review (continued)**

**e. Fundraising approach**

LIVES takes a responsible approach to fundraising and is both grateful and respectful towards all who support or donate to our charity. We hold ourselves to high standards and ensure that we meet or exceed the requirements of the fundraising regulations. Fundraising activities are predominantly carried out at public events and venues, through online campaigns, applications to trusts and foundations, and through unsolicited donations.

LIVES has employed the services of professional fundraisers to develop grants and trust bids during 2024/25. A procurement process and appropriate due diligence was undertaken in appointing this contractor. The contract ended in May 2025.

The charity works closely with its fundraising partners to ensure that best practice is always adhered to. LIVES is registered with the Fundraising Regulator and is a member of the Institute of Fundraising. Our employed fundraising team regularly undertake training opportunities through the Institute to ensure they remain current with best practice and guidelines.

**Fundraising Promise**
LIVES is committed to our 'Fundraising Promise' to our donors and supporters. We take the protection of the personal data of all our supporters and donors extremely seriously and regularly monitor and review our fundraising policies and procedures to ensure we deliver 'best practice' within the sector.

- We will never share your data with any other organisation for marketing purposes
- We always aim to send you a personal thank you for your donation
- We only send marketing communications to those who have explicitly given us consent to do so
- We promise to provide information about our work so you can see how your money is being spent and the difference you're making. To do this though, we need your permission to send you marketing communications
- If you tell us that you don't want us to contact you in a particular way, we won't
- If you sign up to give us a regular monthly gift by direct debit, we won't ask you to increase that monthly gift for at least a year
- We work to best practice, and will take appropriate action promptly if we fail to meet our standards

**Structure, governance and management**

**a. Governance Structure**

Lincolnshire Integrated Voluntary Emergency Service is a charitable company limited by guarantee, incorporated on 27 February 2003 and registered as a charity on 4 July 2003. The company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association. A special resolution was passed at the Annual General Meeting held in October 2019 to adopt updated Articles in line with the current recommendations of the Charity Commission. In the event of the company being wound up, members are required to contribute an amount not exceeding £10.

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**Structure, governance and management (continued)**

**b. Role & Recruitment of Trustees**

The charity at the time of this report has five Trustees. Recruitment is being undertaken to bring three new trustees to the charity this year.

Trustees are responsible for:

- Delivery of LIVES objects, as stated in the Articles of Association
- Setting the strategic direction of LIVES
- Upholding the core values of LIVES
- Monitoring performance and financial solvency
- Ensuring that LIVES complies with all relevant law and regulatory legislation
- Ensuring that policies, procedures and internal controls are effective and fit for purpose
- Protection of the assets and property of LIVES
- Reviewing and managing risk
- Upholding and applying the principles of equality and diversity and ensuring that LIVES is fair and open to all sections of the community

All LIVES Trustees undergo an induction process, which in addition to familiarisation with the objectives and operational activities of LIVES, also includes formal training in the role of a Trustee. Trustees also undertake safeguarding training in line with the requirements of the Care Quality Commission and are required to undertake a Fit and Proper Person assessment on an annual basis.

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**Structure, governance and management (continued)**

**c. Decision-making Structure**

The Board delegates responsibility to committees in the areas of Clinical Governance, Finance & Performance, People & Organisation and Risk Management in order to strengthen the governance structure of LIVES, ensure informed effective decision making and mitigate risk. The delegated powers are set out in the Scheme of Delegation.

These committees are tasked with reviewing, monitoring and evaluating key areas of the organisation and its activities and making proposals or recommendations to the Board based on their findings. Membership of the committees is drawn from the Board and LIVES senior leadership and management teams. From 2020, a member of the LIVES Advisory Group has also joined each committee to provider a member's perspective. All committees operate within terms of reference approved by the Board.

There is a robust clinical governance framework in place within LIVES to ensure a consistent quality of delivery for all clinical aspects of the charity. LIVES is registered with the Care Quality Commission, which regulates the quality of clinical services delivered. The Learning from Events Review Group reviews the learning from incidents and excellence and provides feedback and advice to the Clinical Governance committee. A Medicines & Equipment Working Group reviews the suitability of all clinical equipment and medicines proposed or in use and makes recommendations to the Clinical Governance committee.

The Finance & Performance committee ensures close financial monitoring and effective budgeting in LIVES, within terms of reference approved by the Board. This committee also scrutinises performance data from across the charity and is responsible for contract monitoring and delivery. There are robust internal systems within LIVES to ensure appropriate authorisation of all large financial transactions and projects and to guard against fraud.

People are fundamental to the success of LIVES. The People & Organisation committee monitors recruitment, retention and development of both volunteers and employees, education programmes and delivery, wellbeing services and initiatives, and oversees the annual volunteer and staff surveys and action plans.

LIVES is aware that it faces a number of significant risks in the delivery of its activities and takes active steps to evaluate and mitigate these risks. These risks are monitored through the Risk Management committee and an organisational risk register is maintained with risks stratified and regularly reviewed based on their risk rating.

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**Structure, governance and management (continued)**

**d. Management Structure**

The LIVES organisation is supported by a headquarters team of 20 people. The headquarters staff provide leadership and support services to ensure that the organisation is managed safely, complies with all regulations, generates sufficient income to operate sustainably, and that volunteers are supported in education, development and provision of equipment.

The organisation is led by a Chief Executive who works alongside the Medical Director and Leadership team and reports directly to the Board of Trustees.

The Medical Director is responsible for clinical standards and governance across all clinical activity of the Charity. They hold a number of responsibilities including the lead for safeguarding, and the charity's Caldicott Guardian.

During 2024 a restructuring of the Operations directorate created two teams. The Head of Funded Services is responsible for education and clinical services which are funded via contracts and delivered by employed staff. The Head of Quality, Community and Volunteers team is responsible for emergency response and community education that is primarily delivered by volunteers. They also have the remit for ensuring consistent quality across the Charity.

The Fundraising Manager is responsible for all donor and supporter stewardship, fundraising activities and grants and trusts programme.

The Head of Sales is responsible for the development of commercial activities as a source of income. This is predominantly through the sale of training, clinical governance services and equipment to corporate, community and public sector clients.

The Finance Manager is responsible for ensuring the effective financial management of the organisation. This individual is also responsible for the production of management and performance information across the charity.

**e. Key Management Remuneration**

All directors give their time freely and no director received remuneration in the year. Details of directors' expenses and related party transactions are disclosed in notes 12 and 30 to the accounts.

The pay of senior staff is reviewed annually and normally increased in accordance with the pay award made to all employees. In view of the nature of the charity, the directors benchmark against pay levels in other charitable organisations of a similar size and other healthcare/education organisations.

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**Structure, governance and management (continued)**

**f. Approach to Risk Management**

LIVES operates in an environment with inherent risks both to the charity and in the delivery of its core charitable activities. The charity takes proactive steps to evaluate and mitigate these risks. This process is monitored through the Risk Management committee who meet quarterly.

LIVES management processes allow for both bottom-up and top-down risks to be identified, weighted, managed and mitigated. The objective is to quantify risk as accurately as possible and assess potential impact on strategic objectives. This in turn allows for the proper prioritisation of investment decisions and future operational activity.

The risk register records all risks which are separated into four domains – Strategic, Operational, Financial and Compliance - to ensure that the Board is always fully informed of the overall risk picture, its management and mitigations. All risks are reviewed and managed at an appropriate level by the Risk Management Committee, and all significant risks are reported and reviewed at each Board meeting where management and mitigation measures are discussed and agreed.

A separate clinical risk register has been developed in recognition of the additional risks faced by the charity due to the nature of its activity. This register is reviewed by the Clinical Governance committee, and an update is provided to the Risk Management committee who have overall ownership.

Key risks faced by the organisation are categorised as:

(A)
Breakdown of relationships with key operational partners including East Midlands Ambulance Service, Lincolnshire Fire and Rescue, or with the NHS Lincolnshire Integrated Care Board making it difficult for LIVES to deliver services

(B)
A reduction in income through the loss of NHS funding, decline in fundraising, or a sustained failure in one or more income streams

(C)
Risks associated with the delivery of clinical services including risks associated with education, clinical compliance and the management of equipment and medicines

(D)
A reduction in operational capacity due to a significant reduction in volunteer membership or staffing; or risks associated with the unplanned growth of activity or membership

(E)
Threats to the health and safety of volunteers and staff through the predominance of lone working

(F)
Competitive threats from other clinical service, CFR schemes or similar and from commercial services.

These risks as well as other risks identified by the Board continue to be monitored and mitigated against, both in terms of likelihood of these situations occurring and the impact on LIVES if they were to happen.

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**Structure, governance and management (continued)**

**Health & Safety**
The charity is committed to promoting a positive safety culture that is in line with its Health & Safety policy. Health & Safety is the day-to-day responsibility of the Health & Safety officer, and incidents are captured through the Learning from Events system. In 2024 a Health & Safety Review Group was formed to provide operational oversight of health and safety matters across the charity. Health & Safety is overseen by the Risk Management committee.

Providing support for the wellbeing of all employees and volunteers is an important principle of health and safety at LIVES. All LIVES people, both employees and volunteers have access to a suite of resources to support their health and wellbeing, including an employee assistance programme.

**Safeguarding**
LIVES Safeguarding policies aim to ensure that no act of omission on the part of the charity or an employee puts a child or vulnerable adult at risk. All volunteers, employees and trustees undertake safeguarding training in line with the Intercollegiate Document that sets out roles and competencies for healthcare staff.

**Regulatory Bodies**
LIVES is subject to regulation by the Care Quality Commission, Charity Commission, Companies House, Information Commissioner and the Fundraising Regulator.

LIVES was pleased to welcome inspections by the Care Quality Commission in March 2025 and in July 2025, the second inspection being for the specific purpose of re-rating the service. The revised rating of the service is now ‘Good’ with the charity being scored as ‘Good’ across all five inspection domains – safe, effective, caring, responsive and well-led. This rating is evidence of the significant efforts of staff across the services in ensuring that services are compliant with the regulators requirements, and a testament to the excellent care that is delivered by LIVES volunteers and staff.

**Equal Opportunities**
LIVES are committed to ensuring equal opportunities, fairness and dignity in the workplace, and to eliminating discrimination of all kinds.

**g. Trustees' indemnities**

Qualifying third party provisions made by the charity are in force for the benefit of the Trustees.

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**Plans for future periods**

LIVES is a forward-thinking organisation, grounded in our Lincolnshire communities and always looking for new ways to improve outcomes for people who live, work in and visit these communities. LIVES is also outward-looking, committed to advancing the cause of pre-hospital emergency medicine, not only for the benefit of our own people but for those beyond our county borders.

Our first priority is always the continuity of our core emergency response to those patients who need us most in our large rural county. We are therefore delighted to share our future plans for the coming years.

**Communities & Volunteers**
LIVES emergency responders are at the heart of our charity and our future plans are focused on supporting the development of this service and the individuals who deliver it.

The LIVES community first responder model has developed over 25 years. During 2025 LIVES will implement a simplified model that will increase the skills and scope of practice for most responders and in doing so increase the quality of care that can be delivered to patients. This will be based on the FREC3 qualification for all responders, with a small number going on to acquire the FREC4 qualification. Recruitment of Community First Responders remains a priority although will be related to the funding that can be secured to support this. There remains a good response to recruitment efforts and LIVES does not typically struggle to recruit volunteers. In the coming years recruitment will be targeted at communities with the greatest need and will be informed by data. We also have plans to roll out additional treatment options that can be administer by responders, particularly in the area of pain relief.

We will continue the ongoing programme to deploy technology to responders that makes it easier for them to acquire skills, be safely deployed and keep in touch with the charity and each other. We have entered a contract with Bliksund to provide an electronic patient record system which is accessed via a mobile device. This will be rolled out in 2025. We are also deploying Bliksund GRID to support responders in recording and maintaining their own training and skills. During 2025 we will be transitioning to the ConnectTeams platform to support the engagement with volunteers.
Our aspiration is to expand our community education programme to include opening an airway and ‘stop the bleed’ training alongside the bystander CPR training which we typically deliver. We ambitiously aim to train 150,000 people in lifesaving skills across Lincolnshire between 2024 and 2030. To achieve this we will pursue partnerships with other likeminded organisations to help us to deliver these life-saving skills to diverse communities and those who are less likely to access training.

Alongside this rejuvenated programme we will launch a new level of volunteer responder that solely provides an initial response to cardiac arrests to deliver basic life support. Our aim is to recruit a large number of these responders across the county so every person in Lincolnshire is never more than a couple of minutes away from a responder who can be deployed to them in this life-threatening situation.

We will be seeking funding for this revised community strategy to ensure that it can be deployed equitably across the county, and particularly benefiting those communities who are disadvantaged in health outcomes or access to emergency health services.

**Community Emergency Medicine**
Community emergency medicine is an emerging area of response and LIVES is at the forefront of delivering innovative response models that meet the needs of Lincolnshire. We are engaging with colleagues at a national level with the aim of developing metrics that demonstrate the impact of this innovative service. We look forward to collaborating on this development.

As the Integrated Care System develops new models of care, LIVES is looking to how our skills can be best used to support the patients and the wider system. We are anticipating an expansion in both the skills and the

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**Plans for future periods (continued)**

scale of the services that are provided, including an extension of operating hours. We are also intending to increase our capacity for student placements in CEM, including the delivery of education to support students.

**LIVES Education**
We will continue to develop our education offering to our own responders and to the wider business and corporate community. We will develop our training offer for healthcare including further specialist courses in all areas of pre-hospital emergency medicine, continuing professional development including online and face to face learning, and through the development of the online LIVES Academy learning platform. We will improve our capacity to respond to tenders in areas in which we know we have expertise.

We will also develop opportunities to introduce new technologies into our learning environments including interactive and virtual learning spaces.

**Project Lifesaver - a specialist education centre for pre-hospital emergency medicine**
LIVES previously stated aspiration to develop a specialist education centre to support the skills development of our own staff and employees and the wider community remains a future plan for the Charity. The economic environment has caused trustees to reevaluate the timing of the delivery of this project, particularly due to the availability of funding. Project Lifesaver remains a priority but the timing of this project is under review.

**Reference and administrative details of the charitable company, its trustees and advisers**

**Trustees**

Thomasin Nicholds, Chair (appointed 1 October 2019, resigned 29 August 2024)
Andrew Wilson, Vice Chair (appointed 1 October 2019)
Andrew Brooks, Trustee (appointed 12 August 2022)
Dr Kiki Steel, Trustee (appointed 12 October 2024)
Annamieke Fussey, Trustee (appointed 12 August 2022)
Hilary Gibb, Chair (appointed 19 July 2020)
Jonathan Teer, Trustee (appointed 1 October 2019, resigned 18 November 2024)
Timothy Downing, Trustee (appointed 6 October 2009, resigned 12 October 2024)

Directors, LIVES Education Limited

Chair
Andrew Wilson

Directors
Hilary Gibb
Nikki Cooke

All of the above Trustees, who are also the directors of the charity for the purposes of company law, held office during the year under review.

**Company registered number**

04680981

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**Charity registered number**

1098364

**Registered office**

LIVES Headquarters, Unit 5-8 Birch Court, Boston Road Industrial Estate, Horncastle, Lincolnshire, LN9 6SB

**Key management personnel**

Mrs N Cooke, Chief Executive Officer
Dr D Sedgewick, Medical Director
Mrs B Bailey, Finance Manager (joined 2 June 2025)
Mrs S Brandwood, Interim Director of Finance (retired 30 June 2025)
Mr C Dorbon, Head of Funded Services
Ms C McClelland, Head of Fundraising (resigned 31 January 2025)
Mrs K Raywood, Head of Sales
Mr S Shingler, Head of Quality, Community and Volunteers
Mr A Storer, Fundraising Manager (joined 19 May 2025

**Independent auditors**

Duncan & Toplis Audit Limited, 5 Resolution Close, Endeavour Park, Boston, Lincolnshire, PE21 7TT

**Bankers**

Natwest, 27 High Street, Horncastle, Lincolnshire, LN9 5XB

**Investment Advisors**

JCH Investment Management, 1 Henley Way, Doddington Road, Lincoln, LN6 3QR

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## TRUSTEES' REPORT (CONTINUED)
## FOR THE YEAR ENDED 31 MARCH 2025

### Statement of Trustees' responsibilities

The Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for preparing the Trustees' 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 . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the charitable company and of their incoming resources and application of resources, including their income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

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

### Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

### Auditors

The auditors, Duncan & Toplis Audit Limited, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees on 18 October 2025 and signed on their behalf by:

Signed by:
Hilary Gibb
D7837EA65C07494...

**Hilary Gibb**
Chair of Trustees

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## INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE

### Opinion

We have audited the financial statements of Lincolnshire Integrated Voluntary Emergency Service (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, the Statement of Financial Position, the Charitable company Statement of Financial Position, the Consolidated Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2025 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

### 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 Auditors' 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 United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

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

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

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

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**Other information**

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

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

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

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

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

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

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

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company 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; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

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**Responsibilities of trustees**

As explained more fully in the Trustees' Responsibilities Statement, 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 Group's and the parent 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 Group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

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

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

We have identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial experience, knowledge of the sector, a review of regulatory and legal correspondence and through discussions with Directors and other management obtained as part of the work required by auditing standards. We have also discussed with the Directors and other management the policies and procedures relating to compliance with laws and regulations. We communicated laws and regulations throughout the team and remained alert to any indications of non-compliance throughout the audit.

The potential impact of different laws and regulations varies considerably. Firstly, the company is subject to laws and regulations that directly impact the financial statements (for example financial reporting legislation) and we have assessed the extent of compliance with such laws as part of our financial statements audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including risk of override of controls) and determined that the principal risks were related to management bias in accounting estimates and judgemental areas of the financial statements such as depreciation of tangible fixed assets, as well as the risk of inappropriate journal entries to influence fund surpluses and / or deficits. Audit procedures performed by the engagement team included the identification and testing of material and unusual journal entries and challenging management on key accounting estimates, assumptions and judgements made in the preparation of the financial statements. We carried out detailed substantive tests on accounting estimates, including reviewing the methods used by management to make those estimates and re-performing the calculation.

Secondly, the company is subject to other laws and regulations where the consequence for non-compliance could have a material effect on the amounts or disclosures in the financial statements. We identified the following areas as those most likely to have such an effect:
• Care Quality Commission regulations;
• Charities Act 2011; and
• Charity Commission regulations.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Directors and other management and inspection. This inspection included:
• a review of the charitable parent's registration status with regulatory bodies.
• a review of the correspondence with regulatory bodies to assess the outcome of inspections and investigations in the year. We also assessed the action plans prepared by management to resolve items found during the course of those investigations and remain compliant.
• A review of the internal management and trustee meeting minutes in the period to ensure we are aware of any indicators / instances of non-compliance.
Through these procedures, if we became aware of any non-compliance, we considered the impact on the procedures performed on the related financial statement items.

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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. The further removed non-compliance with laws and regulations 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. As with any audit, there is a greater risk of non-detection of irregularities as these may involve collusion, intentional omissions of 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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

**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, and to the charitable company's trustees, as a body, Part 4 of the Charities (Accounts and Reports) Regulations 2008. 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 Auditors' 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Signed by:
Tara Bellamy
C2A29D38CB13428...

**Tara Bellamy FCA (Senior Statutory Auditor)**
for and on behalf of
**Duncan & Toplis Audit Limited**
5 Resolution Close
Endeavour Park
Boston
Lincolnshire
PE21 7TT

Date: 20-Oct-25 | 21:03 BST

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**LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE**
**(A Company Limited by Guarantee)**

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
## FOR THE YEAR ENDED 31 MARCH 2025

| | Note | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total funds 2025 £ | *Total funds 2024 £* |
|---|---|---|---|---|---|
| **Income from:** | | | | | |
| Donations and legacies | 4 | **659,064** | **59,399** | **718,463** | *694,609* |
| Charitable activities | 5 | **2,870,043** | **410,290** | **3,280,333** | *3,148,491* |
| Other trading activities | 6 | **10,231** | **-** | **10,231** | *21,874* |
| Investments | 7 | **768** | **-** | **768** | *117* |
| Other income | 8 | **26,297** | **-** | **26,297** | *3,905* |
| **Total income** | | **3,566,403** | **469,689** | **4,036,092** | *3,868,996* |
| **Expenditure on:** | | | | | |
| Raising funds | | **342,656** | **-** | **342,656** | *300,800* |
| Charitable activities | 9 | **3,219,721** | **584,609** | **3,804,330** | *3,790,801* |
| **Total expenditure** | | **3,562,377** | **584,609** | **4,146,986** | *4,091,601* |
| **Net income/(expenditure) before net gains on investments** | | **4,026** | **(114,920)** | **(110,894)** | *(222,605)* |
| Net gains on investments | | **410** | **-** | **410** | *14,833* |
| **Net movement in funds** | | **4,436** | **(114,920)** | **(110,484)** | *(207,772)* |
| **Reconciliation of funds:** | | | | | |
| Total funds brought forward | | **1,138,670** | **366,583** | **1,505,253** | *1,713,025* |
| Net movement in funds | | **4,436** | **(114,920)** | **(110,484)** | *(207,772)* |
| **Total funds carried forward** | | **1,143,106** | **251,663** | **1,394,769** | *1,505,253* |

Docusign Envelope ID: CC9E9C4D-7429-4322-B2B2-91039463477F

**LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE**
**(A Company Limited by Guarantee)**
**REGISTERED NUMBER: 04680981**

## STATEMENT OF FINANCIAL POSITION
## AS AT 31 MARCH 2025

| | Note | | 2025 £ | | *2024 £* |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Intangible assets | 13 | | **42,662** | | *62,390* |
| Tangible assets | 14 | | **782,192** | | *1,118,721* |
| Investments | 15 | | **-** | | *16,615* |
| | | | **824,854** | | *1,197,726* |
| **Current assets** | | | | | |
| Stocks | 16 | **50,202** | | *82,717* | |
| Debtors | 17 | **532,565** | | *613,891* | |
| Cash at bank and in hand | | **348,787** | | *69,614* | |
| | | **931,554** | | *766,222* | |
| **Current liabilities** | | | | | |
| Creditors: amounts falling due within one year | 18 | **(298,922)** | | *(373,467)* | |
| **Net current assets** | | | **632,632** | | *392,755* |
| **Total assets less current liabilities** | | | **1,457,486** | | *1,590,481* |
| Creditors: amounts falling due after more than one year | 19 | | **(62,717)** | | *(85,228)* |
| **Net assets excluding pension asset** | | | **1,394,769** | | *1,505,253* |
| **Total net assets** | | | **1,394,769** | | *1,505,253* |
| **Charity funds** | | | | | |
| Restricted funds | 20 | | **251,663** | | *366,583* |
| Unrestricted funds | 20 | | **1,143,106** | | *1,138,670* |
| **Total funds** | | | **1,394,769** | | *1,505,253* |

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

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## STATEMENT OF FINANCIAL POSITION (CONTINUED)
## AS AT 31 MARCH 2025

The financial statements were approved and authorised for issue by the Trustees on 18 October 2025 and signed on their behalf by:

Signed by:
Hilary Gibb
D7837EA05C07494...

.....

**Hilary Gibb**
Chair of Trustee

The notes on pages 33 to 58 form part of these financial statements.

Docusign Envelope ID: CC9E9C4D-7429-4322-B2B2-91039463477F

**LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE**
**(A Company Limited by Guarantee)**
**REGISTERED NUMBER: 04680981**

## CHARITABLE COMPANY STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2025

| | Note | | 2025 £ | | *2024 £* |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Intangible assets | 13 | | **33,616** | | *50,744* |
| Tangible assets | 14 | | **617,009** | | *900,443* |
| Investments | 15 | | **1** | | *16,616* |
| | | | **650,626** | | *967,803* |
| **Current assets** | | | | | |
| Stocks | 16 | **38,932** | | *66,555* | |
| Debtors | 17 | **1,040,698** | | *930,047* | |
| Cash at bank and in hand | | **287,778** | | *46,626* | |
| | | **1,367,408** | | *1,043,228* | |
| **Current liabilities** | | | | | |
| Creditors: amounts falling due within one year | 18 | **(204,706)** | | *(278,793)* | |
| **Net current assets** | | | **1,162,702** | | *764,435* |
| **Total assets less current liabilities** | | | **1,813,328** | | *1,732,238* |
| Creditors: amounts falling due after more than one year | 19 | | **(62,717)** | | *(85,228)* |
| **Net assets excluding pension asset** | | | **1,750,611** | | *1,647,010* |
| **Total net assets** | | | **1,750,611** | | *1,647,010* |
| **Charity funds** | | | | | |
| Restricted funds | 20 | | **251,663** | | *366,583* |
| Unrestricted funds | 20 | | **1,498,948** | | *1,280,427* |
| **Total funds** | | | **1,750,611** | | *1,647,010* |

The charitable company's net movement in funds for the year was £103,601 *(2024 - £(48,138))*.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

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## CHARITABLE COMPANY STATEMENT OF FINANCIAL POSITION (CONTINUED)
## AS AT 31 MARCH 2025

The financial statements were approved and authorised for issue by the Trustees on 18 October 2025 and signed on their behalf by:

Signed by:
Hilary Gibb
B7837EA05C074041...

.....

**Hilary Gibb**
Chair of Trustee

The notes on pages 33 to 58 form part of these financial statements.

Docusign Envelope ID: CC9E9C4D-7429-4322-B2B2-91039463477F

**LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE**
**(A Company Limited by Guarantee)**

## CONSOLIDATED STATEMENT OF CASH FLOWS
## FOR THE YEAR ENDED 31 MARCH 2025

| | Note | 2025 £ | *2024 £* |
|---|---|---|---|
| **Cash flows from operating activities** | | | |
| Net cash used in operating activities | 23 | **269,824** | *213,951* |
| **Cash flows from investing activities** | | | |
| Proceeds from the sale of tangible fixed assets | | **54,653** | *-* |
| Purchase of intangible assets | | **-** | *(23,140)* |
| Purchase of tangible fixed assets | | **(9,291)** | *(573,938)* |
| Proceeds from sale of investments | | **17,025** | *300,000* |
| **Net cash provided by/(used in) investing activities** | | **62,387** | **(297,078)** |
| **Cash flows from financing activities** | | | |
| Repayments of hire purchase | | **(53,038)** | *(53,161)* |
| **Net cash used in financing activities** | | **(53,038)** | **(53,161)** |
| **Change in cash and cash equivalents in the year** | | **279,173** | **(136,288)** |
| Cash and cash equivalents at the beginning of the year | | **69,614** | *205,902* |
| **Cash and cash equivalents at the end of the year** | 24 | **348,787** | *69,614* |

The notes on pages 33 to 58 form part of these financial statements

Docusign Envelope ID: CC9E9C4D-7429-4322-B2B2-91039463477F



## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

### 1. General information

Lincolnshire Integrated Voluntary Emergency Service is a private company, limited by guarantee without share capital, registered in England and Wales. The charitable company's registered number and registered office address can be found in the Trustees annual report.

The presentation currency of the financial statements is the Pound Sterling (£).

### 2. Accounting policies

#### 2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

The consolidated statement of financial activities (SOFA) and consolidated statement of financial position consolidate the financial information of the group and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The group has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own statement of financial activities in these financial statements.

The Consolidated Statement of Financial Activities (SOFA) and Statement of Financial Position consolidate the financial statements of the charitable company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The charitable company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Financial Activities in these financial statements.

#### 2.2 Going concern

Accounting standards require the Trustees to consider the appropriateness of the going concern basis when preparing the financial statements. The Trustees have taken notice of the Financial Reporting Council guidance, which requires the reasons for this decision to be explained. Trustees have reviewed the accounts and forecasts and are of the view that the Charity is a going concern. Trustees are satisfied that that the forecasts illustrate a break event financial position for the 2025/26 year and that the forecast income is appropriately prudent given the economic environment. Trustees are satisfied that the cashflow pressure of the previous year has been mitigated, and that the cost-saving measures taken to reduce ongoing expenditure are appropriate and sustainable. Therefore the Trustees regard the going concern basis as remaining appropriate as the charitable company has adequate resources to continue in operational existence for the foreseeable future.

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## 2. Accounting policies (continued)

### 2.3 Incoming resources

All income is recognised once the group has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the group has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the group, can be reliably measured.

Grants are included in the Consolidated Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Statement of Financial Position. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

No amounts are included in the financial statements for services donated by volunteers. Donated goods and 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.

Where the donated good is a fixed asset, it is measured at fair value, unless it is impractical to measure this reliably, in which case the cost of the item to the donor should be used. The gain is recognised as income from donations and a corresponding amount is included in the appropriate fixed asset class and depreciated over the useful economic life in accordance with the group's accounting policies.

On receipt, donated professional services and facilities are recognised on the basis of the value of the gift to the group which is the amount it would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

### 2.4 Resources expended

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset’s use.

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## 2. Accounting policies (continued)

### 2.4 Resources expended (continued)

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

Governance costs are those costs incurred directly with expenditure related to charity compliance and statutory requirements.

All expenditure is inclusive of irrecoverable VAT.

### 2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

### 2.6 Taxation

The charitable company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charitable company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

### 2.7 Intangible assets and amortisation

Intangible assets are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

At each reporting date the charitable company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following basis:

| | | | |
|---|---|---|---|
| Computer software | - | % | Straight line over 5 years |

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## 2. Accounting policies (continued)

### 2.8 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost, or in cases where fixed assets have been donated, at valuation at the time of acquisition. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

At each reporting date the charitable company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

| | |
|---|---|
| Short-term leasehold property | - 10% or straight line over the life of the lease |
| Motor vehicles | - Straight line over 5 years |
| Fixtures and fittings | - Straight line over 3, 5 or 10 years |

### 2.9 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Statement of Financial Position date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as ‘Gains/(Losses) on investments’ in the Consolidated Statement of Financial Activities.

Investments in subsidiaries are valued at cost less provision for impairment.

### 2.10 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost is determined on a standard cost basis, and includes all direct costs incurred. Net realisable value is based on an estimated selling price allowing for all further costs of disposal.

### 2.11 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.
Accrued incomes are valued at the amounts due relating to pre- Statement of Financial Position date activity.

### 2.12 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

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## 2. Accounting policies (continued)

### 2.13 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Statement of Financial Position date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charitable company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated Statement of Financial Activities as a finance cost.

### 2.14 Financial instruments

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

### 2.15 Finance leases and hire purchase

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the Group. Obligations under such agreements are included in creditors, net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Consolidated Statement of Financial Activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

### 2.16 Operating leases

Rentals paid under operating leases are charged to the Consolidated Statement of Financial Activities on a straight line basis over the lease term.

### 2.17 Pensions

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

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## 2. Accounting policies (continued)

### 2.18 Fund accounting

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

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## 3. Critical accounting estimates and areas of judgement

In the application of the Charity's accounting policies, management are required to make judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experiences and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

Critical accounting estimates and assumptions:

**Depreciation & amortisation - useful expected life and residual value**

The annual depreciation and amortisation charge for tangible and intangible fixed assets respectively is sensitive to changes in the estimated useful life and residual values of the assets. The useful economic lives and residual values are re-assessed periodically. They are amended by management when necessary to reflect current estimates, based on technological advancements, future investments, economic utilisation and the physical condition of the assets.

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## 4. Income from donations and legacies

| | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total funds 2025 £ | *Total funds 2024 £* |
|---|---|---|---|---|
| Donations incl "in memory" and anniversaries | 149,445 | - | **149,445** | *89,330* |
| Regular giving schemes | 62,706 | - | **62,706** | *69,117* |
| Collection tins | 11,699 | - | **11,699** | *13,380* |
| Statutory giving | 900 | - | **900** | *14,563* |
| Corporate | 18,828 | - | **18,828** | *70,526* |
| Legacies | 365,861 | - | **365,861** | *83,361* |
| Grants | 49,625 | 59,399 | **109,024** | *75,809* |
| Donated goods and services | - | - | **-** | *278,523* |
| **Total 2025** | 659,064 | 59,399 | **718,463** | *694,609* |
| *Total 2024* | *624,063* | *70,546* | *694,609* | |

## 5. Income from charitable activities

| | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total funds 2025 £ | *Total funds 2024 £* |
|---|---|---|---|---|
| Emergency response | - | 410,290 | **410,290** | *397,266* |
| Community emergency medicine | 2,340,385 | - | **2,340,385** | *2,147,931* |
| Community engagement | 529,658 | - | **529,658** | *603,294* |
| | 2,870,043 | 410,290 | **3,280,333** | *3,148,491* |
| *Total 2024* | *2,751,225* | *397,266* | *3,148,491* | |

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## 6. Income from other trading activities

### Income from fundraising events

| | Unrestricted funds 2025 £ | Total funds 2025 £ | *Total funds 2024 £* |
|---|---|---|---|
| Fundraising events | 10,231 | **10,231** | *18,208* |
| Other trading activities | - | **-** | *3,666* |
| | 10,231 | **10,231** | *21,874* |
| *Total 2024* | *21,874* | *21,874* | |

## 7. Investment income

| | Unrestricted funds 2025 £ | Total funds 2025 £ | *Total funds 2024 £* |
|---|---|---|---|
| Interest received | 768 | **768** | *117* |
| *Total 2024* | *117* | *117* | |

## 8. Other incoming resources

| | Unrestricted funds 2025 £ | Total funds 2025 £ | *Total funds 2024 £* |
|---|---|---|---|
| Miscellaneous income | 26,297 | **26,297** | *3,905* |
| *Total 2024* | *3,905* | *3,905* | |

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## 9. Total resources expended

| | Donations and legacies | Emergency response | Community emergency medicine |
|---|---|---|---|
| | £ | £ | £ |
| **Costs directly allocated to activities** | | | |
| Staffing | 31,440 | - | 1,367,642 |
| Medical equipment & consumables | - | 94,097 | 79,730 |
| Clinical training | - | - | 13,645 |
| Responder training | - | 9,499 | - |
| Vehicle costs | - | 4,510 | 5,929 |
| Purchase of goods for resale | 3,304 | 12 | 22 |
| Provision of external training | - | - | - |
| Fundraising | 45,546 | 814 | 21 |
| **Support costs allocated to activities** | | | |
| Staff costs | 168,187 | 306,307 | 268,561 |
| Staff related expenses | 4,087 | 19,801 | 28,830 |
| HQ Premises | 3,754 | 12,902 | 31,344 |
| Office expenses | 5,601 | 13,768 | 24,250 |
| Advertising | 47,024 | 1,892 | 3,548 |
| Vehicle costs | 3,652 | 30,262 | 119,192 |
| IT costs | 11,480 | 32,149 | 35,747 |
| Insurance | 2,725 | 8,176 | 25,828 |
| Finance costs | 3,109 | 1,021 | 13,789 |
| Depreciation of tangible fixed assets | 4,911 | 128,305 | 78,446 |
| Legal and professional fees | 6,854 | 18,100 | 43,967 |
| Governance costs | 980 | 2,941 | 5,514 |
| Loss on disposal and reclassification of fixed assets | - | 28,405 | 5,902 |
| | 342,656 | 712,962 | 2,151,907 |

| | Community engagement | 2025 | 2024 |
|---|---|---|---|
| | £ | £ | £ |
| **Costs directly allocated to activities** | | | |
| Staffing | 370,746 | **1,769,829** | 1,742,934 |
| Medical equipment & consumables | 5,006 | **178,833** | 185,164 |
| Clinical training | - | **13,645** | 6,135 |
| Responder training | - | **9,499** | 19,731 |
| Vehicle costs | - | **10,438** | 68,405 |
| Purchase of goods for resale | 24,686 | **28,025** | 43,650 |
| Provision of external training | 53,377 | **53,377** | 51,032 |
| Fundraising | - | **46,382** | 21,661 |
| **Support costs allocated to activities** | | | |
| Staff costs | 241,562 | **984,617** | 1,015,890 |
| Staff related expenses | 31,878 | **84,596** | 122,120 |
| HQ premises | 11,992 | **59,992** | 63,168 |
| Office expenses | 13,436 | **57,056** | 74,881 |
| Advertising | 22,143 | **74,608** | 35,066 |
| Vehicle costs | 30,684 | **183,790** | 112,360 |
| IT costs | 31,600 | **110,976** | 107,389 |
| Insurance | 7,836 | **44,565** | 41,497 |
| Finance costs | (686) | **17,233** | 17,691 |
| Depreciation and amortisation | 64,925 | **276,588** | 258,082 |
| Legal and professional fees | 23,156 | **92,078** | 72,933 |
| Governance costs | 7,118 | **16,553** | 31,813 |
| Loss on disposal and reclassification of fixed assets | - | **34,307** | - |
| | 939,461 | **4,146,986** | 4,091,601 |

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## 10. Auditors' remuneration

| | 2025 £ | *2024 £* |
|---|---|---|
| Fees payable to the charitable company's auditor for the audit of the charitable company's annual accounts | **19,500** | *21,000* |

## 11. Staff costs

| | Group 2025 £ | *Group 2024 £* | Charitable company 2025 £ | *Charitable company 2024 £* |
|---|---|---|---|---|
| Wages and salaries | **2,466,213** | *2,468,214* | **1,971,744** | *1,902,997* |
| Social security costs | **199,380** | *202,192* | **189,307** | *189,064* |
| Contribution to defined contribution pension schemes | **83,012** | *79,157* | **78,623** | *74,033* |
| | **2,748,605** | *2,749,563* | **2,239,674** | *2,166,094* |

Staff costs stated above for the charitable company are net of staff costs recharged to the trading subsidiary of £497,780 (2024 - £583,469).

The average number of persons employed by the charitable company during the year was as follows:

| | Group 2025 No. | *Group 2024 No.* | Charitable company 2025 No. | *Charitable company 2024 No.* |
|---|---|---|---|---|
| Average monthly headcount | **88** | *102* | **88** | *102* |

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## 11. Staff costs (continued)

The average headcount expressed as full-time equivalents was:

| | **Group 2025 No.** | *Group 2024 No.* | **Charitable company 2025 No.** | *Charitable company 2024 No.* |
|---|---|---|---|---|
| Administration | **12** | *10* | **12** | *10* |
| Fundraising | **4** | *5* | **4** | *5* |
| Emergency Response | **6** | *5* | **6** | *5* |
| Community Emergency Medicine | **31** | *27* | **31** | *27* |
| Community Engagement | **11** | *11* | **11** | *11* |
| | **64** | *58* | **64** | *58* |

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

| | **Group 2025 No.** | *Group 2024 No.* |
|---|---|---|
| In the band £60,001 - £70,000 | **2** | *2* |
| In the band £70,001 - £80,000 | **-** | *3* |
| In the band £90,001 - £100,000 | **1** | *-* |
| In the band £100,001 - £110,000 | **-** | *1* |

The key management personnel, as listed in the Trustees' Annual Report, received employee benefits totalling £463,116 (2024 - £666,449).

## 12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2024 - £NIL)*.

The charitable company has purchased professional indemnity insurance on behalf of the Trustees for claims made by third parties arising from:

- Fidelity loss
- Loss of or damage to documents
- Pollution

The cost of this insurance is £165 (2024 - £111).

During the year ended 31 March 2025, no Trustee expenses have been incurred *(2024 - £NIL)*.

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## 13. Intangible assets

### Group

| | Computer software £ |
|---|---|
| **Cost** | |
| At 1 April 2024 | **114,513** |
| At 31 March 2025 | **114,513** |
| **Amortisation** | |
| At 1 April 2024 | **52,123** |
| Charge for the year | **19,728** |
| At 31 March 2025 | **71,851** |
| **Net book value** | |
| At 31 March 2025 | **42,662** |
| *At 31 March 2024* | *62,390* |

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**13. Intangible assets (continued)**

**Charitable company**

| | Computer software £ |
|---|---|
| **Cost** | |
| At 1 April 2024 | **101,513** |
| At 31 March 2025 | **101,513** |
| **Amortisation** | |
| At 1 April 2024 | **50,769** |
| Charge for the year | **17,128** |
| At 31 March 2025 | **67,897** |
| **Net book value** | |
| At 31 March 2025 | **33,616** |
| *At 31 March 2024* | *50,744* |

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## 14. Tangible fixed assets

### Group

| | Short-term leasehold property £ | Motor vehicles £ | Fixtures and fittings £ | Total £ |
|---|---|---|---|---|
| **Cost or valuation** | | | | |
| At 1 April 2024 | **33,026** | **357,907** | **1,673,578** | **2,064,511** |
| Additions | **-** | **6,781** | **2,510** | **9,291** |
| Disposals | **-** | **(148,172)** | **(200,963)** | **(349,135)** |
| At 31 March 2025 | **33,026** | **216,516** | **1,475,125** | **1,724,667** |
| **Depreciation** | | | | |
| At 1 April 2024 | **33,026** | **285,923** | **626,841** | **945,790** |
| Charge for the year | **-** | **47,049** | **209,811** | **256,860** |
| On disposals | **-** | **(136,459)** | **(123,716)** | **(260,175)** |
| At 31 March 2025 | **33,026** | **196,513** | **712,936** | **942,475** |
| **Net book value** | | | | |
| At 31 March 2025 | **-** | **20,003** | **762,189** | **782,192** |
| *At 31 March 2024* | *-* | *71,984* | *1,046,737* | *1,118,721* |

### Charitable company

| | Short-term leasehold property £ | Motor vehicles £ | Fixtures and fittings £ | Total £ |
|---|---|---|---|---|
| **Cost or valuation** | | | | |
| At 1 April 2024 | **33,026** | **350,835** | **1,399,266** | **1,783,127** |
| Additions | **-** | **4,093** | **2,511** | **6,604** |
| Disposals | **-** | **(148,172)** | **(200,963)** | **(349,135)** |
| At 31 March 2025 | **33,026** | **206,756** | **1,200,814** | **1,440,596** |

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## 14. Tangible fixed assets (continued)

### Charitable company (continued)

| | Short-term leasehold property £ | Motor vehicles £ | Fixtures and fittings £ | Total £ |
|---|---|---|---|---|
| **Depreciation** | | | | |
| At 1 April 2024 | **33,026** | **283,143** | **566,515** | **882,684** |
| Charge for the year | **-** | **45,087** | **155,991** | **201,078** |
| On disposals | **-** | **(136,459)** | **(123,716)** | **(260,175)** |
| At 31 March 2025 | **33,026** | **191,771** | **598,790** | **823,587** |
| **Net book value** | | | | |
| At 31 March 2025 | **-** | **14,985** | **602,024** | **617,009** |
| *At 31 March 2024* | *-* | *67,692* | *832,751* | *900,443* |

The net book value of tangible fixed assets includes £55,825 (2024 - £109,912) in respect of assets held under hire purchase contracts.

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## 15. Fixed asset investments

| charitable company | Investments in subsidiary companies £ | Listed investments £ | Total £ |
|---|---|---|---|
| **Cost or valuation** | | | |
| At 1 April 2024 | **1** | **16,615** | **16,616** |
| Disposals | **-** | **(17,025)** | **(17,025)** |
| Revaluations | **-** | **410** | **410** |
| At 31 March 2025 | **1** | **-** | **1** |

### Principal subsidiaries

The following was a subsidiary undertaking of the charitable company:

| Name | Company number | Registered office or principal place of business | Principal activity |
|---|---|---|---|
| LIVES Education Limited | 13887550 | Lives Headquarters, Units 5-8 Birch Court, Boston Road Industrial Estate, Horncastle, Lincolnshire, LN9 6SB | Training services |

| Class of shares | Holding | Included in consolidation |
|---|---|---|
| Ordinary | 100% | Yes |

The financial results of the subsidiary for the year were:

| Name | Income £ | Expenditure £ | Profit/(Loss) / Surplus/ (Deficit) for the year £ | Net assets £ |
|---|---|---|---|---|
| LIVES Education Limited | **505,262** | **719,544** | **(214,084)** | **(355,842)** |

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## 16. Stocks

| | **Group 2025 £** | *Group 2024 £* | **Charitable company 2025 £** | *Charitable company 2024 £* |
|---|---|---|---|---|
| Finished goods and goods for resale | **50,202** | *82,717* | **38,932** | *66,555* |

## 17. Debtors

| | **Group 2025 £** | *Group 2024 £* | **Charitable company 2025 £** | *Charitable company 2024 £* |
|---|---|---|---|---|
| Amounts owed by group undertakings | **-** | *-* | **602,522** | *395,399* |
| | **-** | *-* | **602,522** | *395,399* |
| **Due within one year** | | | | |
| Trade debtors | **91,888** | *87,833* | **9,430** | *21,230* |
| Other debtors | **-** | *1,669* | **-** | *1,669* |
| Prepayments and accrued income | **440,677** | *524,389* | **428,746** | *511,749* |
| | **532,565** | *613,891* | **1,040,698** | *930,047* |

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## 18. Creditors: Amounts falling due within one year

| | **Group 2025 £** | *Group 2024 £* | **Charitable company 2025 £** | *Charitable company 2024 £* |
|---|---|---|---|---|
| Trade creditors | **50,611** | *71,635* | **37,606** | *68,395* |
| Other taxation and social security | **94,921** | *83,081* | **94,010** | *80,605* |
| Obligations under finance lease and hire purchase contracts | **24,873** | *55,400* | **24,873** | *55,400* |
| Other creditors | **15,464** | *14,308* | **15,234** | *13,976* |
| Accruals and deferred income | **113,053** | *149,043* | **32,983** | *60,417* |
| | **298,922** | *373,467* | **204,706** | *278,793* |

| | **Group 2025 £** | *Group 2024 £* | **Charitable company 2025 £** | *Charitable company 2024 £* |
|---|---|---|---|---|
| Deferred income at 1 April 2024 | **84,710** | *69,390* | **13,394** | *16,525* |
| Resources deferred during the year | **73,550** | *84,710* | **2,063** | *13,394* |
| Amounts released from previous periods | **(84,710)** | *(69,390)* | **(13,394)** | *(16,525)* |
| | **73,550** | *84,710* | **2,063** | *13,394* |

Year end deferred income is for income received in the year relating to services and contracts that are being carried out in the 2024-25 financial year.

## 19. Creditors: Amounts falling due after more than one year

| | **Group 2025 £** | *Group 2024 £* | **Charitable company 2025 £** | *Charitable company 2024 £* |
|---|---|---|---|---|
| Net obligations under finance lease and hire purchase contracts | **62,717** | *85,228* | **62,717** | *85,228* |

Liabilities under hire purchase contracts are secured on the assets to which they relate.

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## 20. Statement of funds

### Statement of funds - current year

| | Balance at 1 April 2024 £ | Income £ | Expenditure £ | Gains/ (Losses) £ | Balance at 31 March 2025 £ |
|---|---|---|---|---|---|
| **Unrestricted funds** | | | | | |
| General Funds - all funds | **1,138,670** | **3,566,403** | **(3,562,377)** | **410** | **1,143,106** |
| **Restricted funds** | | | | | |
| Birchwood Project | **-** | **17,201** | **(17,201)** | **-** | **-** |
| First Responders | **-** | **410,290** | **(410,290)** | **-** | **-** |
| L Pick | **-** | **7,533** | **(7,533)** | **-** | **-** |
| Education Technology Fund | **170,008** | **-** | **(43,304)** | **-** | **126,704** |
| ePCR Fund | **5,000** | **-** | **-** | **-** | **5,000** |
| CEMS Vehicle Fund | **1,600** | **-** | **(1,600)** | **-** | **-** |
| Defibrillator Pads Replacement Fund | **8,639** | **-** | **(5,760)** | **-** | **2,879** |
| Medic 50 Vehicle Fund | **9,282** | **-** | **(9,282)** | **-** | **-** |
| Defibrillator Replacement Programme Fund | **104,446** | **34,665** | **(78,756)** | **-** | **60,355** |
| Interactive Education Fund | **3,278** | **-** | **(571)** | **-** | **2,707** |
| Code Crimson | **5,413** | **-** | **(3,292)** | **-** | **2,121** |
| Medic 50 Equipment Fund | **53,917** | **-** | **(7,020)** | **-** | **46,897** |
| TRIM Training | **5,000** | **-** | **-** | **-** | **5,000** |
| | **366,583** | **469,689** | **(584,609)** | **-** | **251,663** |
| **Total of funds** | **1,505,253** | **4,036,092** | **(4,146,986)** | **410** | **1,394,769** |

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**20. Statement of funds (continued)**

Description, nature and purpose of restricted funds

Birchwood Community Lifesaving Champions Project
The Birchwood Big Local Scheme provided funding for the prupose of enhancing community resilience and safety and empower people to act confidently in an emergency.

First Responder Grant
An annual grant is received from NHS Lincolnshire Integrated Care Board and NHS Humber & North Yorkshire Integrated Care Board as a contribution towards funding the provision of First Responders across the county.

L Pick Grant
Len Pick provided a grant to train volunteers in advanced life-saving techniques like CPR, defibrillator use, and managing severe bleeding. Volunteers will provide training in schools and community centres.

Education Technology Fund
Ufi VocTech Trust provided a grant to develop a virtual learning platform to enable Responders to maintain their competency during Covid restrictions.

ePCR Fund
Established to collect donations and grants towards the cost of developing and implementing an electronic patient care report system to replace our existing paper based system, which will make patient record keeping and clinical advice more user-friendly, efficient and data rich.

CFR Recruitment Fund
Established to collect donations and grants to support the recruitment of new Community First Responders. This contributes to the cost of recruitment events, including wages and venue hire, and the training/equipping of new CFRs.

CEMS Vehicle Fund
BASICs provided a grant towards the blue light installation of 3 vehicles for the Community Emergency Medicine Service. This cost is incorporated in the overall cost for the vehicles which are depreciated over 5 years.

Defibrillator Pads Replacement Fund
Established to collect donations and grants towards the cost of replacing defibrillators pads for all First Responders within LIVES when used in the course of responding to cardiac arrest.

Medic 50 Fund
BASICs provided a grant of £35,000 to fund a new vehicle for the Medic 50 service which provides critical care cover to the East Coast of Lincolnshire.

Defibrillator Replacement Programme Fund
Established to collect donations and grants towards the cost of replacing defibrillators for all First Responders within LIVES.

Interactive Education Fund
Established to purchase interactive display equipment to engage audiences of all ages, show our audiences how important it is to learn CPR skills and inspire those who are more interested to become a LIVES community first responder.

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**20. Statement of funds (continued)**

Code Crimson
Established to collect donations and grants to support the integration of blood into our critical care response and fund the provision of equipment to safely transport blood from each Trauma unit in the county.

Medic 50 Equipment Fund
Established to collect donations and grants to fund the purchase of advanced life-saving and diagnostic equipment specifically for our Medic 50 critical care car which covers the East Coast of Lincolnshire.

TRIM Training
Established to collect donations and grants towards the cost of Trauma Risk Management training for practitioners and managers within LIVES to enable them to best support First Responders who may need emotional support following an incident they have attended.

**Statement of funds - prior year**

| | *Balance at 1 April 2023* £ | *Income* £ | *Expenditure* £ | *Gains/ (Losses)* £ | *Balance at 31 March 2024* £ |
|---|---|---|---|---|---|
| **Unrestricted funds** | | | | | |
| General Funds - all funds | *1,286,449* | *3,401,184* | *(3,563,796)* | *14,833* | *1,138,670* |
| **Restricted funds** | | | | | |
| First Responders | *-* | *420,784* | *(420,784)* | *-* | *-* |
| Education Technology Fund | *202,307* | *-* | *(32,299)* | *-* | *170,008* |
| ePCR Fund | *-* | *5,000* | *-* | *-* | *5,000* |
| CEMS Vehicle Fund | *3,200* | *-* | *(1,600)* | *-* | *1,600* |
| Defibrillator Pads Replacement Fund | *11,619* | *1,500* | *(4,480)* | *-* | *8,639* |
| Medic 50 Vehicle Fund | *17,363* | *-* | *(8,081)* | *-* | *9,282* |
| Defibrillator Replacement Programme Fund | *126,279* | *20,642* | *(42,475)* | *-* | *104,446* |
| Interactive Education Fund | *3,849* | *-* | *(571)* | *-* | *3,278* |
| Code Crimson | *15,306* | *-* | *(9,893)* | *-* | *5,413* |
| Medic 50 Equipment Fund | *41,653* | *19,886* | *(7,622)* | *-* | *53,917* |
| TRIM Training | *5,000* | *-* | *-* | *-* | *5,000* |
| | *426,576* | *467,812* | *(527,805)* | *-* | *366,583* |
| **Total of funds** | *1,713,025* | *3,868,996* | *(4,091,601)* | *14,833* | *1,505,253* |

Docusign Envelope ID: CC9E9C4D-7429-4322-B2B2-91039463477F



## 21. Summary of funds

### Summary of funds - current year

| | Balance at 1 April 2024 £ | Income £ | Expenditure £ | Gains/ (Losses) £ | Balance at 31 March 2025 £ |
|---|---|---|---|---|---|
| General funds | **1,138,670** | **3,566,403** | **(3,562,377)** | **410** | **1,143,106** |
| Restricted funds | **366,583** | **469,689** | **(584,609)** | **-** | **251,663** |
| | **1,505,253** | **4,036,092** | **(4,146,986)** | **410** | **1,394,769** |

### Summary of funds - prior year

| | *Balance at 1 April 2023 £* | *Income £* | *Expenditure £* | *Gains/ (Losses) £* | *Balance at 31 March 2024 £* |
|---|---|---|---|---|---|
| General funds | *1,286,449* | *3,401,184* | *(3,563,796)* | *14,833* | *1,138,670* |
| Restricted funds | *426,576* | *467,812* | *(527,805)* | *-* | *366,583* |
| | *1,713,025* | *3,868,996* | *(4,091,601)* | *14,833* | *1,505,253* |

## 22. Analysis of net assets between funds

### Analysis of net assets between funds - current year

| | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total funds 2025 £ |
|---|---|---|---|
| Tangible fixed assets | 540,529 | 241,663 | **782,192** |
| Intangible fixed assets | 42,662 | - | **42,662** |
| Current assets | 921,554 | 10,000 | **931,554** |
| Creditors due within one year | (298,922) | - | **(298,922)** |
| Creditors due in more than one year | (62,717) | - | **(62,717)** |
| **Total** | 1,143,106 | 251,663 | **1,394,769** |

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## 22. Analysis of net assets between funds (continued)

**Analysis of net assets between funds - prior year**

| | *Unrestricted funds 2024 £* | *Restricted funds 2024 £* | *Total funds 2024 £* |
|---|---|---|---|
| Tangible fixed assets | *776,190* | *342,531* | *1,118,721* |
| Intangible fixed assets | *62,390* | *-* | *62,390* |
| Fixed asset investments | *16,615* | *-* | *16,615* |
| Current assets | *742,170* | *24,052* | *766,222* |
| Creditors due within one year | *(373,467)* | *-* | *(373,467)* |
| Creditors due in more than one year | *(85,228)* | *-* | *(85,228)* |
| **Total** | *1,138,670* | *366,583* | *1,505,253* |

## 23. Reconciliation of net movement in funds to net cash flow from operating activities

| | **Group 2025 £** | *Group 2024 £* |
|---|---|---|
| Net expenditure for the year (as per Statement of Financial Activities) | **(110,484)** | *(207,772)* |
| **Adjustments for:** | | |
| Depreciation charges | **256,860** | *240,747* |
| Amortisation charges | **19,728** | *17,336* |
| Loss/(gain) on investments | **(410)** | *(14,833)* |
| Loss/(profit) on the sale and reclassification of fixed assets | **34,307** | *-* |
| Decrease in stocks | **32,515** | *5,696* |
| Decrease in debtors | **81,326** | *168,951* |
| Increase/(decrease) in creditors | **(44,018)** | *3,826* |
| **Net cash provided by operating activities** | **269,824** | *213,951* |

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## 24. Analysis of cash and cash equivalents

| | Group 2025 £ | *Group 2024 £* |
|---|---|---|
| Cash in hand | **348,787** | *69,614* |
| **Total cash and cash equivalents** | **348,787** | *69,614* |

## 25. Analysis of changes in net debt

| | At 1 April 2024 £ | Cash flows £ | At 31 March 2025 £ |
|---|---|---|---|
| Cash at bank and in hand | **69,614** | **279,173** | **348,787** |
| Hire purchase | **(140,628)** | **53,038** | **(87,590)** |
| | **(71,014)** | **332,211** | **261,197** |

## 26. Pension commitments

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable by the charitable company to the fund and amounted to £99,219 (2024 - £93,208). £12,516 (2024 - £10,413) was payable to the fund at the balance sheet date and is included in creditors.

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## 27. Operating lease commitments

At 31 March 2025 the Group and the charitable company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

| | **Group 2025 £** | *Group 2024 £* | **Charitable company 2025 £** | *Charitable company 2024 £* |
|---|---|---|---|---|
| Not later than 1 year | **105,844** | *79,134* | **94,205** | *67,495* |
| Later than 1 year and not later than 5 years | **204,069** | *175,164* | **190,643** | *150,099* |
| Later than 5 years | **55,583** | *70,000* | **55,583** | *70,000* |
| | **365,496** | *324,298* | **340,431** | *287,594* |

The following lease payments have been recognised as an expense in the Statement of Financial Activities:

| | **Group 2025 £** | *Group 2024 £* | **Charitable company 2025 £** | *Charitable company 2024 £* |
|---|---|---|---|---|
| Operating lease rentals | **95,815** | *84,488* | **84,176** | *75,928* |

## 28. Members' liability

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £10 for the debts and liabilities contracted before he/she ceases to be a member.

## 29. Related party transactions

The charitable company purchased management training/consultancy services amounting to £585 (2024 - £5,115) from business under the control of Hilary Gibb who is a director and trustee of the charitable group. The balance owing at the year end was Nil (2024 - Nil).

## 30. Controlling party

There is no ultimate controlling party.

**LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE**

England & Wales - Charity number 1098364

# Accounts

Registered number: 04680981
Charity number: 1098364

# LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE

**(A Company Limited by Guarantee)**

## GROUP TRUSTEE'S REPORT AND FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 MARCH 2024

**LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE**
**(A Company Limited by Guarantee)**

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# TRUSTEES' REPORT
# FOR THE YEAR ENDED 31 MARCH 2024

The Trustees present their annual report together with the audited financial statements of the charitable company for the 1 April 2023 to 31 March 2024. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the group and the charitable company qualify as small under section 383 of the Companies Act 2006, the Group Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Lincolnshire Integrated Voluntary Emergency Service (LIVES) is the charity that delivers an emergency response to the people of Lincolnshire when they are suffering a 999 medical emergency.

The geography and infrastructure of the greater Lincolnshire area creates challenges for delivering a timely and skilled response to medical emergencies that reduces suffering and saves lives. LIVES exists to help address these challenges.

We bring people, skills, equipment and knowledge to people suffering a medical emergency in Lincolnshire, be they ill or suffering traumatic injuries. LIVES exists because our county is rural, our infrastructure is sparse, and yet our people suffer the same medical and traumatic emergencies every day as those living in cities or urban areas. We believe that no one in our county should suffer poorer outcomes from a medical emergency just because they live or work far from the healthcare facilities they need.

Last year, LIVES' emergency responders dedicated more than 54,300 hours to supporting their Lincolnshire communities and attended 4,052 medical emergencies. For more than 86.7% of the jobs we attend our Community First Responders arrived before the ambulance. Our Community Emergency Medicine and Falls teams attended 4,696 patients. LIVES educators taught lifesaving skills to 3,784 people across a wide range of community and business settings.

The service is provided free at the point of need, to anyone in Lincolnshire, resident or visitor, based on clinical need.

## Objectives and activities

### a. Policies and objectives

Charities are required to demonstrate how they provide a benefit to the public.

LIVES delivers benefit to the public in the relief of injury or illness by facilitating and delivering rapid response and treatment of those suffering a medical emergency or traumatic injury. This benefit is available to any member of the public in Lincolnshire and areas nearby whether they are residents or visitors, and access to the service is based solely on patient need.

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

**Objectives and activities (continued)**

**b. Vision, mission and charitable aims**

Our vision is that no person should suffer unnecessarily as a result of their illness, injury or their rural location.

Our mission is to provide equality and excellence of care to any person who suffers an emergency medical problem or injury within Lincolnshire.

Our charitable aims, as set out in our Memorandum of Association are to:

- Provide immediate medical care to any person injured in any accident or involved in any medical emergency in the area of Lincolnshire, North Lincolnshire, North East Lincolnshire or any area reasonably close thereto
- Advance the principles of Pre-Hospital Emergency Care on a national basis; providing advice and guidance in all aspects of such care; including delivery of training and provision of approved emergency equipment when required to do so
- Obtain, collect and receive money and funds that arise from the national furtherance of LIVES objects

**c. Values**

**Integrity** – Our strength comes from working together and upholding shared values. We do the right thing, even when it's difficult.

**Community** – This is where we're from, we're in this together. We're all united around a common purpose; to support the communities in which we all live.

**Excellence** – We strive to be the best we can in everything we do and to give all of our people an equal opportunity to grow and flourish.

**Objectives and activities (continued)**

**d. Strategic overview - It takes a team to save a life**

If an individual suffers a medical emergency in our county, we should be equipped to protect their safety and maximise positive medical outcomes. Whatever it takes.

It's the basis upon which LIVES was built in the past and it will always inform our plans for the future.
When location or geography makes it more difficult to access emergency healthcare, we will be there to deliver pre-hospital emergency medicine excellence, wherever it's needed.

Our current strategy was developed in 2020 with five priority areas are:

**1. Understand our impact**
We know we make a difference but measuring that is sometimes difficult. We will improve our data collection and adopt new measures to demonstrate the difference we make. We will work with research partners to build an evidence base for the effectiveness of our emergency response activity. We will use this information to continuously improve the quality of care that we deliver to people in our communities.

**2. Grow our presence**
We want every community in Lincolnshire to have access to our emergency response. We will increase the number of LIVES responders in operation across Lincolnshire, with targeted recruitment in areas where there is less coverage. We will invest in the skills of these responders so they can meet the needs of their community. And we will identify opportunities to use our skills in different ways to support people in medical need.

**3. Focus on quality**
We strive to excel at everything that we do. Our work is always based on evidence and we focus on delivering quality service and care – in our clinical activity, our training and the knowledge that we provide. We inspire and encourage all our people to be the best that they can be, at their chosen level.

**4. Sustain our growth financially**
We will develop and consolidate income streams that support the charity to deliver our aims. We will ensure that we have adequate reserves to weather unpredictable circumstances. And we will be transparent with our supporters, customers and funders, so they are clear on how we spend the funds that they trust us with.

**5. Achieve the highest levels of governance excellence**
Doing the right thing is important to us, even when that is difficult. We will maintain robust and structured processes, in both clinical and charity governance. We will ensure that we are compliant with all regulatory requirements and that we are a model of best practice, in both leading volunteers and delivering prehospital emergency medicine.

LIVES is undertaking a strategic review in 2024 ahead of launching a new five year strategy in 2025 that will guide the charity through the remainder of the decade. The environment in which we operate in changing with the introduction of NHS integrated care boards and a changing health and care system. The review will identify the opportunities which LIVES will take to make a difference to the people of Lincolnshire through emergency response and through life-saving education. Ultimately our focus remains on saving lives.

## Achievements and performance

### a. Achievements of the charitable group

During 2023/24 we have delivered lifesaving and life-enhancing care to patients and communities across Lincolnshire. We are pleased to share these achievements with you.

**Voluntary Response**
LIVES Responders are ordinary people, doing extraordinary things. They often come to us with little or no previous medical experience, just a willingness to learn life-saving skills and give up some of their time to be there to respond to calls for help in their community. They're trained and equipped to deal with a range of serious and often life-threatening medical incidents.

This year LIVES Community First Responders made themselves available to attend emergencies for more than 54,300 hours and attended 4,025 jobs. This is a reduction on previous years but in no way detracts from the very valuable contribution that every LIVES Responder makes to their community. We value the time that each volunteer contributes and support their decisions about how to best use this time.

Community First Responders focus on 'doing the basics well' often being the first to arrive on scene and deliver lifesaving interventions until more specialist resources arrive. During 2023/24 Community First Responders were first on scene at 86.7% of all jobs they attended. This is an increase on previous years although not surprising because Responders typically live and work in the communities in which they respond.

Recruitment of Community First Responders remains a key priority with a positive response to recruitment efforts. We have recruited 70 new volunteers this year and have created the capacity to recruit a further 144 new CFRs each year for the next five years. A review of the operational and support structures that underpin the delivery of emergency response was concluded in 2023 and resulted in a restructuring and refocus of these teams. The new structure is focused on providing a supportive, engaging experience for all volunteers that ensures that they have the opportunity to develop skills and are supported with the challenges of responding to emergencies.

The same plan of controlled growth of our medic responders saw the recruitment of four new medics during 2023/24. Medic responders are healthcare professionals who are typically employed in the NHS or air ambulance roles and choose to volunteer for LIVES alongside this. We currently have 21 healthcare professionals volunteering as medic responders, a level broadly akin to the skillset of an ambulance paramedic.

We differentiate between the skillset of our volunteer medic responders and our critical care responders who deliver the very highest levels of pre-hospital interventions. In 2023/24 we have recruited a further three responders to this team, all of who have developed their skills at LIVES and completed the post-graduate certificate in pre-hospital critical care. During the year this small but effective team were allocated to 353 jobs. They undertook 9 surgical procedures, 19 sedations and administered 2 pre-hospital emergency anaesthetics. These numbers are reduced from the previous year due to changes in the working arrangements with East Midlands Ambulance Service who dispatch LIVES responders to patients. From January 2024 East Midlands Ambulance Service required LIVES to restrict the scope of practice of LIVES critical care responders to that of a specialist paramedic as part of a contract review process. This has meant that there are some interventions that LIVES medics would usually deliver to patients that we have been unable to deliver, and that some of our critical care responders have chosen not to respond during this time. We continue to work with East Midlands Ambulance Service to reinstate this capability.

We are ahead of schedule with the programme to replace our estate of defibrillators and advanced life support monitors with state-of-the-art units manufactured by Zoll. The total cost of this programme is £750,000 and is funded by grants and donations from community groups for which we are immensely grateful. To date we have rolled out 118 AEDs to our Community First Responders and 14 advanced life support monitors to our Critical Care Responders. The new defibrillators have a number of advantages including providing coaching and

**Achievements and performance (continued)**

feedback to the individual carrying out CPR, and standardising defibrillator consumables across the charity, therefore reducing the need to hold different manufacturers supplies. Most importantly, all data relating to an incident is captured and stored electronically via WiFi and able to be reviewed, audited and provided to healthcare professionals to guide future treatment for the patient.

**Community Emergency Medicine**
Community emergency medicine is an emerging area of response and LIVES is at the forefront of delivering innovative response models that meet the needs of Lincolnshire.

Unlike many of our other response teams, the CEMS Clinicians are not volunteers, they're paid medical professionals, many of whom are senior in their fields of expertise which may be the emergency department, general practice or ambulance service. They're empowered by LIVES to make a judgement call as to which call-outs they attend, based on clinical need and the direct benefit to both the patient and the health service as a whole. They have access to Ambulance Service and GP systems that allow them access to information to assess the patient's need, and to make referrals to other healthcare professionals.

The CEMS team saw 2,365 patients with 72% avoiding A&E, either through staying at home or being referred for appropriate onward care during this episode. CEMS particularly targets complex patients who may be able to be kept at home through advanced diagnostics and treatments, however there will always be a proportion of patients that require admission to hospital. This team continues to consolidate, with the recruitment of 19 doctors and advanced clinical practitioners to the service this year, many of whom reside and work outside of Lincolnshire but choose to travel to work in this innovative service. These experienced clinicians are having a positive impact in the service, both in increasing the number of patients seen, and also in their enthusiasm for innovation and new approaches to delivering care.

The Falls Response Partnership attended 1,959 patients this year, an increase of 9% that can be attributed to the extended twilight hours worked by the service from October 2023. Of these patients 57% remained at home and did not attend A&E. This skilled team of specialist falls responders work to a bespoke scope of practice including the ability to provide pain relief, take an ECG and specialist skills in the safe moving of people. Further developments of the service are planned including increasing wound closure skills and the ability to refer to additional referral pathways.

**Education**
Education underpins all of the activities that we undertake at LIVES including responding to emergencies and sharing our skills with others through our schools programmes and wider community education.

Community First Responders undertake nationally recognised qualifications and ongoing learning and need to demonstrate that they have maintained their skills to be permitted to respond to emergencies. This year LIVES delivered 875 hours of formal learning to LIVES responders. Responders also meet in district groups on a monthly basis for training covering an ongoing programme of skills appropriate for their level of response. This face-to-face learning is supplemented by the LIVES Academy online learning platform which delivers theoretical and supportive training modules. Responders undertook 1508 online learning sessions via LIVES Academy last year. Although it was implemented during the pandemic, online learning has remained a vital part of our education delivery.

We are very grateful for the efforts that every LIVES volunteer makes to their ongoing education and maintaining their clinical skills.

**LIVES Education**
The delivery of education and training to a wide range of clients outside of LIVES is an important income stream for the charity. In April 2022 LIVES Education Limited was formed as a wholly owned trading subsidiary of the charity.

**Achievements and performance (continued)**

LIVES Education provides first aid and pre-hospital emergency medicine training to individuals, businesses and industry across Lincolnshire and beyond. Education income is an important growth area for the charity and income has continued to grow. In 2023/24 it has increased by 12.25% to £630,000 compared to the previous year. We forecast significant growth in education income over the coming years.

We deliver a broad range of health-related qualifications on behalf of three awarding bodies. We have delivered the Qualsafe suite of pre-hospital and first aid courses since 2016, and in 2019 added Mental Health First Aid England courses to our capabilities. During 2020, we began delivering The ATACC Group range of high-fidelity pre-hospital courses which are targeted at high-risk industries and rescue teams including fire and rescue services. We are pleased to have been granted 'direct claim' status by QNUK in recognition of the quality of our deliver and administration. In 2022 we became approved training centres for the Difficult Airways and Prehospital Trauma Life Support (PHTLS suite of courses. We have exclusive right to deliver the Difficult Airway suite of courses in the East Midlands, West Midlands and East of England. We anticipate these will provide significant opportunities for growth in the coming year.

We have developed a suite of Clinical and Mentoring CPD modules and are delivering these to ambulance services. We are an approved supplier for Health Education England (HEE). We have also improved our website so health care professionals can directly purchase CPD courses online.

In November 2023 we launched a LIVES Education website that specifically markets our training capability. This is a significant step forward with the ability to book courses online. A focus for 2023/24 will be driving the growth of our online activities through online and traditional marketing campaigns.

In May 2023 we were reappointed to the National Framework for the Provision of Pre-Hospital Emergency Medicine (PHEM) Training and Associated Services and Support to Blue Light Emergency Services. LIVES Education is one of only five providers appointed to the framework and the only provider able to deliver the full range of requirements of the framework.

We are proud of our highly professional cohort of educators who deliver engaging, confidence-building, consistently high quality training to every learner they encounter.

**Community Education and Engagement**
Every year there are around 30,000 out of hospital cardiac arrests across the UK, but sadly less than 1 in 10 people survive. For every minute defibrillation is delayed, the chance of survival falls by approximately 10%. (Resuscitation Council UK, 2015). A population widely trained in CPR has the potential to double survival rates. Evidence from other countries suggests that providing training in CPR to members of the public has a significant impact and improves patient outcomes for those who suffer a cardiac arrest.

In 2024 we have developed a new community strategy that is focused on teaching life-saving skills to communities across Lincolnshire. This includes bystander CPR, 'stop the bleed', and how to open an airway. These three interventions have the potential to save lives.

We have continued to offer the opportunity of bystander CPR sessions to every school in Lincolnshire and delivered training across both primary and secondary schools. We have plans to develop our Schools programme further over the next two years and are working on a partnership with Bishop Grosseteste University to develop a series of interventions that are appropriate for every child and young person at each key stage. This development in subject to funding.

We also know that learning doesn't finish when you leave school. We continue to work with community groups, sports clubs, faith groups and other organisations, as well as at community events to give every person who lives in Lincolnshire the opportunity to learn lifesaving skills. An evaluation of earlier programmes found that 85% of

**Achievements and performance (continued)**

those who took part in a community training session reported that their confidence in performing CPR had improved following the training. Furthermore, 8% reported that they had actively used their CPR training, either in a medical emergency or to show others what do to.

**Fundraising**
Community fundraising has continued to be an important part of our fundraising efforts given our intrinsic connection with the people who we serve. However we are aware that we are also suffering a cost of living crisis which has affected the donations that supporters feel able to make to the charity. Fundraising income has been challenging this year, with income reduced from the previous year.

We have restructured our fundraising team following the recruitment of a new Head of Fundraising in January 2024. This has included recruiting an experienced fundraiser to focus on individual giving and donor stewardship, and using the services of consultants in events and grants and trusts to bring expertise into the charity. We remain positive about the potential to grow fundraising income in the current and future years as we embed our new structures and processes, and we react to the impact of technology on fundraising.

Our fundraising volunteers are crucial to the delivery of our fundraising activities and provide support across a range of activities in the community such as servicing our collection boxes, talking to local schools and community groups in order to raise the profile of the charity, and attending local shows and events to support our stands. We are immensely grateful for their ongoing support and thankful for the contribution that they make.

Our business partnerships are also important to us. As well as raising vital funds, our business supporters raise our profile with their own employees but also offer us the opportunity to develop our networks to include their customers and partners too. We extend our thanks to all of the businesses that have supported our work, either through fundraising events, donations of time or goods, or through the purchase of services from LIVES Education.

Regular giving income has continued to be a small income stream and one that is targeted for growth. We have launched a LIVES Lottery in 2023/24 as an alternative to regular giving. We continue to see regular giving as a fundamental income stream and are very grateful to those donors who see fit to give us a small donation on an ongoing basis.

**Grants and Trusts**
During 2023/24 we have continued develop our grants and trusts programme although it was a challenging year with many funders focused on addressing the cost of living crisis. We have identified grant funders who have an interest in our work and are extremely grateful to those who have supported our charity this year. Grant and trust income reduced to £75,809 a decrease of 31.6% from 2022/23.

Our sincere thanks go to the following organisations for their generous support during this year:

Asda Foundation
Burghley Family Trust
Burton Upon Stather Parish Council
Co-op Community Team
Deeping St James United Charities
Dice Consulting
East Lindsey District Council
Groundwork UK
John Dawber Trust
Lincolnshire Co-op
Louth United Charities
South Kesteven District Council

**Achievements and performance (continued)**

Tesco Community Grant
The Gilbert Lane Trust
The Grace Trust
The Masonic Charitable Foundation
The Neighbourly Foundation
The Red Arrows Trust
The Welland Charitable Trust
Worth Waynflete Foundation

**Legacies**

We are immensely grateful to those donors who have been generous enough to remember LIVES in their will and very thankful for the contribution that they make to our ongoing charitable work.

Historically legacies have formed a very small income stream for the charity. Although we have started to see some growth in this income stream in recent years it remains a relatively small and unpredictable contributor to total income. Over the last three years we have begun to promote LIVES as a potential beneficiary of legacy donations including providing information on our website. This is a new area for the charity and we understand it will be many years before we see the benefits of work done today.

**Achievements and performance (continued)**

**b. Partners & stakeholders**

Partnership is key to LIVES delivery of services to the communities that we serve. We have a number of partners in delivering both an emergency response and skills to our communities, as well as in advancing the cause of pre-hospital emergency medicine nationally.

LIVES works in close partnership with East Midlands Ambulance Service NHS Trust (EMAS) and this partnership is key to the deployment of LIVES responders to medical emergencies across the county. LIVES responds to patients at the invitation of EMAS and volunteers are deployed by a dedicated team of dispatchers within the EMAS control room. Cooperation between EMAS crews and LIVES teams on the front line with patients is overwhelmingly positive and contributes to improved experience and outcomes for patients. LIVES and EMAS have agreed a new contract which governs the relationship between both parties. This has a five year term with the option for two further five-year extensions and so provides a secure framework for planning over the coming years.

LIVES has worked in formal partnership with Lincolnshire Fire and Rescue (LFR) since the start of the Community First Responder Scheme in 1999 but has cooperated at the scene of incidents since our inception in 1970. LFR volunteer fire fighters are trained as co-responders and attend medical emergencies in their communities under the training and clinical governance structure provided by LIVES. These co-responders make a significant contribution both to the charity and to their communities and we thank them for their dedication and commitment. Since 2021 LIVES has delivered medical trauma training to LFR fire fighters across Lincolnshire to ensure that they have the skills and confidence they need to respond to the medical needs of patients at incidents they attend. This has led to further opportunities for partnership working including the development of a road traffic collision course for LIVES responders that integrates with an LFR drill night for teams to have the opportunity to work together, and opportunities to collaborate in delivering fire safety checks for vulnerable residents.

LIVES also works in partnership with all NHS organisations in Lincolnshire and operates as part of the Integrated Care System. We have worked in partnership with many NHS organisations and providers over our history but the development of the ICS and our Community Emergency Medicine services provide opportunities for wider collaboration. We look forward to developing these partnerships further in the coming years.

We have continued to develop our relationship with the University of Lincoln over the past year. The second cohort of students of the post graduate certificate in pre-hospital critical care that was co-developed by both partners began the programme in 2024. LIVES Medic Responders are proud to lecture on this programme alongside University of Lincoln colleagues. We've also welcomed students from across the Medical School and the School of Health and Care to placements with LIVES services, and look forward to collaborating on research to further the development of pre-hospital emergency medicine.

## Financial review

### a. Going concern

Trustees have reviewed the accounts and forecasts and are of the view that the charity is a going concern. Trustees are satisfied that that forecasts illustrate a position financial position and that the forecast income is appropriately prudent.

Although Trustees acknowledge that the charity is not compliant with its reserves policy, they are of the opinion that there is adequate diversity across the income streams to protect the charity in the advent of a downturn in any one stream. The charity has sufficient cash to meet its liabilities as they arise.

Risks are mitigated by diverse income sources which include fundraising and donations, grants and trusts, income derived from commercial sales and contracted income from services provided to the NHS.

### b. Reserves policy

The total consolidated funds as at 31st March 2024 are £1,505,253 (2022/23: £1,713,025) of which £366,583 are restricted and not available for general purpose.

The reserves held as at 31st March 2024 are £(42,440) (2022/23: £541,316). This change in position is attributed to two main factors, these being the deficit position and an increase in fixed assets of £435,977.

Trustees reviewed the reserves policy during 2019/20, in recognition of the growth of the charity and changes in both income and risk profile. The charity's policy is to hold six months of non-commissioned service costs and a provision for covering the costs of winding up the charity if new income sources had not been found at that time. This will equate to £900,000 of unrestricted reserves and will, in the view of Trustees, provide a secure financial footing for LIVES to protect against any significant reduction in its normal income, or any significant unforeseen expenditures.

The charity does not yet hold the required reserves to be compliant with this policy. The policy will be reviewed again in 2024/25 to reflect the continued growth of the charity.

**c. Income & expenditure**

Financial sustainability is a key strategic objective for the charity. We can only deliver care to patients, education to our own responders and to communities, and plan for future growth if our income is secure and we understand and control our costs.

Historically LIVES relied on community fundraising to generate income to support the delivery of charitable activity. For the last six years our strategy has been to diversify our income streams, develop new sources of funding and mitigate the risks associated with income generation.

**Income**
Total income for the year was £3.869 million, compared with £3.735 million in 2022/23 which represents an increase of 3.59%. This is the sixth consecutive year of income growth for the charity and is aligned with our strategic aim of ensuring that LIVES is financially sustainable.

Income generated through provision of Emergency Response and Community Emergency Medicine services to NHS organisations accounts for 65.7% of all income, a slight increase from 64.6% in the 2022/23.

Income from Community Engagement provides 16% of income, a decrease from 20% in the previous year. Community Engagement includes income from sale of defibrillators and other equipment, education sales and clinical governance consultancy.

Education income has continued to grow to £505,658, an increase of 4.69%. This is an important income stream and one that we forecast will continue to grow as we develop new training offers and capabilities. Sale of goods income declined by 3.32% but remains a small but important income stream that is often linked to education sales or community activity.

Fundraising income continues to be challenging for our small fundraising team. Total fundraising income increased by 29% to £694,609 but this included £278,523 of donated goods and services. Donations and legacies income was £340,277 which represents a 13% decrease and is a reflection of both the economic climate and staffing challenges. Grant income also decreased to £75,809, a decrease of 32%.

**Expenditure**
Total expenditure was £4,091,601 , an increase of 12% from 2022/23. This is attributed to widespread cost increases in delivering core services. It is recognised that the largest proportion of costs is related to staffing at £2.75m which is 67.2% of all expenditure. Costs have increased disproportionately through 2023/24 with significant increases in expenditure related to increases in cost of essential inputs including medical consumables, fuels and staffing. Ongoing work to mitigate costs and ensure appropriate expenditure continues across the charity.

The cost of fundraising decreased by 10% to £300,800 which is a reflection of the challenges faced by the team, but also reflected in the decreased income stream.

The greatest proportion of expenditure is attributable to Community Emergency Medicine at 46.3%, however this also represents the greatest proportion of income at 55.5%.

**d. Material investments policy and performance**

Trustees are permitted by the Charity's Memorandum and Articles of Association to invest LIVES monies not immediately required for its own purpose in such investments, securities or property as may be thought fit. Trustees consider it appropriate to hold reserves in a combination of cash and balanced risk investment funds.

Investments were valued at £16,615 as at 31st March 2024.

The LIVES investment policy is:

**a) General objectives**
The investments must be managed in such a way as to fulfil Charity Commission requirements to obtain a reasonable return on those investments without excessive risk to the capital.

**b) Capital growth and income requirements**
The investments need only to provide capital growth; there is no requirement for them to generate income.

**c) Acceptable risk**
A "moderate" approach is to be adopted in the management of the charity's assets. Further definition of this can be found in the JCH Investment Management document, "Attitude to Risk."

**d) Functions delegated to the Trustees' agent (investment manager)**
The investments are to be managed on an 'advisory' basis within the bounds of the declared acceptable risk.

**e) Ethical restrictions**
The investments must avoid areas that may conflict with the overall aims of LIVES wherever possible, taking into account the large diversification of underlying holdings within the Investment Portfolio.

**e. Fundraising approach**

LIVES takes a responsible approach to fundraising and is both grateful and respectful towards all who support or donate to our charity. We hold ourselves to high standards and ensure that we meet or exceed the requirements of the fundraising regulations. Fundraising activities are predominantly carried out at public events and venues, static collection tins or through unsolicited donations.

LIVES previously employed the services of professional fundraisers during to undertake the recruitment of regular donors to the Friends of LIVES programme. However, activity was suspended from March 2020 in response to the pandemic lockdown and has not yet resumed.

The charity works closely with its fundraising partners to ensure that best practice is always adhered to. LIVES has voluntarily registered with the Fundraising Regulator and is a member of the Institute of Fundraising. Our employed fundraising team regularly undertake training opportunities through the Institute to ensure they remain current with best practice and guidelines.

Fundraising Promise
LIVES is committed to our 'Fundraising Promise' to our donors and supporters. We take the protection of the personal data of all our supporters and donors extremely seriously and regularly monitor and review our fundraising policies and procedures to ensure we deliver 'best practice' within the sector.

- We will never share your data with any other organisation for marketing purposes
- We always aim to send you a personal thank you for your donation
- We only send marketing communications to those who have explicitly given us consent to do so
- We promise to provide information about our work so you can see how your money is being spent and the difference you're making. To do this though, we need your permission to send you marketing communications
- If you tell us that you don't want us to contact you in a particular way, we won't
- If you sign up to give us a regular monthly gift by direct debit, we won't ask you to increase that monthly gift for at least a year
- We work to best practice, and will take appropriate action promptly if we fail to meet our standards

**Structure, governance and management**

**a. Governance Structure**

Lincolnshire Integrated Voluntary Emergency Service is a charitable company limited by guarantee, incorporated on 27 February 2003 and registered as a charity on 4 July 2003. The company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association. A special resolution was passed at the Annual General Meeting held in October 2019 to adopt updated Articles in line with the current recommendations of the Charity Commission. In the event of the company being wound up, members are required to contribute an amount not exceeding £10.

**Structure, governance and management (continued)**

**b. Role & Recruitment of Trustees**

The charity at the time of this report has eight Trustees. During this year, three new trustees were appointed following a recruitment process. Longstanding trustee Mr Michael Adie retired from the board and we thank him for his commitment and service.

Trustees are responsible for:

- Delivery of LIVES objects, as stated in the Articles of Association
- Setting the strategic direction of LIVES
- Upholding the core values of LIVES
- Monitoring performance and financial solvency
- Ensuring that LIVES complies with all relevant law and regulatory legislation
- Ensuring that policies, procedures and internal controls are effective and fit for purpose
- Protection of the assets and property of LIVES
- Reviewing and managing risk
- Upholding and applying the principles of equality and diversity and ensuring that LIVES is fair and open to all sections of the community

A board governance review undertaken in 2019 identified that further Trustee recruitment was required both to ensure the continuing skills of the board and to plan for anticipated future retirements. Regular recruitment has been undertaken in subsequent years and it is anticipated that further recruitment will be undertaken in the coming year.

All LIVES Trustees undergo an induction process, which in addition to familiarisation with the objectives and operational activities of LIVES, also includes formal training in the role of a Trustee. Trustees also undertake safeguarding training in line with the requirements of the Care Quality Commission and are required to undertake a Fit and Proper Person assessment on an annual basis.

**Structure, governance and management (continued)**

**c. Decision-making Structure**

.The Board delegates responsibility to committees in the areas of Clinical Governance, Finance & Performance, People & Organisation and Risk Management in order to strengthen the governance structure of LIVES, ensure informed effective decision making and mitigate risk. The delegated powers are set out in the Scheme of Delegation.

These committees are tasked with reviewing, monitoring and evaluating key areas of the organisation and its activities and making proposals or recommendations to the Board based on their findings. Membership of the committees is drawn from the Board and LIVES senior leadership and management teams. From 2020, a member of the LIVES Advisory Group has also joined each committee to provider a member's perspective. All committees operate within terms of reference approved by the Board.

There is a robust clinical governance framework in place within LIVES to ensure a consistent quality of delivery for all clinical aspects of the charity. LIVES is registered with the Care Quality Commission, which regulates the quality of clinical services delivered. The Learning from Events Review Group reviews the learning from incidents and excellence and provides feedback and advice to the Clinical Governance committee. A Medicines & Equipment Working Group reviews the suitability of all clinical equipment and medicines proposed or in use and makes recommendations to the Clinical Governance committee.

The Finance & Performance committee ensures close financial monitoring and effective budgeting in LIVES, within terms of reference approved by the Board. This committee also scrutinises performance data from across the charity and is responsible for contract monitoring and delivery. There are robust internal systems within LIVES to ensure appropriate authorisation of all large financial transactions and projects and to guard against fraud.

People are fundamental to the success of LIVES. The People & Organisation committee monitors recruitment, retention and development of both volunteers and employees, education programmes and delivery, wellbeing services and initiatives, and oversees the annual volunteer and staff surveys and action plans.

LIVES is aware that it faces a number of significant risks in the delivery of its activities and takes active steps to evaluate and mitigate these risks. These risks are monitored through the Risk Management committee and an organisational risk register is maintained with risks stratified and regularly reviewed based on their risk rating.

**Structure, governance and management (continued)**

**d. Management Structure**

The LIVES organisation is supported by a headquarters team of 32 people. The headquarters staff provide leadership and support services to ensure that the organisation is managed safely, complies with all regulations, generates sufficient income to operate sustainably, and that volunteers are supported in education, development and provision of equipment.

The organisation is led by a Chief Executive who works alongside the Medical Director and Leadership team and reports directly to the Board of Trustees.

The Medical Director is responsible for clinical standards and governance across all clinical activity of the Charity. They hold a number of responsibilities including the lead for safeguarding, and the charity's Caldicott Guardian.

During 2024 a restructuring of the Operations directorate created two teams. The Head of Funded Services is responsible for education and clinical services which are funded via contracts and delivered by employed staff. The Head of Quality, Community and Volunteers team is responsible for emergency response and community education that is primarily delivered by volunteers. They also have the remit for ensuring consistent quality across the Charity.

The Head of Fundraising is responsible for all donor and supporter stewardship, fundraising activities and grants and trusts programme. They also have responsibility for marketing and communications across the charity.

The Head of Sales is responsible for the development of commercial activities as a source of income. This is predominantly through the sale of training, clinical governance services and equipment to corporate, community and public sector clients.

The Head of Finance & Performance is responsible for ensuring the effective financial management of the organisation. This individual is also responsible for the production of management and performance information across the charity.

**e. Key Management Remuneration**

All directors give their time freely and no director received remuneration in the year. Details of directors' expenses and related party transactions are disclosed in notes 12 and 30 to the accounts.

The pay of senior staff is reviewed annually and normally increased in accordance with the pay award made to all employees. In view of the nature of the charity, the directors benchmark against pay levels in other charitable organisations of a similar size and other healthcare/education organisations.

**Structure, governance and management (continued)**

**f. Approach to Risk Management**

LIVES operates in an environment with inherent risks both to the charity and in the delivery of its core charitable activities. The charity takes proactive steps to evaluate and mitigate these risks. This process is monitored through the Risk Management committee who meet quarterly.

LIVES management processes allow for both bottom-up and top-down risks to be identified, weighted, managed and mitigated. The objective is to quantify risk as accurately as possible and assess potential impact on strategic objectives. This in turn allows for the proper prioritisation of investment decisions and future operational activity.

The risk register records all risks which are separated into four domains – Strategic, Operational, Financial and Compliance - to ensure that the Board is always fully informed of the overall risk picture, its management and mitigations. All risks are reviewed and managed at an appropriate level by Risk Management Committee, and all significant risks are reported and reviewed at each Board meeting where management and mitigation measures are discussed and agreed.

A separate clinical risk register has been developed in recognition of the additional risks faced by the charity due to the nature of its activity. This register is reviewed by the Clinical Governance committee, and an update is provided to the Risk Management committee who have overall ownership.

The charity is also aware that the development of Project Lifesaver and the plan to build a new LIVES Education Centre will expose the charity to risks that are new and previously unconsidered. Early mitigations include the appointment of specialist project managers to deliver the project within a defined governance framework and the development of a project-specific risk register.

Key risks faced by the organisation are categorised as:

- Breakdown of relationships with key operational partners including East Midlands Ambulance Service, Lincolnshire Fire and Rescue, or with the NHS Lincolnshire Integrated Care Board making it difficult for LIVES to deliver services
- A reduction in income through the loss of NHS funding, decline in fundraising, or a sustained failure in one or more income streams
- Risks associated with the delivery of clinical services including risks associated with education, clinical compliance and the management of equipment and medicines
- A reduction in operational capacity due to a significant reduction in volunteer membership or staffing; or risks associated with the unplanned growth of activity or membership
- Threats to the health and safety of volunteers and staff through the predominance of lone working
- Competitive threats from other clinical service, CFR schemes or similar and from commercial services.

These risks as well as other risks identified by the Board continue to be monitored and mitigated against, both in terms of likelihood of these situations occurring and the impact on LIVES if they were to happen.

**Health and Safety**
The charity is committed to promoting a positive safety culture that is in line with its Health & Safety policy. Health & Safety is the day-to-day responsibility of the Health & Safety officer, and incidents are captured through the Learning from Events system. Health & Safety is overseen by the Risk Management committee. A review of the health and safety approach across the Charity will be undertaken.

Providing support for the wellbeing of all employees and volunteers is an important principle of health and safety

**Structure, governance and management (continued)**

at LIVES. All LIVES people, both employees and volunteers have access to a suite of resources to support their health and wellbeing, including an employee assistance programme. LIVES has adopted the McQueen Charter as a framework for wellbeing management across the charity.

**Safeguarding**
LIVES Safeguarding policies aim to ensure that no act of omission on the part of the charity or an employee puts a child or vulnerable adult at risk. All volunteers, employees and trustees undertake safeguarding training in line with the Intercollegiate Document that sets out roles and competencies for healthcare staff.

**Regulatory Bodies**
LIVES is subject to regulation by the Care Quality Commission, Charity Commission, Companies House, Information Commissioner and the Fundraising Regulator.

During 2023/24 there has been a number of activities orchestrated by a small number of former employees with the intent of discrediting the charity. This has included referring the charity to regulators and resulted in inspections by both the Charity Commission and the Care Quality Commission during this period. The Trustees are saddened that a small number of people have sought to undermine the very good work of the Charity, its staff and volunteers, and have rightly robustly defended the reputation of the charity in the ensuing local media coverage.

LIVES was inspected by the Care Quality Commission in November 2023 and in January was given a rating of 'requires improvement'. An action plan is in place and is being executed. This plan addresses the matters identified by the CQC and is overseen by the Trustee board. Whilst we accept the CQC's findings we do not believe it is a true reflection of the excellent care that is delivered by LIVES volunteers and staff. We look forward to welcoming the CQC back for a future inspection.

In line with protocol, the Trustees of LIVES raised a serious incident report with the Charity Commission in January 2024 in response to an online petition that was circulating regarding the charity's chief executive. In April the Charity Commission notified trustees that they had opened an investigation in relation to this matter and complaints that they had received. The investigation was subsequently closed in July 2024 with the Commission confirming that they had received the appropriate assurances of the governance of the charity with no further action required by trustees.

LIVES trustees have welcomed the scrutiny by regulators and the independent assurance of the governance processes that are in place.

**Equal Opportunities**
LIVES are committed to ensuring equal opportunities, fairness and dignity in the workplace, and to eliminating discrimination of all kinds.

**g. Trustees' indemnities**

Qualifying third party provisions made by the charity are in force for the benefit of the Trustees.

**Plans for future periods**

LIVES is a forward-thinking organisation, grounded in our Lincolnshire communities and always looking for new ways to improve outcomes for people who live, work in and visit these communities. LIVES is also outward-looking, committed to advancing the cause of pre-hospital emergency medicine, not only for the benefit of our own people but for those beyond our county borders.

Our first priority is always the continuity of our core emergency response to those patients who need us most in our large rural county. We are therefore delighted to share our future plans for the coming years.

**Communities and Volunteers**
LIVES emergency responders are at the heart of our charity and our future plans are focused on supporting the growth and development of this service and the individuals who deliver it.

A full review of the operational and support structures that underpin the delivery of emergency response was concluded in 2023 and resulted in a restructuring and refocus of these teams. The new structure is focused on providing a supportive, engaging experience for all volunteers that ensures that they have the opportunity to develop skills and are supported with the challenges of responding to emergencies. Recruitment of Community First Responders remains positive, with a good response to recruitment efforts. We have the capacity to recruit 144 new CFRs each year with recruitment targeted to meet the needs of the communities. In addition to this we plan to recruit five new medic responders and two new critical care responders each year to grow these important teams.

We will continue the ongoing programme to deploy technology to responders that makes it easier for them to acquire skills, be safely deployed and keep in touch with the charity and each other. We have entered a contract with Bliksund to provide an electronic patient record system which is accessed via a mobile device

At our core we are a community-based charity that is committed to improving the outcomes for people in our communities. In 2024 we have developed a new community strategy that will provide a coherent framework for all of the community education activities that we deliver.

Our community education programme will be expanded beyond the usual remit of bystander CPR to include opening an airway and 'stop the bleed' training which are also essential lifesaving interventions that can be safely delivered by a member of the public. We aim to train 150,000 people in lifesaving skills across Lincolnshire between 2024 and 2030.

Alongside this rejuvenated programme we will launch a new level of volunteer responder that solely provides an initial response to cardiac arrests to deliver basic life support. Our aim is to recruit a large number of these responders across the county so every person in Lincolnshire is never more than a couple of minutes away from a responder who can be deployed to them in this life-threatening situation.

We will be seeking funding for this revised community strategy to ensure that it can be deployed equitably across the county, and particularly benefiting those communities who are disadvantaged in health outcomes or access to emergency health services.

**Education**
We will continue to develop our education offering to our own responders and to the wider business and corporate community. We will develop our training offer for healthcare including further specialist courses in all areas of pre-hospital emergency medicine, continuing professional development including online and face to face learning, and through the development of the online LIVES Academy learning platform. This includes working in partnership with others with similar aims including the University of Lincoln and commercial partners such as Zoll. We will improve our capacity to respond to tenders in areas in which we know we have expertise.

**Community Emergency Medicine**

**Plans for future periods (continued)**

Community emergency medicine is an emerging area of response and LIVES is at the forefront of delivering innovative response models that meet the needs of Lincolnshire.

As the Integrated Care System develops new models of care, LIVES is looking to how our skills can be best used to support the patients and the wider system. We are anticipating an expansion in both the skills and the scale of the services that are provided, including an extension of operating hours. We are also intending to increase our capacity for student placements in CEM, including the delivery of education to support students.

**Project Lifesaver - a specialist education centre for pre-hospital emergency medicine**
Project Lifesaver is the name given to our plan to develop a specialist education centre to support the skills development of our own staff and employees and the wider community. The economic environment has caused trustees to reevaluate the timing of the delivery of this project, particularly due to the availability of funding. Project Lifesaver remains a priority but the timing of this project is under review.

**Reference and administrative details of the charitable company, its trustees and advisers**

**Trustees**

Thomasin Nicholds, Chair (appointed 1 October 2019, resigned 29 August 2024)
Andrew Wilson, Vice Chair (appointed 1 October 2019)
Andrew Brooks, Trustee (appointed 12 August 2022)
Annamieke Fussey, Trustee (appointed 12 August 2022)
Hilary Gibb, Trustee (appointed 19 July 2020)
Jonathan Teer, Trustee (appointed 1 October 2019)
Timothy Downing, Trustee (appointed 6 October 2009)

Directors, LIVES Education Limited

Chair
Andrew Wilson

Directors
Hilary Gibb
Nikki Cooke

All of the above Trustees, who are also the directors of the charity for the purposes of company law, held office during the year under review.

**Company registered number**

04680981

**Charity registered number**

1098364

**Registered office**

LIVES Headquarters, Unit 5-8 Birch Court, Boston Road Industrial Estate, Horncastle, Lincolnshire, LN9 6SB

**Key management personnel**

Nikki Cooke

**Independent auditors**

Duncan & Toplis Audit Limited, 5 Resolution Close, Endeavour Park, Boston, Lincolnshire, PE21 7TT

**Bankers**

Natwest, 27 High Street, Horncastle, Lincolnshire, LN9 5XB

**Investment Advisors**

JCH Investment Management, 1 Henley Way, Doddington Road, Lincoln, LN6 3QR

**Statement of Trustees' responsibilities**

The Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for preparing the Trustees' 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 . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the charitable company and of their incoming resources and application of resources, including their income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

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

## TRUSTEES' REPORT (CONTINUED)
## FOR THE YEAR ENDED 31 MARCH 2024

### Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

### Auditors

The auditors, Duncan & Toplis Audit Limited, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees on 12 October 2024 and signed on their behalf by:

**Hilary Gibb**
Chair of Trustees

## INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE

### Opinion

We have audited the financial statements of Lincolnshire Integrated Voluntary Emergency Service (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities, the Statement of Financial Position, the Charitable company Statement of Financial Position, the Consolidated Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2024 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

### 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 Auditors' 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 United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

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

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

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

## INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE (CONTINUED)

### Other information

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

We have nothing to report in this regard.

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

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

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

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

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

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

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company 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; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

## INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE (CONTINUED)

### Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement, 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 Group's and the parent 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 Group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

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

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

We have identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial experience, knowledge of the sector, a review of regulatory and legal correspondence and through discussions with Directors and other management obtained as part of the work required by auditing standards. We have also discussed with the Directors and other management the policies and procedures relating to compliance with laws and regulations. We communicated laws and regulations throughout the team and remained alert to any indications of non-compliance throughout the audit.

The potential impact of different laws and regulations varies considerably. Firstly, the company is subject to laws and regulations that directly impact the financial statements (for example financial reporting legislation) and we have assessed the extent of compliance with such laws as part of our financial statements audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including risk of override of controls) and determined that the principal risks were related to management bias in accounting estimates and judgemental areas of the financial statements such as depreciation of tangible fixed assets, as well as the risk of inappropriate journal entries to influence fund surpluses and / or deficits. Audit procedures performed by the engagement team included the identification and testing of material and unusual journal entries and challenging management on key accounting estimates, assumptions and judgements made in the preparation of the financial statements. We carried out detailed substantive tests on accounting estimates, including reviewing the methods used by management to make those estimates and re-performing the calculation.

Secondly, the company is subject to other laws and regulations where the consequence for non-compliance could have a material effect on the amounts or disclosures in the financial statements. We identified the following areas as those most likely to have such an effect:
- Care Quality Commission regulations;
- Charities Act 2011; and
- Charity Commission regulations.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Directors and other management and inspection. This inspection included:
- a review of the charitable parent's registration status with regulatory bodies.
- a review of the correspondence with regulatory bodies to assess the outcome of inspections and investigations in the year. We also assessed the action plans prepared by management to resolve items found during the course of those investigations and remain compliant.
- A review of the internal management and trustee meeting minutes in the period to ensure we are aware of any indicators / instances of non-compliance.

Through these procedures, if we became aware of any non-compliance, we considered the impact on the procedures performed on the related financial statement items.

## INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE (CONTINUED)

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. The further removed non-compliance with laws and regulations 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. As with any audit, there is a greater risk of non-detection of irregularities as these may involve collusion, intentional omissions of 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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

**Use of our report**

This report is made solely to the charitable company's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an Auditors' 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

**Timothy Godson (Senior Statutory Auditor)**
for and on behalf of
**Duncan & Toplis Audit Limited**
5 Resolution Close
Endeavour Park
Boston
Lincolnshire
PE21 7TT

Date:

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

| | Note | Unrestricted funds 2024 £ | Restricted funds 2024 £ | Total funds 2024 £ | *Total funds 2023 £* |
|---|---|---|---|---|---|
| **Income from:** | | | | | |
| Donations and legacies | 4 | **624,063** | **70,546** | **694,609** | *502,834* |
| Charitable activities | 5 | **2,751,225** | **397,266** | **3,148,491** | *3,187,191* |
| Other trading activities | 6 | **21,874** | **-** | **21,874** | *41,322* |
| Investments | 7 | **117** | **-** | **117** | *68* |
| Other income | 8 | **3,905** | **-** | **3,905** | *3,747* |
| **Total income** | | **3,401,184** | **467,812** | **3,868,996** | *3,735,162* |
| **Expenditure on:** | | | | | |
| Raising funds | | **300,229** | **571** | **300,800** | *332,995* |
| Charitable activities | 9 | **3,263,567** | **527,234** | **3,790,801** | *3,317,303* |
| **Total expenditure** | | **3,563,796** | **527,805** | **4,091,601** | *3,650,298* |
| **Net (expenditure)/income before net gains/(losses) on investments** | | **(162,612)** | **(59,993)** | **(222,605)** | *84,864* |
| Net gains/(losses) on investments | | **14,833** | **-** | **14,833** | *(8,806)* |
| **Net movement in funds** | | **(147,779)** | **(59,993)** | **(207,772)** | *76,058* |
| **Reconciliation of funds:** | | | | | |
| Total funds brought forward | | **1,286,449** | **426,576** | **1,713,025** | *1,636,967* |
| Net movement in funds | | **(147,779)** | **(59,993)** | **(207,772)** | *76,058* |
| **Total funds carried forward** | | **1,138,670** | **366,583** | **1,505,253** | *1,713,025* |

## STATEMENT OF FINANCIAL POSITION
## AS AT 31 MARCH 2024

| | Note | | 2024 £ | | 2023 £ |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Intangible assets | 13 | | **62,390** | | *56,586* |
| Tangible assets | 14 | | **1,118,721** | | *688,547* |
| Investments | 15 | | **16,615** | | *301,782* |
| | | | **1,197,726** | | *1,046,915* |
| **Current assets** | | | | | |
| Stocks | 16 | **82,717** | | *88,413* | |
| Debtors | 17 | **613,891** | | *781,904* | |
| Cash at bank and in hand | | **69,614** | | *205,902* | |
| | | **766,222** | | *1,076,219* | |
| Creditors: amounts falling due within one year | 18 | **(373,467)** | | *(377,388)* | |
| **Net current assets** | | | **392,755** | | *698,831* |
| **Total assets less current liabilities** | | | **1,590,481** | | *1,745,746* |
| Creditors: amounts falling due after more than one year | 19 | | **(85,228)** | | *(32,721)* |
| **Net assets excluding pension asset** | | | **1,505,253** | | *1,713,025* |
| **Total net assets** | | | **1,505,253** | | *1,713,025* |
| **Charity funds** | | | | | |
| Restricted funds | 20 | | **366,583** | | *426,576* |
| Unrestricted funds | 20 | | **1,138,670** | | *1,286,449* |
| **Total funds** | | | **1,505,253** | | *1,713,025* |

The charitable company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 151 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

## STATEMENT OF FINANCIAL POSITION (CONTINUED)
## AS AT 31 MARCH 2024

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees on 12 October 2024 and signed on their behalf by:



**Hilary Gibb**
Chair of Trustee

The notes on pages 34 to 59 form part of these financial statements.

## CHARITABLE COMPANY STATEMENT OF FINANCIAL POSITION
## AS AT 31 MARCH 2024

| | Note | | 2024 £ | | *2023 £* |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Intangible assets | 13 | | **50,744** | | *56,586* |
| Tangible assets | 14 | | **900,443** | | *629,233* |
| Investments | 15 | | **16,616** | | *301,783* |
| | | | **967,803** | | *987,602* |
| **Current assets** | | | | | |
| Stocks | 16 | **66,555** | | *79,911* | |
| Debtors | 17 | **930,047** | | *899,821* | |
| Cash at bank and in hand | | **46,626** | | *62,646* | |
| | | **1,043,228** | | *1,042,378* | |
| Creditors: amounts falling due within one year | 18 | **(278,793)** | | *(302,111)* | |
| **Net current assets** | | | **764,435** | | *740,267* |
| **Total assets less current liabilities** | | | **1,732,238** | | *1,727,869* |
| Creditors: amounts falling due after more than one year | 19 | | **(85,228)** | | *(32,721)* |
| **Net assets excluding pension asset** | | | **1,647,010** | | *1,695,148* |
| **Total net assets** | | | **1,647,010** | | *1,695,148* |
| **Charity funds** | | | | | |
| Restricted funds | 20 | | **366,583** | | *426,576* |
| Unrestricted funds | 20 | | **1,280,427** | | *1,268,572* |
| **Total funds** | | | **1,647,010** | | *1,695,148* |

The charitable company's net movement in funds for the year was £(48,138) *(2023 - £58,181)*.

The charitable company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 151 of the Charities Act 2011.

## CHARITABLE COMPANY STATEMENT OF FINANCIAL POSITION (CONTINUED)
## AS AT 31 MARCH 2024

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees on 12 October 2024 and signed on their behalf by:

**Hilary Gibb**
Chair of Trustees

The notes on pages 34 to 59 form part of these financial statements.

## CONSOLIDATED STATEMENT OF CASH FLOWS
## FOR THE YEAR ENDED 31 MARCH 2024

| | Note | 2024 £ | 2023 £ |
|---|---|---|---|
| **Cash flows from operating activities** | | | |
| Net cash used in operating activities | 23 | **213,951** | *(255,610)* |
| **Cash flows from investing activities** | | | |
| Proceeds from the sale of tangible fixed assets | | **-** | *2,175* |
| Purchase of intangible assets | | **(23,140)** | *(32,600)* |
| Purchase of tangible fixed assets | | **(573,938)** | *(178,655)* |
| Proceeds from sale of investments | | **300,000** | *-* |
| **Net cash used in investing activities** | | **(297,078)** | **(209,080)** |
| **Cash flows from financing activities** | | | |
| Repayments of hire purchase | | **(53,161)** | *(32,470)* |
| **Net cash used in financing activities** | | **(53,161)** | **(32,470)** |
| **Change in cash and cash equivalents in the year** | | **(136,288)** | **(497,160)** |
| Cash and cash equivalents at the beginning of the year | | **205,902** | *703,062* |
| **Cash and cash equivalents at the end of the year** | 24 | **69,614** | *205,902* |

The notes on pages 34 to 59 form part of these financial statements

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

### 1. General information

Lincolnshire Integrated Voluntary Emergency Service is a private company, limited by guarantee without share capital, registered in England and Wales. The charitable company's registered number and registered office address can be found in the Trustees annual report.

The presentation currency of the financial statements is the Pound Sterling (£).

### 2. Accounting policies

#### 2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

The consolidated statement of financial activities (SOFA) and consolidated statement of financial position consolidate the financial information of the group and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The group has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own statement of financial activities in these financial statements.

The Consolidated Statement of Financial Activities (SOFA) and Statement of Financial Position consolidate the financial statements of the charitable company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The charitable company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Financial Activities in these financial statements.

## 2. Accounting policies (continued)

### 2.2 Going concern

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

Trustees acknowledge that 2023/24 has been a challenging year and that the Charity has reported a deficit, however they remain confident that the Charity is a going concern. A combination of the financial climate and changes at the Charity have put pressure on income and cashflow has been a particular focus through the current year. A significant proportion of income is derived from NHS contracts and there are promising signs of recovery in fundraising income and in sales growth. The forecast for the remainder of the year is positive, although consideration has been given to securing a small short-term lending facility through quarter 3 & 4 post year end to support the Charity through the seasonal income pressures and the Trustees are confident in securing this. Forecasts for both cashflow and income in 2024/25 are positive and support the view of the Trustees that the Charity continues to be a going concern.

## 2. Accounting policies (continued)

### 2.3 Incoming resources

All income is recognised once the group has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the group has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the group, can be reliably measured.

Grants are included in the Consolidated Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Statement of Financial Position. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

No amounts are included in the financial statements for services donated by volunteers. Donated goods and 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.

Where the donated good is a fixed asset, it is measured at fair value, unless it is impractical to measure this reliably, in which case the cost of the item to the donor should be used. The gain is recognised as income from donations and a corresponding amount is included in the appropriate fixed asset class and depreciated over the useful economic life in accordance with the group's accounting policies.

On receipt, donated professional services and facilities are recognised on the basis of the value of the gift to the group which is the amount it would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

### 2.4 Resources expended

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

## 2. Accounting policies (continued)

### 2.4 Resources expended (continued)

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

Governance costs are those costs incurred directly with expenditure related to charity compliance and statutory requirements.

All expenditure is inclusive of irrecoverable VAT.

### 2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

### 2.6 Taxation

The charitable company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charitable company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

### 2.7 Intangible assets and amortisation

Intangible assets are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

At each reporting date the charitable company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following basis:

| | |
|---|---|
| Computer software | - Straight line over 5 years |

## 2. Accounting policies (continued)

### 2.8 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost, or in cases where fixed assets have been donated, at valuation at the time of acquisition. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

At each reporting date the charitable company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

| | |
|---|---|
| Short-term leasehold property | - 10% or straight line over the life of the lease |
| Motor vehicles | - Straight line over 5 years |
| Fixtures and fittings | - Straight line over 3, 5 or 10 years |

### 2.9 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Statement of Financial Position date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated Statement of Financial Activities.

Investments in subsidiaries are valued at cost less provision for impairment.

### 2.10 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost is determined on a standard cost basis, and includes all direct costs incurred. Net realisable value is based on an estimated selling price allowing for all further costs of disposal.

### 2.11 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.
Accrued incomes are valued at the amounts due relating to pre- Statement of Financial Position date activity.

### 2.12 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

## 2. Accounting policies (continued)

### 2.13 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Statement of Financial Position date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charitable company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated Statement of Financial Activities as a finance cost.

### 2.14 Financial instruments

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

### 2.15 Finance leases and hire purchase

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the Group. Obligations under such agreements are included in creditors, net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Consolidated Statement of Financial Activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

### 2.16 Operating leases

Rentals paid under operating leases are charged to the Consolidated Statement of Financial Activities on a straight line basis over the lease term.

### 2.17 Pensions

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

## 2. Accounting policies (continued)

### 2.18 Fund accounting

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

## 3. Critical accounting estimates and areas of judgement

In the application of the Charity's accounting policies, management are required to make judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experiences and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

Critical accounting estimates and assumptions:

**Depreciation - useful expected life**

Tangible fixed assets which are valued at cost less accumulated depreciation spread out over the useful life of the individual assets. The useful life is subject to managements judgement based on the utilisation of the assets within the business. The assets are reviewed periodically to ensure that the basis remains appropriate and is amended where necessary.

## 4. Income from donations and legacies

| | Unrestricted funds 2024 £ | Restricted funds 2024 £ | Total funds 2024 £ | *Total funds 2023 £* |
|---|---|---|---|---|
| Donations incl "in memory" and anniversaries | 89,180 | 150 | **89,330** | *142,137* |
| Regular giving schemes | 69,117 | - | **69,117** | *75,666* |
| Collection tins | 13,380 | - | **13,380** | *11,162* |
| Statutory giving | 14,563 | - | **14,563** | *12,347* |
| Corporate | 69,909 | 617 | **70,526** | *44,895* |

## 4. Income from donations and legacies (continued)

| | Unrestricted funds 2024 £ | Restricted funds 2024 £ | Total funds 2024 £ | *Total funds 2023 £* |
|---|---|---|---|---|
| Legacies | 83,361 | - | **83,361** | *105,873* |
| Grants | 6,030 | 69,779 | **75,809** | *110,754* |
| Donated goods and services | 278,523 | - | **278,523** | *-* |
| **Total 2024** | 624,063 | 70,546 | **694,609** | *502,834* |
| *Total 2023* | *406,165* | *96,669* | *502,834* | |

## 5. Income from charitable activities

| | Unrestricted funds 2024 £ | Restricted funds 2024 £ | Total funds 2024 £ | *Total funds 2023 £* |
|---|---|---|---|---|
| Emergency response | - | 397,266 | **397,266** | *391,391* |
| Community emergency medicine | 2,147,931 | - | **2,147,931** | *2,021,175* |
| Community engagement | 603,294 | - | **603,294** | *774,625* |
| | 2,751,225 | 397,266 | **3,148,491** | *3,187,191* |
| *Total 2023* | *2,614,600* | *572,591* | *3,187,191* | |

## 6. Income from other trading activities

### Income from fundraising events

| | Unrestricted funds 2024 £ | Total funds 2024 £ | *Total funds 2023 £* |
|---|---|---|---|
| Fundraising events | 18,208 | **18,208** | *37,339* |
| Other trading activities | 3,666 | **3,666** | *3,983* |
| | 21,874 | **21,874** | *41,322* |
| *Total 2023* | *41,322* | *41,322* | |

## 7. Investment income

| | Unrestricted funds 2024 £ | Total funds 2024 £ | *Total funds 2023 £* |
|---|---|---|---|
| Interest received | 117 | **117** | *68* |
| *Total 2023* | *68* | *68* | |

## 8. Other incoming resources

| | Unrestricted funds 2024 £ | Total funds 2024 £ | *Total funds 2023 £* |
|---|---|---|---|
| Miscellaneous income | 3,905 | **3,905** | *3,747* |
| *Total 2023* | *3,747* | *3,747* | |

## 9. Total resources expended

| | Donations and legacies £ | Emergency response £ | Community emergency medicine £ |
|---|---|---|---|
| **Costs directly allocated to activities** | | | |
| Staffing | 92,343 | 1,358 | 1,151,244 |
| Medical equipment & consumables | - | 118,913 | 61,174 |
| Clinical training | - | 810 | 5,325 |
| Responder training | - | 19,731 | - |
| Vehicle costs | - | 28,343 | 40,063 |
| Purchase of goods for resale | 1,654 | - | - |
| Provision of external training | - | - | - |
| Fundraising | 19,475 | 2,181 | 5 |
| **Support costs allocated to activities** | | | |
| Staff costs | 119,768 | 348,303 | 311,186 |
| Staff related expenses | 5,588 | 42,687 | 25,664 |
| HQ Premises | 3,752 | 13,809 | 33,974 |
| Office expenses | 5,950 | 22,112 | 30,670 |
| Advertising | 14,474 | 1,666 | 3,123 |
| Vehicle costs | 2,108 | 28,164 | 57,478 |
| IT costs | 13,168 | 38,766 | 33,069 |
| Insurance | 2,847 | 8,541 | 21,923 |
| Finance costs | 2,443 | 1,011 | 9,351 |
| Depreciation of tangible fixed assets | 8,425 | 128,057 | 73,553 |
| Legal and professional fees | 7,605 | 14,837 | 29,841 |
| Governance costs | 1,201 | 3,603 | 6,756 |
| Loss on disposal and reclassification of fixed assets | - | - | - |
| | 300,800 | 822,892 | 1,894,397 |

| | Community engagement £ | Investment management costs £ | 2024 £ | 2023 £ |
|---|---|---|---|---|
| **Costs directly allocated to activities** | | | | |
| Staffing | 497,989 | | **1,742,934** | 1,638,637 |
| Medical equipment & consumables | 5,077 | | **185,164** | 190,127 |
| Clinical training | | | **6,135** | 6,614 |
| Responder training | | | **19,731** | 12,291 |
| Vehicle costs | | | **68,405** | 75,376 |
| Purchase of goods for resale | 41,996 | | **43,650** | 63,175 |
| Provision of external training | 51,032 | | **51,032** | 47,429 |
| Fundraising | | | **21,661** | 27,459 |
| **Support costs allocated to activities** | | | | |
| Staff costs | 236,633 | | **1,015,890** | 852,088 |
| Staff related expenses | 48,181 | | **122,120** | 114,302 |
| HQ premises | 11,633 | | **63,168** | 55,333 |
| Office expenses | 16,149 | | **74,881** | 63,371 |
| Advertising | 15,803 | | **35,066** | 33,331 |
| Vehicle costs | 24,610 | | **112,360** | 94,391 |
| IT costs | 22,386 | | **107,389** | 104,679 |
| Insurance | 8,185 | | **41,497** | 41,283 |
| Finance costs | 3,739 | 1,148 | **17,691** | 16,307 |
| Depreciation and amortisation | 48,048 | | **258,082** | 162,693 |
| Legal and professional fees | 20,649 | | **72,933** | 42,771 |
| Governance costs | 20,253 | | **31,813** | 8,641 |
| Loss on disposal and reclassification of fixed assets | - | - | **-** | - |
| | 1,072,364 | 1,148 | **4,091,601** | 3,650,298 |

## 10. Auditors' remuneration

| | 2024 | 2023 |
|---|---|---|
| | £ | £ |
| Fees payable to the charitable company's auditor for the audit of the charitable company's annual accounts | **21,000** | *9,000* |

## 11. Staff costs

| | Group 2024 | Group 2023 | Charitable company 2024 | Charitable company 2023 |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| Wages and salaries | **2,417,594** | *2,154,836* | **1,902,997** | *1,856,419* |
| Social security costs | **238,761** | *217,364* | **189,064** | *188,423* |
| Contribution to defined contribution pension schemes | **93,208** | *85,223* | **74,033** | *74,113* |
| | **2,749,563** | *2,457,423* | **2,166,094** | *2,118,955* |

Staff costs stated above for the charitable company are net of staff costs recharged to the trading subsidiary of £583,469 (2023 - £338,468).

The average number of persons employed by the charitable company during the year was as follows:

| | Group 2024 | Group 2023 | Charitable company 2024 | Charitable company 2023 |
|---|---|---|---|---|
| | No. | No. | No. | No. |
| Average monthly headcount | **102** | *100* | **102** | *100* |

## 11. Staff costs (continued)

The average headcount expressed as full-time equivalents was:

| | Group 2024 No. | *Group 2023 No.* | Charitable company 2024 No. | *Charitable company 2023 No.* |
|---|---|---|---|---|
| Administration | **10** | *11* | **10** | *11* |
| Fundraising | **5** | *5* | **5** | *5* |
| Emergency Response | **5** | *5* | **5** | *5* |
| Community Emergency Medicine | **27** | *26* | **27** | *26* |
| Community Engagement | **11** | *9* | **11** | *9* |
| | **58** | *56* | **58** | *56* |

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

| | Group 2024 No. | *Group 2023 No.* |
|---|---|---|
| In the band £60,001 - £70,000 | **3** | *1* |
| In the band £70,001 - £80,000 | **1** | *1* |
| In the band £80,001 - £90,000 | **2** | *2* |
| In the band £90,001 - £100,000 | **-** | *1* |
| In the band £110,001 - £120,000 | **1** | - |

The key management personnel, as listed in the Trustees' Annual Report, received employee benefits totalling £659,760 (2023 - £467,038).

## 12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2023 - £NIL)*.

The charitable company has purchased professional indemnity insurance on behalf of the Trustees for claims made by third parties arising from:

- Fidelity loss
- Loss of or damage to documents
- Pollution

The cost of this insurance is £111 (2023 - £108).

During the year ended 31 March 2024, no Trustee expenses have been incurred *(2023 - £NIL)*.

## 13. Intangible assets

### Group

| | Computer software £ |
|---|---|
| **Cost** | |
| At 1 April 2023 | **91,373** |
| Additions | **23,140** |
| At 31 March 2024 | **114,513** |
| **Amortisation** | |
| At 1 April 2023 | **34,787** |
| Charge for the year | **17,336** |
| At 31 March 2024 | **52,123** |
| **Net book value** | |
| At 31 March 2024 | **62,390** |
| *At 31 March 2023* | *56,586* |

## 13. Intangible assets (continued)

**Charitable company**

| | Computer software £ |
|---|---|
| **Cost** | |
| At 1 April 2023 | **91,373** |
| Additions | **10,140** |
| At 31 March 2024 | **101,513** |
| **Amortisation** | |
| At 1 April 2023 | **34,787** |
| Charge for the year | **15,982** |
| At 31 March 2024 | **50,769** |
| **Net book value** | |
| At 31 March 2024 | **50,744** |
| *At 31 March 2023* | *56,586* |

## 14. Tangible fixed assets

**Group**

| | Short-term leasehold property £ | Motor vehicles £ | Fixtures and fittings £ | Total £ |
|---|---|---|---|---|
| **Cost or valuation** | | | | |
| At 1 April 2023 | **33,026** | **355,634** | **1,004,930** | **1,393,590** |
| Additions | **-** | **2,273** | **668,648** | **670,921** |
| At 31 March 2024 | **33,026** | **357,907** | **1,673,578** | **2,064,511** |

## 14. Tangible fixed assets (continued)

### Group (continued)

| | Short-term leasehold property £ | Motor vehicles £ | Fixtures and fittings £ | Total £ |
|---|---|---|---|---|
| **Depreciation** | | | | |
| At 1 April 2023 | **31,389** | **231,003** | **442,651** | **705,043** |
| Charge for the year | **1,637** | **54,920** | **184,190** | **240,747** |
| At 31 March 2024 | **33,026** | **285,923** | **626,841** | **945,790** |
| **Net book value** | | | | |
| At 31 March 2024 | **-** | **71,984** | **1,046,737** | **1,118,721** |
| *At 31 March 2023* | *1,637* | *124,631* | *562,279* | *688,547* |

### Charitable company

| | Short-term leasehold property £ | Motor vehicles £ | Fixtures and fittings £ | Total £ |
|---|---|---|---|---|
| **Cost or valuation** | | | | |
| At 1 April 2023 | **33,026** | **348,562** | **931,049** | **1,312,637** |
| Additions | **-** | **2,273** | **468,217** | **470,490** |
| At 31 March 2024 | **33,026** | **350,835** | **1,399,266** | **1,783,127** |
| **Depreciation** | | | | |
| At 1 April 2023 | **31,389** | **229,627** | **422,388** | **683,404** |
| Charge for the year | **1,637** | **53,516** | **144,127** | **199,280** |
| At 31 March 2024 | **33,026** | **283,143** | **566,515** | **882,684** |
| **Net book value** | | | | |
| At 31 March 2024 | **-** | **67,692** | **832,751** | **900,443** |
| *At 31 March 2023* | *1,637* | *118,935* | *508,661* | *629,233* |

## 14. Tangible fixed assets (continued)

**Charitable company (continued)**

The net book value of tangible fixed assets includes £109,912 (2023 - £67,834) in respect of assets held under hire purchase contracts.

## 15. Fixed asset investments

| Group | Listed investments £ |
|---|---|
| **Cost or valuation** | |
| At 1 April 2023 | **301,782** |
| Disposals | **(300,000)** |
| Revaluations | **14,833** |
| At 31 March 2024 | **16,615** |
| **Net book value** | |
| At 31 March 2024 | **16,615** |
| *At 31 March 2023* | *301,782* |

| charitable company | Investments in subsidiary companies £ | Listed investments £ | Total £ |
|---|---|---|---|
| **Cost or valuation** | | | |
| At 1 April 2023 | **1** | **301,782** | **301,783** |
| Disposals | **-** | **(300,000)** | **(300,000)** |
| Revaluations | **-** | **14,833** | **14,833** |
| At 31 March 2024 | **1** | **16,615** | **16,616** |
| **Net book value** | | | |
| At 31 March 2024 | **1** | **16,615** | **16,616** |

## 15. Fixed asset investments (continued)

| | | | |
|---|---|---|---|
| *At 31 March 2023* | *1* | *301,782* | *301,783* |

### Principal subsidiaries

The following was a subsidiary undertaking of the charitable company:

| Name | Company number | Registered office or principal place of business | Principal activity |
|---|---|---|---|
| LIVES Education Limited | 13887550 | Lives Headquarters, Units 5-8 Birch Court, Boston Road Industrial Estate, Horncastle, Lincolnshire, LN9 6SB | Training services |

| Class of shares | Holding | Included in consolidation |
|---|---|---|
| Ordinary | 100% | Yes |

The financial results of the subsidiary for the year were:

| Name | Income £ | Expenditure £ | Profit/(Loss) / Surplus/ (Deficit) for the year £ | Net assets £ |
|---|---|---|---|---|
| LIVES Education Limited | **569,815** | **480,609** | **89,206** | **17,876** |

## 16. Stocks

| | Group 2024 £ | *Group 2023 £* | Charitable company 2024 £ | *Charitable company 2023 £* |
|---|---|---|---|---|
| Finished goods and goods for resale | **82,717** | *88,413* | **66,555** | *79,911* |

## 17. Debtors

| | Group 2024 £ | *Group 2023 £* | Charitable company 2024 £ | *Charitable company 2023 £* |
|---|---|---|---|---|
| Amounts owed by group undertakings | - | - | **395,399** | - |
| | **-** | **-** | **395,399** | **-** |
| **Due within one year** | | | | |
| Trade debtors | **87,833** | *310,457* | **21,230** | *207,780* |
| Amounts owed by group undertakings | **-** | *-* | **-** | *224,412* |
| Other debtors | **1,669** | - | **1,669** | - |
| Prepayments and accrued income | **524,389** | *471,447* | **511,749** | *467,629* |
| | **613,891** | *781,904* | **930,047** | *899,821* |

## 18. Creditors: Amounts falling due within one year

| | Group 2024 £ | *Group 2023 £* | Charitable company 2024 £ | *Charitable company 2023 £* |
|---|---|---|---|---|
| Trade creditors | **71,635** | *111,873* | **68,395** | *108,809* |
| Other taxation and social security | **83,081** | *89,110* | **80,605** | *75,709* |
| Obligations under finance lease and hire purchase contracts | **55,400** | *34,358* | **55,400** | *34,358* |
| Other creditors | **14,308** | *12,228* | **13,976** | *12,129* |
| Accruals and deferred income | **149,043** | *129,819* | **60,417** | *71,106* |
| | **373,467** | *377,388* | **278,793** | *302,111* |

| | Group 2024 £ | *Group 2023 £* | Charitable company 2024 £ | *Charitable company 2023 £* |
|---|---|---|---|---|
| Deferred income at 1 April 2023 | **69,390** | *98,460* | **16,525** | *51,526* |
| Resources deferred during the year | **84,710** | *69,390* | **13,394** | *16,525* |
| Amounts released from previous periods | **(69,390)** | *(98,460)* | **(16,525)** | *(51,526)* |
| | **84,710** | *69,390* | **13,394** | *16,525* |

Year end deferred income is for income received in the year relating to services and contracts that are being carried out in the 2024-25 financial year.

## 19. Creditors: Amounts falling due after more than one year

| | Group 2024 £ | *Group 2023 £* | Charitable company 2024 £ | *Charitable company 2023 £* |
|---|---|---|---|---|
| Net obligations under finance lease and hire purchase contracts | **85,228** | *32,721* | **85,228** | *32,721* |

Liabilities under hire purchase contracts are secured on the assets to which they relate.

## 20. Statement of funds

### Statement of funds - current year

| | Balance at 1 April 2023 £ | Income £ | Expenditure £ | Gains/ (Losses) £ | Balance at 31 March 2024 £ |
|---|---|---|---|---|---|
| **Unrestricted funds** | | | | | |
| General Funds - all funds | **1,286,449** | **3,401,184** | **(3,563,796)** | **14,833** | **1,138,670** |
| **Restricted funds** | | | | | |
| First Responders | **-** | **420,784** | **(420,784)** | **-** | **-** |
| Education Technology Fund | **202,307** | **-** | **(32,299)** | **-** | **170,008** |
| ePCR Fund | **-** | **5,000** | **-** | **-** | **5,000** |
| CEMS Vehicle Fund | **3,200** | **-** | **(1,600)** | **-** | **1,600** |
| Defibrillator Pads Replacement Fund | **11,619** | **1,500** | **(4,480)** | **-** | **8,639** |
| Medic 50 Vehicle Fund | **17,363** | **-** | **(8,081)** | **-** | **9,282** |
| Defibrillator Replacement Programme Fund | **126,279** | **20,642** | **(42,475)** | **-** | **104,446** |
| Interactive Education Fund | **3,849** | **-** | **(571)** | **-** | **3,278** |
| Code Crimson | **15,306** | **-** | **(9,893)** | **-** | **5,413** |
| Medic 50 Equipment Fund | **41,653** | **19,886** | **(7,622)** | **-** | **53,917** |
| TRIM Training | **5,000** | **-** | **-** | **-** | **5,000** |
| | **426,576** | **467,812** | **(527,805)** | **-** | **366,583** |
| **Total of funds** | **1,713,025** | **3,868,996** | **(4,091,601)** | **14,833** | **1,505,253** |

**20. Statement of funds (continued)**

Description, nature and purpose of restricted funds

First Responder Grant
An annual grant is received from NHS Lincolnshire CCG, NHS North Lincolnshire CCG and NHS North East Lincolnshire CCG to fund the provision of First Responders across the county.

Education Technology Fund
Ufi VocTech Trust provided a grant to develop a virtual learning platform to enable Responders to maintain their competency during Covid restrictions.

ePCR Fund
Established to collect donations and grants towards the cost of developing and implementing an electronic patient care report system to replace our existing paper based system, which will make patient record keeping and clinical advice more user-friendly, efficient and data rich.

CFR Recruitment Fund
Established to collect donations and grants to support the recruitment of new Community First Responders. This contributes to the cost of recruitment events, including wages and venue hire, and the training/equipping of new CFRs.

CEMS Vehicle Fund
BASICs provided a grant towards the blue light installation of 3 vehicles for the Community Emergency Medicine Service. This cost is incorporated in the overall cost for the vehicles which are depreciated over 5 years.

Defibrillator Pads Replacement Fund
Established to collect donations and grants towards the cost of replacing defibrillators pads for all First Responders within LIVES when used in the course of responding to cardiac arrest.

Medic 50 Fund
BASICs provided a grant of £35,000 to fund a new vehicle for the Medic 50 service which provides critical care cover to the East Coast of Lincolnshire.

Defibrillator Replacement Programme Fund
Established to collect donations and grants towards the cost of replacing defibrillators for all First Responders within LIVES.

Interactive Education Fund
Established to purchase interactive display equipment to engage audiences of all ages, show our audiences how important it is to learn CPR skills and inspire those who are more interested to become a LIVES community first responder.

Code Crimson
Established to collect donations and grants to support the integration of blood into our critical care response and fund the provision of equipment to safely transport blood from each Trauma unit in the county.

Medic 50 Equipment Fund
Established to collect donations and grants to fund the purchase of advanced life-saving and diagnostic equipment specifically for our Medic 50 critical care car which covers the East Coast of Lincolnshire.

TRIM Training

## 20. Statement of funds (continued)

Established to collect donations and grants towards the cost of Trauma Risk Management training for practitioners and managers within LIVES to enable them to best support First Responders who may need emotional support following an incident they have attended.

**Statement of funds - prior year**

| | *Balance at 1 April 2022* £ | *Income* £ | *Expenditure* £ | *Gains/ (Losses)* £ | *Balance at 31 March 2023* £ |
|---|---|---|---|---|---|
| **Unrestricted funds** | | | | | |
| General Funds - all funds | *1,425,673* | *3,065,902* | *(3,196,320)* | *(8,806)* | *1,286,449* |
| **Restricted funds** | | | | | |
| First Responders | - | *391,391* | *(391,391)* | - | - |
| Education Technology Fund | *25,988* | *181,200* | *(4,881)* | - | *202,307* |
| CEMS Vehicle Fund | *4,800* | - | *(1,600)* | - | *3,200* |
| Defibrillator Pads Replacement Fund | - | *14,980* | *(3,361)* | - | *11,619* |
| Medic 50 Vehicle Fund | *25,444* | - | *(8,081)* | - | *17,363* |
| Defibrillator Replacement Programme Fund | *87,076* | *68,689* | *(29,486)* | - | *126,279* |
| Interactive Education Fund | *4,606* | - | *(757)* | - | *3,849* |
| Code Crimson | *10,000* | *8,000* | *(2,694)* | - | *15,306* |
| Medic 50 Equipment Fund | *53,380* | - | *(11,727)* | - | *41,653* |
| TRIM Training | - | *5,000* | - | - | *5,000* |
| | *211,294* | *669,260* | *(453,978)* | - | *426,576* |
| **Total of funds** | *1,636,967* | *3,735,162* | *(3,650,298)* | *(8,806)* | *1,713,025* |

## 21. Summary of funds

## 21. Summary of funds (continued)

### Summary of funds - current year

| | Balance at 1 April 2023 £ | Income £ | Expenditure £ | Gains/ (Losses) £ | Balance at 31 March 2024 £ |
|---|---|---|---|---|---|
| General funds | **1,286,449** | **3,401,184** | **(3,563,796)** | **14,833** | **1,138,670** |
| Restricted funds | **426,576** | **467,812** | **(527,805)** | **-** | **366,583** |
| | **1,713,025** | **3,868,996** | **(4,091,601)** | **14,833** | **1,505,253** |

### Summary of funds - prior year

| | *Balance at 1 April 2022 £* | *Income £* | *Expenditure £* | *Gains/ (Losses) £* | *Balance at 31 March 2023 £* |
|---|---|---|---|---|---|
| General funds | *1,425,673* | *3,065,902* | *(3,196,320)* | *(8,806)* | *1,286,449* |
| Restricted funds | *211,294* | *669,260* | *(453,978)* | *-* | *426,576* |
| | *1,636,967* | *3,735,162* | *(3,650,298)* | *(8,806)* | *1,713,025* |

## 22. Analysis of net assets between funds

### Analysis of net assets between funds - current period

| | Unrestricted funds 2024 £ | Restricted funds 2024 £ | Total funds 2024 £ |
|---|---|---|---|
| Tangible fixed assets | 776,190 | 342,531 | **1,118,721** |
| Intangible fixed assets | 62,390 | - | **62,390** |
| Fixed asset investments | 16,615 | - | **16,615** |
| Current assets | 742,170 | 24,052 | **766,222** |
| Creditors due within one year | (373,467) | - | **(373,467)** |
| Creditors due in more than one year | (85,228) | - | **(85,228)** |
| **Total** | 1,138,670 | 366,583 | **1,505,253** |

## 22. Analysis of net assets between funds (continued)

**Analysis of net assets between funds - prior period**

| | *Unrestricted funds 2023 £* | *Restricted funds 2023 £* | *Total funds 2023 £* |
|---|---|---|---|
| Tangible fixed assets | *516,749* | *171,798* | *688,547* |
| Intangible fixed assets | *56,586* | *-* | *56,586* |
| Fixed asset investments | *301,782* | *-* | *301,782* |
| Current assets | *821,441* | *254,778* | *1,076,219* |
| Creditors due within one year | *(377,388)* | *-* | *(377,388)* |
| Creditors due in more than one year | *(32,721)* | *-* | *(32,721)* |
| **Total** | *1,286,449* | *426,576* | *1,713,025* |

## 23. Reconciliation of net movement in funds to net cash flow from operating activities

| | **Group 2024 £** | *Group 2023 £* |
|---|---|---|
| Net income/expenditure for the period (as per Statement of Financial Activities) | **(207,772)** | *76,058* |
| **Adjustments for:** | | |
| Depreciation charges | **240,747** | *153,994* |
| Amortisation charges | **17,336** | *8,700* |
| Loss/(gain) on investments | **(14,833)** | *8,807* |
| Loss/(profit) on the sale and reclassification of fixed assets | **-** | *(2,175)* |
| Decrease/(increase) in stocks | **5,696** | *(30,623)* |
| Decrease/(increase) in debtors | **168,951** | *(397,143)* |
| Increase/(decrease) in creditors | **3,826** | *(73,228)* |
| **Net cash provided by/(used in) operating activities** | **213,951** | *(255,610)* |

## 24. Analysis of cash and cash equivalents

| | Group 2024 £ | *Group 2023 £* |
|---|---|---|
| Cash in hand | **69,614** | *205,902* |
| **Total cash and cash equivalents** | **69,614** | *205,902* |

## 25. Analysis of changes in net debt

| | At 1 April 2023 £ | Cash flows £ | New hire purchase £ | At 31 March 2024 £ |
|---|---|---|---|---|
| Cash at bank and in hand | **205,902** | **(136,288)** | **-** | **69,614** |
| Hire purchase | **(67,079)** | **53,161** | **(126,710)** | **(140,628)** |
| | **138,823** | **(83,127)** | **(126,710)** | **(71,014)** |

## 26. Capital commitments

| | Group 2024 £ | *Group 2023 £* | Charitable company 2024 £ | *Charitable company 2023 £* |
|---|---|---|---|---|
| **Contracted for but not provided in these financial statements** | | | | |
| Acquisition of tangible fixed assets | **-** | *173,149* | **-** | *173,149* |

## 27. Pension commitments

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable by the charitable company to the fund and amounted to £93,208 (2023 - £85,223). £10,413 (2023 - £11,055) was payable to the fund at the balance sheet date and is included in creditors.

## 28. Operating lease commitments

At 31 March 2024 the Group and the charitable company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

| | **Group 2024 £** | *Group 2023 £* | **Charitable company 2024 £** | *Charitable company 2023 £* |
|---|---|---|---|---|
| Not later than 1 year | **79,134** | *71,931* | **79,134** | *71,931* |
| Later than 1 year and not later than 5 years | **175,164** | *167,095* | **175,164** | *167,095* |
| Later than 5 years | **77,292** | *94,792* | **77,292** | *94,792* |
| | **331,590** | *333,818* | **331,590** | *333,818* |

The following lease payments have been recognised as an expense in the Statement of Financial Activities:

| | **Group 2024 £** | *Group 2023 £* | **Charitable company 2024 £** | *Charitable company 2023 £* |
|---|---|---|---|---|
| Operating lease rentals | **84,488** | *72,324* | **75,928** | *65,679* |

## 29. Members' liability

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £10 for the debts and liabilities contracted before he/she ceases to be a member.

## 30. Related party transactions

The charitable company purchased management training/consultancy services amounting to £5,115 (2023 - £3,445) from business under the control of Hilary Gibb who is a director and trustee of the charitable group. The balance owing at the year end was Nil (2023 - Nil).

## 31. Controlling party

There is no ultimate controlling party.

**LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE**

England & Wales - Charity number 1098364

# Accounts

Registered number: 04680981
Charity number: 1098364

# LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE

**(A Company Limited by Guarantee)**

## GROUP TRUSTEE'S REPORT AND FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 MARCH 2023

TUESDAY
*ACGQCOWA*
A19 21/11/2023 #18
COMPANIES HOUSE

**LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE**
**(A Company Limited by Guarantee)**

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# TRUSTEES' REPORT
# FOR THE YEAR ENDED 31 MARCH 2023

The Trustees present their annual report together with the audited financial statements of the charitable company for the 1 April 2022 to 31 March 2023. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the group and the charitable company qualify as small under section 383 of the Companies Act 2006, the Group Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Lincolnshire Integrated Voluntary Emergency Service (LIVES) is the charity that delivers an emergency response to the people of Lincolnshire when they are suffering a 999 medical emergency.

The geography and infrastructure of the greater Lincolnshire area creates challenges for delivering a timely and skilled response to medical emergencies that reduces suffering and saves lives. LIVES exists to help address these challenges.

We bring people, skills, equipment and knowledge to people suffering a medical emergency in Lincolnshire, be they ill or suffering traumatic injuries. LIVES exists because our county is rural, our infrastructure is sparse, and yet our people suffer the same medical and traumatic emergencies every day as those living in cities or urban areas. We believe that no one in our county should suffer poorer outcomes from a medical emergency just because they live or work far from the healthcare facilities they need.

Last year, LIVES' emergency responders dedicated more than 65,000 hours to supporting their Lincolnshire communities and attended 5,892 medical emergencies. For more than 84.7% of incidents attended, our Community First Responders arrived before the ambulance. 131 LIVES First Responders completed nationally recognised qualifications in life-saving skills during the year.

The service is provided free at the point of need, to anyone in Lincolnshire, resident or visitor, based on clinical need.

## Objectives and activities

### a. Policies and objectives

Charities are required to demonstrate how they provide a benefit to the public.

LIVES delivers benefit to the public in the relief of injury or illness by facilitating and delivering rapid response and treatment of those suffering a medical emergency or traumatic injury. This benefit is available to any member of the public in Lincolnshire and areas nearby whether they are residents or visitors, and access to the service is based solely on patient need.

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

**Objectives and activities (continued)**

**b. Vision, mission and charitable aims**

Our vision is that no person should suffer unnecessarily as a result of their illness, injury or their rural location. Our mission is to provide equality and excellence of care to any person who suffers an emergency medical problem or injury within Lincolnshire.

Our charitable aims, as set out in our Memorandum of Association are to:

- Provide immediate medical care to any person injured in any accident or involved in any medical emergency in the area of Lincolnshire, North Lincolnshire, North East Lincolnshire or any area reasonably close thereto
- Advance the principles of Pre-Hospital Emergency Care on a national basis; providing advice and guidance in all aspects of such care; including delivery of training and provision of approved emergency equipment when required to do so
- Obtain, collect and receive money and funds that arise from the national furtherance of LIVES objects

**c. Values**

**Integrity** – Our strength comes from working together and upholding shared values. We do the right thing, even when it's difficult.

**Community** – This is where we're from, we're in this together. We're all united around a common purpose; to support the communities in which we all live.

**Excellence** – We strive to be the best we can in everything we do and to give all of our people an equal opportunity to grow and flourish.

**Objectives and activities (continued)**

**d. Strategic overview**

If an individual suffers a medical emergency in our county, we should be equipped to protect their safety and maximise positive medical outcomes. Whatever it takes.

It's the basis upon which LIVES was built in the past and it will always inform our plans for the future.
When location or geography makes it more difficult to access emergency healthcare, we will be there to deliver pre-hospital emergency medicine excellence, wherever it's needed.

Our current strategy was developed in 2020 and so this year marks the mid-point in its implementation. Our five priority areas are:

**1. Understand our impact**
We know we make a difference but measuring that is sometimes difficult. We will improve our data collection and adopt new measures to demonstrate the difference we make. We will work with research partners to build an evidence base for the effectiveness of our emergency response activity. We will use this information to continuously improve the quality of care that we deliver to people in our communities.

**2. Grow our presence**
We want every community in Lincolnshire to have access to our emergency response. We will increase the number of LIVES responders in operation across Lincolnshire, with targeted recruitment in areas where there is less coverage. We will invest in the skills of these responders so they can meet the needs of their community. And we will identify opportunities to use our skills in different ways to support people in medical need.

**3. Focus on quality**
We strive to excel at everything that we do. Our work is always based on evidence and we focus on delivering quality service and care – in our clinical activity, our training and the knowledge that we provide. We inspire and encourage all our people to be the best that they can be, at their chosen level.

**4. Sustain our growth financially**
We will develop and consolidate income streams that support the charity to deliver our aims. We will ensure that we have adequate reserves to weather unpredictable circumstances. And we will be transparent with our supporters, customers and funders, so they are clear on how we spend the funds that they trust us with.

**5. Achieve the highest levels of governance excellence**
Doing the right thing is important to us, even when that is difficult. We will maintain robust and structured processes, in both clinical and charity governance. We will ensure that we are compliant with all regulatory requirements and that we are a model of best practice, in both leading volunteers and delivering prehospital emergency medicine.

## Achievements and performance

### a. Achievements of the charitable group

During 2022/23 we have made progress in the development of all areas of activity across the charity. We are pleased to share these achievements with you.

**Voluntary Response**
LIVES Responders are ordinary people, doing extraordinary things. They often come to us with little or no previous medical experience, just a willingness to learn life-saving skills and give up some of their time to be there to respond to calls for help in their community. They're trained and equipped to deal with a range of serious and often life-threatening medical incidents.

We currently have 241 Community First Responders, 21 Medic Responders and 18 responding at critical care level. All are volunteers who give their time and skills freely for the benefit of others.

This year LIVES Community First Responders made themselves available to attend emergencies for more than 65,000 hours and attended 5,892 jobs. This is a reduction on previous years but in no way detracts from the very valuable contribution that every LIVES Responder makes to their community. We value the time that each volunteer contributes and support their decisions about how to best use this time.

Community First Responders focus on 'doing the basics well' often being the first to arrive on scene and deliver lifesaving interventions until more specialist resources arrive. During 2022/23 Community First Responders were first on scene at 84.7% of all jobs they attended. This is an increase on previous years although not surprising because Responders typically live and work in the communities in which they respond.

We have continued with our sustained but planned growth of our volunteer responder workforce, with recruitment staggered to ensure that every volunteer has the support they need to develop in the role. During this year we have continued to hold a waiting list of volunteers wanting to join LIVES as Community First Responders and invited 92 to attend a recruitment event to assess their suitability as a LIVES Community First Responder with most subsequently offered places. Our intention is to grow the Community First Responder cohort in a controlled and supported manner and we have a target to recruit and retain 100 new responders each year for the coming five years. The recruitment plan prioritises the recruitment of responders in areas that are less well served at present.

The same plan of controlled growth of our medic responders saw the recruitment of five new medics during 2022/23. Medic responders are healthcare professionals who are typically employed in the NHS or air ambulance roles and choose to volunteer for LIVES alongside this. We currently have 21 healthcare professionals volunteering as medic responders, a level broadly akin to the skillset of an ambulance paramedic.

We differentiate between the skillset of our volunteer medic responders and our critical care responders who deliver the very highest levels of pre-hospital interventions. In 2022/23 we have 18 volunteer responders performing at critical care level, delivering lifesaving medical and surgical interventions that give patients the very best opportunity to make it to hospital and onto recovery. During 2022/23 this small but effective team attended 542 jobs. They undertook 15 surgical procedures, 42 sedations and administered 8 pre-hospital emergency anaesthetics. They travelled to hospital with the patient on the attending ambulance 91 times, or on 17% of all jobs to ensure that the patient received the best ongoing care.

Medic 50 is the LIVES critical care car that serves the communities of the east coast who are often the furthest from the hospital facilities that they need in an emergency. The coastal area is also a challenging area for recruiting medical staff and LIVES critical care responders often travel extended distances from their homes or places of work to attend jobs in this area. Locating a critical care car and crew in the community provides a more timely and skilled response to those patients that need it the most. The car is crewed with a critical care doctor and critical care paramedic undertaking twilight shifts. It carries extended capabilities beyond that of a solo

***Achievements and performance (continued)***

critical care responder including being able to deliver blood products and mechanical CPR. Medic 50 also provides an education platform to allow those medic responders aspiring to deliver critical care to develop experience and skills in an appropriately mentored environment. During 2022/23 we have 13 volunteers who crew the Medic 50 vehicle, with a further four in training.

During 2022/23 we have developed a new service that enables a LIVES Critical Care Responder to request blood be delivered to the scene for administration to the most seriously injured patients. Called Code Crimson, the project is delivered in partnership with PathLinks and emergency service partners. The number of patients who will need this are small, but this potentially life-saving intervention is a valuable addition to our capabilities for those patients who are often more than an hour from the hospital care that they need.

We are ahead of schedule with the programme to replace our estate of defibrillators and advanced life support monitors with state-of-the-art units manufactured by Zoll. The total cost of this programme is £750,000 and is funded by grants and donations from community groups for which we are immensely grateful. To date we have rolled out 118 AEDs to our Community First Responders and 14 advanced life support monitors to our Critical Care Responders. The new defibrillators have a number of advantages including providing coaching and feedback to the individual carrying out CPR, and standardising defibrillator consumables across the charity, therefore reducing the need to hold different manufacturers supplies. Most importantly, all data relating to an incident is captured and stored electronically via WiFi and able to be reviewed, audited and provided to healthcare professionals to guide future treatment for the patient.

**Community Emergency Medicine**
Community emergency medicine is an emerging area of response and LIVES is at the forefront of delivering innovative response models that meet the needs of Lincolnshire. During 2023 we have integrated our CEMS enhanced medical team and the Falls Response team into a collaborative service with a skilled workforce to meet a wide range of patient needs.

Unlike many of our other response teams, the CEMS Clinicians are not volunteers, they're all paid medical professionals. They're empowered by LIVES to make a judgement call as to which call-outs they attend, based on clinical need and the direct benefit to both the patient and the health service as a whole. They have access to Ambulance Service and GP systems that allow them access to information to assess the patient's need, and to make referrals to other healthcare professionals.

During 2022/23 the CEMS team saw 4,483 patients with 81.3% avoiding A&E, either through staying at home or being referred for appropriate onward care during this episode. CEMS particularly targets complex patients who may be able to be kept at home through advanced diagnostics and treatments, however there will always be a proportion of patients that require admission to hospital.

The Falls Response Partnership was co-commissioned as a service by Lincolnshire County Council and NHS Lincolnshire from April 2021 following a successful two year pilot. This skilled team of 14 experienced Responders and 10 casual staff work to a bespoke scope of practice including the ability to provide pain relief, take an ECG and specialist skills in the safe moving of people. The team is mobilised in specialist 4x4 vehicles that carry a range of equipment for safer moving of people including lifting cushions and hoists.

During 2022/23 1789 patients were attended by the Falls Response team, and of these 65% have remained at home following their 999 call. This is an increase of 11% on the previous year in which 54% of patients remained at home. Further developments of the service are planned including increasing wound closure skills and the ability to refer to additional referral pathways.

**Achievements and performance (continued)**

**Education**
Education underpins all of the activities that we undertake at LIVES including responding to emergencies and sharing our skills with others through our schools programmes and wider community education.

Community First Responders undertake nationally recognised qualifications and ongoing learning and need to demonstrate that they have maintained their skills to be permitted to respond to emergencies. This year LIVES delivered 848 hours of formal learning to LIVES responders. Responders also meet in district groups on a monthly basis for training covering an ongoing programme of skills appropriate for their level of response. This face-to-face learning is supplemented by the LIVES Academy online learning platform which delivers theoretical and supportive training modules. Responders undertook 1,568 online learning sessions via LIVES Academy last year. Although it was implemented during the pandemic, online learning has remained a vital part of our education delivery.

We are very grateful for the efforts that every LIVES volunteer makes to their ongoing education and maintaining their clinical skills.

**LIVES Education Limited**
The delivery of education and training to a wide range of clients outside of LIVES is an important income stream for the charity and in April 2022 LIVES Education Limited was formed as a wholly owned trading subsidiary.

LIVES Education provides first aid and pre-hospital emergency medicine training to individuals, businesses and industry across Lincolnshire and beyond. Education income is an important growth area for the charity and has increased by 22.9% compared to 2021/22 to £562,046 this year. We forecast significant growth in education income over the coming years.

We deliver a broad range of health-related qualifications on behalf of three awarding bodies. We have delivered the Qualsafe suite of pre-hospital and first aid courses since 2016, and in 2019 added Mental Health First Aid England courses to our capabilities. During 2020, we began delivering The ATACC Group range of high-fidelity pre-hospital courses which are targeted at high-risk industries and rescue teams including fire and rescue services. We are pleased to have been granted 'direct claim' status by QNUK in recognition of the quality of our deliver and administration.

Since LIVES announced plans for Project Lifesaver, the development of a specialist education centre, there has been significant excitement about the opportunities that it provides for immersive training. LIVES Education has been awarded approved centre status for the Difficult Airways, Prehospital Trauma Life Support (PHTLS) and Paediatric & Neonatal Decision-based Assessment (P&NDA) suite of courses. We have exclusive rights to deliver the Difficult Airway suite of courses in the East Midlands, West Midlands and East of England, and are one of only two centres in the UK currently able to deliver the P&NDA courses. We anticipate these will provide significant opportunities for growth in the coming year.

We have developed a suite of Clinical and Mentoring CPD modules and are delivering these to ambulance services. We are an approved supplier for Health Education England (HEE). We have also improved our website so health care professionals can directly purchase CPD courses online, with this function to be launched in summer 2023.

In May 2023 we were reappointed to the National Framework for the Provision of Pre-Hospital Emergency Medicine (PHEM) Training and Associated Services and Support to Blue Light Emergency Services. LIVES Education is one of only five providers appointed to the framework and the only provider able to deliver the full range of requirements of the framework.

We are proud of our highly professional cohort of educators who deliver engaging, confidence-building, consistently high quality training to every learner they encounter.

**Achievements and performance (continued)**

**Community Education and Engagement**
Every year there are around 30,000 out of hospital cardiac arrests across the UK, but sadly less than 1 in 10 people survive. For every minute defibrillation is delayed, the chance of survival falls by approximately 10%. (Resuscitation Council UK, 2015).

In recent years there have been relatively very few developments in improving outcomes for patients in cardiac arrest but the evidence base shows that improvements in early recognition and more rapid response to cardiac arrest with CPR is most likely to make a difference. In Lincolnshire that means more bystanders who can recognise cardiac arrest and start CPR.

A population widely trained in CPR has the potential to double survival rates. Evidence from other countries suggests that providing training in CPR to members of the public has a significant impact and improves patient outcomes for those who suffer a cardiac arrest. Training in CPR and how to use a defibrillator has been included in the school curriculum in Scandinavian countries such as Norway and Denmark for over 10 years and there has been a steady improvement in patient outcomes (Global Resuscitation Alliance, 2018). Therefore, knowing how to deliver safe and effective CPR is a basic skill that can save lives and one which is already taught to school-aged children in many parts of the world.

At LIVES we believe that every young person in Lincolnshire should have the opportunity to learn lifesaving skills before they leave school. In 2022/23 we continued to offer the opportunity of bystander CPR sessions to every school in Lincolnshire and delivered training across both primary and secondary schools. We have plans to develop our Schools programme further over the next two years.

We also know that learning doesn't finish when you leave school. We continue to work with community groups, sports clubs, faith groups and other organisations, as well as at community events to give every person who lives in Lincolnshire the opportunity to learn lifesaving skills. An evaluation of earlier programmes found that 85% of those who took part in a community training session reported that their confidence in performing CPR had improved following the training. Furthermore, 8% reported that they had actively used their CPR training, either in a medical emergency or to show others what do to.

During the coming year we will be developing a new community education strategy to further our aims of increasing life-saving skills within Lincolnshire and making the county the safest place to suffer a medical emergency.

**Clinical Governance Consultancy**
LIVES is a CQC-registered organisation. That means we have proven expertise in designing and embedding a robust Clinical Governance framework within our own pre-hospital emergency response services. Over the last three years LIVES has created a small income stream from sharing our knowledge of clinical governance systems with businesses who need to be able to provide assurance that they are operating a safe clinical system. We are deliberately growing this income in a slow, controlled fashion, mindful of ensuring that we are working with clients who share our commitment to delivering quality care to patients.

**Fundraising**
Community fundraising has returned to prominence this year following a challenging few years due to the pandemic. However, we are aware that we are also suffering a cost of living crisis which will affect the donations that supporters feel able to make to the charity. Fundraising income has been challenging this year, with income reduced from the previous year.

Our fundraising volunteers are crucial to the delivery of our fundraising activities and provide support across a range of activities in the community such as servicing our collection boxes, talking to local schools and community groups in order to raise the profile of the charity, and attending local shows and events to support our stands. We are immensely grateful for their ongoing support and thankful for the contribution that they make.

**Achievements and performance (continued)**

Our business partnerships are also important to us. As well as raising vital funds, our business supporters raise our profile with their own employees but also offer us the opportunity to develop our networks to include their customers and partners too. We extend our thanks to all of the businesses that have supported our work, either through fundraising events, donations of time or goods, or through the purchase of services from LIVES Education.

Our partnership with Ringrose Law extends over many years and we were delighted to work with them again this year to deliver the Lincoln Dragon Boat Festival 2023, which both raised funds for LIVES and the profile of the charity, attracted excellent media coverage and has built the foundation for a bigger and better event in 2024.

Regular giving income has continued to be challenging given the limited opportunities to restart this face-to-face fundraising. We will be launching a LIVES Lottery in 2023/24 as an alternative to regular giving. We continue to see regular giving as a fundamental income stream and are very grateful to those donors who see fit to give us a small donation on an ongoing basis.

***Grants and Trusts***
During 2022/23 we have continued develop our grants and trusts programme although it was a challenging year with many funders focused on addressing the cost of living crisis. We have identified grant funders who have an interest in our work and are extremely grateful to those who have supported our charity this year. Grant and trust income reduced to £110,754, a decrease of 19.4% from 2021/22.

Our sincere thanks go to the following organisations for their generous support during this year:
- BNA CIO
- Boston BIG Local
- Bourne United Charities
- Deepings Business Club
- EG Foundation
- Health Education England
- Horncastle and District Health and Wellbeing Fund
- Hospital Saturday Fund
- Laceby Solar Farm Community Fund
- Len Pick Trust
- Louth United Charities
- Michael Cornish Charitable Trust
- NFU Mutual Agency Giving Spalding
- NFU Mutual Agency Giving Fund Horncastle
- Red Arrows Trust
- Robert Wright Charity
- Souter Charitable Trust
- South Kesteven Community Fund
- St James Place Charitable Foundation
- Sutton St James United Charities
- Tesco's Community Grants Scheme (Groundworks)
- The Grocer's Charitable Trust
- The Hawkins Foundation
- Welland Charitable Trust
- Worth Waynflete Foundation

**Achievements and performance (continued)**

**Legacies**
We are immensely grateful to those donors who have been generous enough to remember LIVES in their will and very thankful for the contribution that they make to our ongoing charitable work.
Historically legacies have formed a very small income stream for the charity. Although we have started to see some growth in this income stream in recent years it remains a relatively small and unpredictable contributor to total income. Over the last three years we have begun to promote LIVES as a potential beneficiary of legacy donations including providing information on our website. This is a new area for the charity and we understand it will be many years before we see the benefits of work done today.

**b. Marketing**

Sharing the story of our LIVES responders and their activity is an important part of raising the profile of LIVES across the county and encouraging communities to support our work.

**Website**
In 2022/23 our website traffic increased by 34% and online donations increased 29% from the previous year, with most of this increase coming directly from our social media channels. We're continuing to work on the website and plan to launch our new LIVES Education website in Summer 2023.

**Social media**
Social media remained a key focus of our brand awareness and fundraising growth through 2022/23. Each social media channel – Facebook, Twitter, Instagram and LinkedIn - has grown in both number of followers and engagement since the previous year. While focusing on our organic growth, we also launched a number of new initiatives to identify and encourage new supporters. We also recognise that video content is increasingly needed to engage supporters on social media.

| | | |
|---|---|---|
| Facebook | 11,539 followers | 18.9% increase |
| Twitter | 10,260 followers | 9.6% increase |
| Instagram | 1,763 followers | 4.1% increase |
| LinkedIn | 1,386 followers | 35% increase |

In early March we launched LIVES Education social media pages for Facebook, Twitter and LinkedIn which already has a combined reach of 732. We predict that they will grow exponentially in 2023/24.

Media coverage is an important part of telling the stories of LIVES and the Emergency Responders that make a difference in communities across Lincolnshire. This year we have received extensive radio and television coverage of LIVES stories including BBC Look North, ITV Calendar and BBC Radio Lincolnshire on multiple occasions.

We had the pleasure of having a sit-down interview BBC Radio Lincolnshire Breakfast host Sean Dunderdale, telling us how a LIVES Emergency Responder saved his life. We've also had the opportunity to collaborate with funders in creating some excellent video content including a video with Moy Park, who contributed significantly to our defibrillator rollout.

LIVES were shortlisted for Charitable Business of the Year at the Lincolnshire Business Excellence Awards and our Emergency Responders won Community Group of the Year at the Boston Hero Awards.

**Achievements and performance (continued)**

**c. Data, information & IT**

The use of technology has become increasingly important to all aspects of LIVES activity, from the delivery of education programmes, the use of equipment for diagnostics and treatment of patients in the field, to the maintenance of patient records and communications with LIVES members.

During 2022/23 we have progressed the implementation of our information systems project to develop a charity-wide information reporting platform. We have implemented the first phase of Responder Central, a CRM system based on the Microsoft 365 Dynamics platform that provides responders with up to date information on education requirements and compliance. Phase two of this development is planned for implementation during 2023/24 and will include activity, availability reporting, and competency dashboards.

Alongside this there has been significant development of PowerBI dashboards to provide management information across the charity. Future plans include the development of a Dynamics 365 database for supporter information, exploration of technology solutions for the dispatch of LIVES responders, and an electronic patient care record system that will be accessible from a mobile device.

**Achievements and performance (continued)**

**d. Partners & stakeholders**

Partnership is key to LIVES delivery of services to the communities that we serve. We have a number of partners in delivering both an emergency response and skills to our communities, as well as in advancing the cause of pre-hospital emergency medicine nationally.

LIVES works in close partnership with East Midlands Ambulance Service NHS Trust (EMAS) and this partnership is key to the deployment of LIVES responders to medical emergencies across the county. LIVES responds to patients at the invitation of EMAS and volunteers are deployed by a dedicated team of dispatchers within the EMAS control room. Cooperation between EMAS crews and LIVES teams on the front line with patients is overwhelmingly positive and contributes to improved experience and outcomes for patients. The relationship between the organisations is governed by a service level agreement which was renewed in 2020 for a further three-year term. It is under negotiation in 2023/24 with both parties committed to the continuation of the partnership.

LIVES has worked in formal partnership with Lincolnshire Fire and Rescue (LFR) since the start of the Community First Responder Scheme in 1999 but has cooperated at the scene of incidents since our inception in 1970. LFR volunteer fire fighters are trained as co-responders and attend medical emergencies in their communities under the training and clinical governance structure provided by LIVES. These co-responders make a significant contribution both to the charity and to their communities and we thank them for their dedication and commitment. During 2021 we have begun delivering medical trauma training to LFR fire fighters across Lincolnshire to ensure that they have the skills and confidence they need to respond to the medical needs of patients at incidents they attend. This has led to further opportunities for partnership working including the development of a road traffic collision course for LIVES responders that integrates with an LFR drill night for teams to have the opportunity to work together, and opportunities to collaborate in delivering fire safety checks for vulnerable residents.

LIVES also works in partnership with all NHS organisations in Lincolnshire and operates as part of the Integrated Care System. We have worked in partnership with many NHS organisations and providers over our history but the development of the ICS and our Community Emergency Medicine services provide opportunities for wider collaboration. We look forward to developing these partnerships further in the coming years.

We have continued to develop our relationship with the University of Lincoln over the past year. The first cohort of students of the post graduate certificate in pre-hospital critical care that was co-developed by both partners began the programme in 2023. LIVES Medic Responders are proud to lecture on this programme alongside University of Lincoln colleagues. We've also welcomed students from across the Medical School and the School of Health and Care to placements with LIVES services, and look forward to collaborating on research to further the development of pre-hospital emergency medicine.

**Financial review**

**a. Going concern**

Trustees have reviewed the forecasts and are of the view that the charity is a going concern and, although not fully compliant with the reserves policy, Trustees believe the charity has adequate reserves to sustain charitable activities should there be an unexpected decrease in income or increase in activity.

The charity has multiple diverse income streams and sufficient cash to meet its liabilities as they arise. The risks are mitigated by our diverse income sources, which include fundraising and donations, grants and trusts, income derived from commercial sales and contracted income from services provided to the NHS.

**b. Reserves policy**

The total consolidated funds as at 31st March 2023 are £1,713,025 (2021/22: £1,636,967) of which £426,576 are restricted and not available for general purpose.

The reserves held as at 31st March 2023 are £541,316 (2021/22: £729,101)

Trustees reviewed the reserves policy during 2019/20, in recognition of the growth of the charity and changes in both income and risk profile. The charity's policy is to hold six months of non-commissioned service costs and a provision for covering the costs of winding up the charity if new income sources had not been found at that time. This will equate to £900,000 of unrestricted reserves and will, in the view of Trustees, provide a secure financial footing for LIVES to protect against any significant reduction in its normal income, or any significant unforeseen expenditures.

The charity does not yet hold the required reserves to be compliant with this policy. The policy will be reviewed again in 2023/24 to reflect the continued growth of the charity.

**c. Income & expenditure**

*Financial sustainability is a key strategic objective for the charity. We can only deliver care to patients, education to our own responders and to communities, and plan for future growth if our income is secure and we understand and control our costs.*

Historically LIVES relied on community fundraising to generate income to support the delivery of charitable activity. For the last six years our strategy has been to diversify our income streams, develop new sources of funding and mitigate the risks associated with income generation.

**Income**
Total income for the year was £3.735million, compared with £3.676million in 2021/22 which represents an increase of 1.62%. This is the fifth consecutive year of income growth for the charity and is aligned with our strategic aim of ensuring that LIVES is financially sustainable.

Income generated through provision of Emergency Response and Community Emergency Medicine services to NHS organisations accounts for 64.6% of all income, a slight increase from 64.2% in the 2021/22.

Income from Community Engagement provides 20.7% of income, an increase from 18.1% in the previous year. Community Engagement includes income from sale of defibrillators and other equipment, education sales and clinical governance consultancy.

Education income has continued to grow to £483,010 an increase of 22.9%. This is an important income stream and one that we forecast will continue to grow as we develop new training offers and move towards our new Education Centre. Sale of goods income declined by 68.6% which reflects a return to expected income levels following a large, one-off transaction in the previous year.

Fundraising income continues to be challenging for our small fundraising team. Donations and legacies represented 13.5% of all income at £540,173. However fundraising income (excluding legacies) decreased to £434,300 - a decrease of 2.2% from £443,996 in 2021/22. Grant income for also decreased to £110,754, a decrease of 19.4%.

**Expenditure**
Total expenditure was £3.650million, an increase of 5.4% from £3.462million in 2021/22 which was anticipated. The growth in expenditure is largely due to the investment in development of the education income stream as the charity increases capacity to deliver further training.

Ongoing work to mitigate costs and ensure appropriate expenditure continues across the charity. Costs have been predictable through 2022/23 with increases in expenditure directly related to increases in capacity and capability. Whilst cost control is important to the prudent management of the charity, it should be noted that the quality of care delivered to patients is central to decision-making.

The cost of fundraising increased by 22.6% and return on fundraising activities decreased from 138% in 2021/22 to 62% in 2022/23.

The total cost of charitable activities increased by 10.9% however this is offset by an overall increase of 19.7% in related income.

The greatest proportion of expenditure is attributable to Community Emergency Medicine at 48.5%, however this also represents the greatest proportion of income at 54.1%.

**d. Material investments policy and performance**

Trustees are permitted by the Charity's Memorandum and Articles of Association to invest LIVES monies not immediately required for its own purpose in such investments, securities or property as may be thought fit. Trustees consider it appropriate to hold reserves in a combination of cash and balanced risk investment funds.

Investments showed an in-year decrease of 2.8% and were valued at £301,782 as at 31st March 2023

The LIVES investment policy is:
**a) General objectives**
The investments must be managed in such a way as to fulfil Charity Commission requirements to obtain a reasonable return on those investments without excessive risk to the capital.
**b) Capital growth and income requirements**
The investments need only to provide capital growth; there is no requirement for them to generate income.
**c) Acceptable risk**
A "moderate" approach is to be adopted in the management of the charity's assets. Further definition of this can be found in the JCH Investment Management document, "Attitude to Risk."
**d) Functions delegated to the Trustees' agent (investment manager)**
The investments are to be managed on an 'advisory' basis within the bounds of the declared acceptable risk.
**e) Ethical restrictions**
The investments must avoid areas that may conflict with the overall aims of LIVES wherever possible, taking into account the large diversification of underlying holdings within the Investment Portfolio.

### e. Fundraising approach

LIVES takes a responsible approach to fundraising and is both grateful and respectful towards all who support or donate to our charity. We hold ourselves to high standards and ensure that we meet or exceed the requirements of the fundraising regulations. Fundraising activities are predominantly carried out at public events and venues, static collection tins or through unsolicited donations.

LIVES previously employed the services of professional fundraisers to undertake the recruitment of regular donors to the Friends of LIVES programme. However, activity was suspended from March 2020 in response to the pandemic lockdown and has not yet resumed.

The charity works closely with its fundraising partners to ensure that best practice is always adhered to. LIVES has voluntarily registered with the Fundraising Regulator and is a member of the Institute of Fundraising. Our employed fundraising team regularly undertake training opportunities through the Institute to ensure they remain current with best practice and guidelines.

**Fundraising promise**
LIVES is committed to our 'Fundraising Promise' to our donors and supporters. We take the protection of the personal data of all our supporters and donors extremely seriously and regularly monitor and review our fundraising policies and procedures to ensure we deliver 'best practice' within the sector.

- We will never share your data with any other organisation for marketing purposes
- We always aim to send you a personal thank you for your donation
- We only send marketing communications to those who have explicitly given us consent to do so
- We promise to provide information about our work so you can see how your money is being spent and the difference you're making. To do this though, we need your permission to send you marketing communications
- If you tell us that you don't want us to contact you in a particular way, we won't
- If you sign up to give us a regular monthly gift by direct debit, we won't ask you to increase that monthly gift for at least a year
- We work to best practice, and will take appropriate action promptly if we fail to meet our standards

## Structure, governance and management

### a. Governance Structure

Lincolnshire Integrated Voluntary Emergency Service is a charitable company limited by guarantee, incorporated on 27 February 2003 and registered as a charity on 4 July 2003. The company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association. A special resolution was passed at the Annual General Meeting held in October 2019 to adopt updated Articles in line with the current recommendations of the Charity Commission. In the event of the company being wound up, members are required to contribute an amount not exceeding £10.

**Structure, governance and management (continued)**

**b. Role & Recruitment of Trustees**

The charity at the time of this report has seven Trustees. During this year, three new trustees were.appointed following a recruitment process. Longstanding trustee Mr Michael Adie retired from the board and we thank him for his commitment and service.

Trustees are responsible for:

- Delivery of LIVES objects, as stated in the Articles of Association
- Setting the strategic direction of LIVES
- Upholding the core values of LIVES
- Monitoring performance and financial solvency
- Ensuring that LIVES complies with all relevant law and regulatory legislation
- Ensuring that policies, procedures and internal controls are effective and fit for purpose
- Protection of the assets and property of LIVES
- Reviewing and managing risk
- Upholding and applying the principles of equality and diversity and ensuring that LIVES is fair and open to all sections of the community

A board governance review undertaken in 2019 identified that further Trustee recruitment was required both to ensure the continuing skills of the board and to plan for anticipated future retirements. Regular recruitment has been undertaken in subsequent years and it is anticipated that further recruitment will be undertaken in the coming year.

All LIVES Trustees undergo an induction process, which in addition to familiarisation with the objectives and operational activities of LIVES, also includes formal training in the role of a Trustee. Trustees also undertake safeguarding training in line with the requirements of the Care Quality Commission and are required to undertake a Fit and Proper Person assessment on an annual basis.

**Structure, governance and management (continued)**

***c. Decision-making Structure***

The Board delegates responsibility to committees in the areas of Clinical Governance, Finance & Performance, People & Organisation and Risk Management in order to strengthen the governance structure of LIVES, ensure informed effective decision making and mitigate risk. The delegated powers are set out in the Scheme of Delegation.

These committees are tasked with reviewing, monitoring and evaluating key areas of the organisation and its activities and making proposals or recommendations to the Board based on their findings. Membership of the committees is drawn from the Board and LIVES senior leadership and management teams. From 2020, a member of the LIVES Advisory Group has also joined each committee to provider a member's perspective. All committees operate within terms of reference approved by the Board.

There is a robust clinical governance framework in place within LIVES to ensure a consistent quality of delivery for all clinical aspects of the charity. LIVES is registered with the Care Quality Commission, which regulates the quality of clinical services delivered. The Learning from Events Review Group reviews the learning from incidents and excellence and provides feedback and advice to the Clinical Governance committee. A Medicines & Equipment Working Group reviews the suitability of all clinical equipment and medicines proposed or in use and makes recommendations to the Clinical Governance committee.

The Finance & Performance committee ensures close financial monitoring and effective budgeting in LIVES, within terms of reference approved by the Board. This committee also scrutinises performance data from across the charity and is responsible for contract monitoring and delivery. There are robust internal systems within LIVES to ensure appropriate authorisation of all large financial transactions and projects and to guard against fraud.

People are fundamental to the success of LIVES. The People & Organisation committee monitors recruitment, retention and development of both volunteers and employees, education programmes and delivery, wellbeing services and initiatives, and oversees the annual volunteer and staff surveys and action plans.

LIVES is aware that it faces a number of significant risks in the delivery of its activities and takes active steps to evaluate and mitigate these risks. These risks are monitored through the Risk Management committee and an organisational risk register is maintained with risks stratified and regularly reviewed based on their risk rating.

**Structure, governance and management (continued)**

**d. Management Structure**

The LIVES organisation is supported by a headquarters team of 36 people. The headquarters staff provide leadership and support services to ensure that the organisation is managed safely, complies with all regulations, generates sufficient income to operate sustainably, and that volunteers are supported in education, development and provision of equipment.

The organisation is led by a Chief Executive who works alongside the Medical Director and Leadership team and reports directly to the Board of Trustees. During 2023 and 2024 a new directorate structure will be established to ensure effective senior leadership and is in response to the growth in the scale and complexity of the charity.

The Medical Director is responsible for clinical standards and governance across all clinical activity of the Charity. They hold a number of responsibilities including the lead for safeguarding, and the charity's Caldicott Guardian. The longstanding Medical Director retired in April 2023 and a successful recruitment has been undertaken to replace him. We wish Dr Simon Topham a very happy retirement and thank him for his exemplary work as Medical Director.

The Head of Operations is responsible for the quality and effectiveness of all activity delivered by LIVES. This includes the activity of volunteer Emergency Responders, Community Emergency Medicine, the delivery of education, provision of equipment and of clinical governance consultancy to clients. In April 2023 this role was reviewed and retitled as Director of Operations in recognition of the growth in responsibilities

In February 2023 LIVES recruited to the new role of Director of Relationships who is responsible for all income generation and marketing activity across both fundraising and commercial income streams. The Head of Fundraising & Communications role has been disestablished at this time with responsibilities transferred to the Director or other team members as appropriate. The Head of Sales is responsible for the development of commercial activities as a source of income. This is predominantly through the sale of training, clinical governance services and equipment to corporate, community and public sector clients. This function continues to grow and provide a sustainable income stream for the charity.

The Head of Finance & Performance is responsible for ensuring the effective financial management of the organisation. This individual is also responsible for the production of management and performance information across the charity.

**e. Key Management Remuneration**

All directors give their time freely and no director received remuneration in the year. Details of directors' expenses and related party transactions are disclosed in notes 12 and 30 to the accounts.

The pay of senior staff is reviewed annually and normally increased in accordance with the pay award made to all employees. In view of the nature of the charity, the directors benchmark against pay levels in other charitable organisations of a similar size and other healthcare/education organisations.

**Structure, governance and management (continued)**

***f. Approach to Risk Management***

LIVES operates in an environment with inherent risks both to the charity and in the delivery of its core charitable activities. The charity takes proactive steps to evaluate and mitigate these risks. This process is monitored through the Risk Management committee who meet quarterly.

LIVES management processes allow for both bottom-up and top-down risks to be identified, weighted, managed and mitigated. The objective is to quantify risk as accurately as possible and assess potential impact on strategic objectives. This in turn allows for the proper prioritisation of investment decisions and future operational activity. In 2022 the investment included the deployment of a Learning from Events system to simplify and streamline the capture, investigation, management and dissemination of learning from incidents that occur across the organisation.

The risk register records all risks which are separated into four domains – Strategic, Operational, Financial and Compliance - to ensure that the Board is always fully informed of the overall risk picture, it's management and mitigations. All risks are reviewed and managed at an appropriate level by Risk Management Committee, and all significant risks are reported and reviewed at each Board meeting where management and mitigation measures are discussed and agreed. During 2023/24 a review of the structure of the risk register will be undertaken to further streamline the risk management process.

A separate clinical risk register has been developed in recognition of the additional risks faced by the charity due to the nature of its activity. This register is reviewed by the Clinical Governance committee, and an update is provided to the Risk Management committee who have overall ownership.

The charity is also aware that the development of Project Lifesaver and the plan to build a new LIVES Education Centre will expose the charity to risks that are new and previously unconsidered. Early mitigations include the appointment of specialist project managers to deliver the project within a defined governance framework and the development of a project-specific risk register.

Key risks faced by the organisation are categorised as:

- Breakdown of relationships with key operational partners including East Midlands Ambulance Service, Lincolnshire Fire and Rescue, or with NHS Lincolnshire and the Integrated Care Board making it difficult for LIVES to deliver services
- A reduction in income through the loss of NHS funding, decline in fundraising, or a sustained failure in one or more income streams
- Risks associated with the delivery of clinical services including risks associated with education, clinical compliance and the management of equipment and medicines
- A reduction in operational capacity due to a significant reduction in volunteer membership or staffing; or risks associated with the unplanned growth of activity or membership
- Threats to the health and safety of volunteers and staff through the predominance of lone working
- Competitive threats from other clinical service, CFR schemes or similar and from commercial services.

These risks as well as other risks identified by the Board continue to be monitored and mitigated against, both in terms of likelihood of these situations occurring and the impact on LIVES if they were to happen.

**Structure, governance and management (continued)**

**Health & Safety**
The charity is committed to promoting a positive safety culture that is in line with its Health & Safety policy. Health & Safety is the day-to-day responsibility of the Health & Safety manager, and incidents are captured through the Learning from Events system. Health & Safety is overseen by the Risk Management committee.

Providing support for the wellbeing of all employees and volunteers is an important principle of health and safety at LIVES. All LIVES people, both employees and volunteers have access to a suite of resources to support their health and wellbeing, including an employee assistance programme. LIVES has adopted the McQueen Charter as a framework for wellbeing management across the charity.

**Safeguarding**
LIVES Safeguarding policies aim to ensure that no act of omission on the part of the charity or an employee puts a child or vulnerable adult at risk. All volunteers, employees and trustees undertake safeguarding training in line with the Intercollegiate Document that sets out roles and competencies for healthcare staff.

**Regulatory Bodies**
LIVES is subject to regulation by the Care Quality Commission, Charity Commission, Companies House, Information Commissioner and the Fundraising Regulator. There have been no concerns raised by any regulatory body during this year.

**Equal Opportunities**
LIVES are committed to ensuring equal opportunities, fairness and dignity in the workplace, and to eliminating discrimination of all kinds.

**g. Trustees' indemnities**

Qualifying third party provisions made by the charity are in force for the benefit of the Trustees.

**Plans for future periods**

LIVES is a forward-thinking organisation, grounded in our Lincolnshire communities and always looking for new ways to improve outcomes for people who live, work in and visit these communities. LIVES is also outward-looking, committed to advancing the cause of pre-hospital emergency medicine, not only for the benefit of our own people but for those beyond our county borders.

Our first priority is always the continuity of our core emergency response to those patients who need us most in our large rural county. We are therefore delighted to share our future plans for the coming years.

**Project Lifesaver - a specialist education centre for pre-hospital emergency medicine**

Project Lifesaver is LIVES plan to develop a purpose-built facility to provide LIVES responders and others working and volunteering in pre-hospital emergency medicine with the very best immersive facilities to train in.

LIVES has entered an agreement to acquire the lease on a site at the Lincolnshire Showground, a prime central location with excellent presence and accessible from outside of Lincolnshire. Planning permission for the development was granted in March 2023.

Over the last two years the business case has been developed and a project team appointed to develop the building specification. The budgeted cost for the development is £10.2m and it is anticipated that a combination of lending, grant funding and lease finance will be used to finance the development. Construction is planned to commence during 2024.

Technology and innovation are key to the development of the building with interactive and immersive learning spaces throughout the centre to provide realistic and testing training situations whilst keeping learners safe. A collaboration of technology partners has been identified that we believe will be able to work together to deliver the industry-leading learning experiences that we seek to deliver.

Project Lifesaver will not only provide excellent facilities for LIVES responders to train in, but will also create new opportunities for income generation and will contribute to the long-term viability and resilience of the charity. The announcement of the plans for the Education Centre have already led to a number of opportunities for partnership ahead of the development beginning.

The building will also house an operational base for LIVES clinical teams to operate from, and offices for charity staff. The current facility in Horncastle will be retained as an operational base for southern and eastern crews, and to provide resilience for operations.

**Voluntary Response**

LIVES emergency responders are at the heart of our charity and our plans for the next three years are focused on supporting the growth and development of this service and the individuals who deliver it.

The planned review of the operational and support structures that underpin the delivery of community emergency response is underway and will be concluded in 2023. The aim is to ensure a robust and flexible structure for Voluntary Recruitment that supports responders to deliver excellent care to patients. Recruitment of Community First Responders remains strong and we plan to recruit 100 new CFRs each year with recruitment targeted to meet the needs of the communities. Recruitment of Medic Responders also remains strong, with more applicants for volunteer places than we are able to support. The development of the Post Graduate Certificate in Pre-Hospital Critical Care alongside the University of Lincoln provides an academic underpinning for the skills of these individuals and we have aspirations to create further academic pathways.

We will continue the ongoing programme to deploy technology to responders that makes it easier for them to acquire skills, be safely deployed and keep in touch with the charity and each other. We are investigating options for an electronic patient care report form to capture patient data and interventions at scene. We are also investigating the options for an app-based dispatch technology to mobilise LIVES responders, and to track their availability and safety.

**Plans for future periods (continued)**

**Education**
We will continue to develop our education offering to our own responders and to the wider business and corporate community. This includes adding an immersive 'LIVES' style to existing qualifications, and providing bespoke programmes that meet the specific needs of clients.

We will also develop our training offer for healthcare including further specialist courses in all areas of pre-hospital emergency medicine, continuing professional development including online and face to face learning, and through the development of the online LIVES Academy learning platform. This includes working in partnership with others with similar aims including the University of Lincoln and commercial partners such as Zoll.

**Community Skills**
At our core we are a community-based charity that is committed to improving the outcomes for people in our communities. During this year we will launch a new community strategy that will provide a coherent framework for all of the community education activities that we deliver.

Our Schools programme will be developed with clear lesson plans and outcomes at all key stages, and opportunities for those with an interest in healthcare to develop further skills through first aid clubs and a youth programme. We are exploring a partnership with Bishop Grosseteste University to provide specialist education support to underpin this development through a Knowledge Transfer Partnership.

Our community programme will launch a new level of volunteer responder that solely provides an initial response to cardiac arrests to deliver basic life support. Our aim is to recruit a large number of these responders across the county so every person in Lincolnshire is never more than a couple of minutes away from a responder who can be deployed to them in this life-threatening situation.

We will be seeking funding for this revised community strategy to ensure that it can be deployed equitably across the county, and particularly benefiting those communities who are disadvantaged in health outcomes or access to emergency health services.

**Community Emergency Medicine**
Community emergency medicine is an emerging area of response and LIVES is at the forefront of delivering innovative response models that meet the needs of Lincolnshire. During 2023 we have integrated our CEMS enhanced medical team and the Falls Response team into a collaborative service with a skilled workforce to meet a wide range of patient needs.

As the Integrated Care System develops new models of care, LIVES is looking to how our skills can be best used to support the patients and the wider system. We are anticipating an expansion in both the skills and the scale of the services that are provided, including an extension of operating hours. We are also intending to increase our capacity for student placements in CEM, including the delivery of education to support students.

**Research and Information**
LIVES has a charitable objective to advance the cause of pre-hospital care on a national basis. We want to contribute to the growing areas of research into the delivery of pre-hospital emergency medicine, as well as to research around human factors and marginal gains in medicine, and to the development of organisation and volunteer leadership models.

We have formed a small group of Responders who have an interest in undertaking research projects in the future. We will further develop our relationships with the University of Lincoln and identify opportunities to build links with other research partners. During 2023 we will present posters at a minimum of two appropriate conference events.

## TRUSTEES' REPORT (CONTINUED)
## FOR THE YEAR ENDED 31 MARCH 2023

**Reference and administrative details of the charitable company, its trustees and advisers**

**Trustees**

Thomasin Nicholds, Chair (appointed 1 October 2019)
Andrew Wilson, Vice Chair (appointed 1 October 2019)
Andrew Brooks, Trustee (appointed 12 August 2022)
Michael Adie, Trustee (appointed 20 December 2007, resigned 25 August 2022)
Annamieke Fussey, Trustee (appointed 12 August 2022)
Hilary Gibb, Trustee (appointed 19 July 2020)
Sharon Moore, Trustee (appointed 12 August 2022, resigned 20 July 2023)
Jonathan Teer, Trustee (appointed 1 October 2019)
Timothy Downing, Trustee (appointed 6 October 2009)

Directors, LIVES Education Limited

Chair
Andrew Wilson

Directors
Hilary Gibb
Nikki Cooke

All of the above Trustees, who are also the directors of the charity for the purposes of company law, held office during the year under review.

**Company registered number**

04680981

**Charity registered number**

1098364

**Registered office**

LIVES Headquarters, Unit 5-8 Birch Court, Boston Road Industrial Estate, Horncastle, Lincolnshire, LN9 6SB

**Key management personnel**

Mrs N Cooke, Chief Executive Officer
Dr S Topham, Medical Director (resigned April 2023)
Mr A Blackwood, Director of Relationships (appointed February 2023, resigned 2 October 2023)
Mr C Cole, Director of Operations
Mrs S Gibson, Head of Finance
Mrs K Raywood, Head of Sales
Mrs G Shaw, Head of Fundraising & Communications (resigned February 2023)

**Independent auditors**

Duncan & Toplis Audit Limited, 5 Resolution Close, Endeavour Park, Boston, Lincolnshire, PE21 7TT

**Bankers**

Natwest, 27 High Street, Horncastle, Lincolnshire, LN9 5XB

**Investment Advisors**

JCH Investment Management, 1 Henley Way, Doddington Road, Lincoln, LN6 3QR

**Statement of Trustees' responsibilities**

The Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for preparing the Trustees' 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 . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the charitable company and of their incoming resources and application of resources, including their income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

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

**Disclosure of information to auditors**

Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

## TRUSTEES' REPORT (CONTINUED)
## FOR THE YEAR ENDED 31 MARCH 2023

### Auditors

The auditors, Duncan & Toplis Audit Limited, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees on 21 October 2023 and signed on their behalf by:



**Mrs Thomasin Nicholds**
*Chair of Trustees*

## INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE

### Opinion

We have audited the financial statements of Lincolnshire Integrated Voluntary Emergency Service (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities, the Statement of Financial Position, the Charitable company Statement of Financial Position, the Consolidated Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2023 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

### 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 Auditors' 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 United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

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

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

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

## INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE (CONTINUED)

### Other information

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

We have nothing to report in this regard.

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

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

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

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

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

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

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company 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; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

## INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE (CONTINUED)

### Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement, 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 Group's and the parent 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 Group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

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

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

We have identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial experience, knowledge of the sector, a review of regulatory and legal correspondence and through discussions with Directors and other management obtained as part of the work required by auditing standards. We have also discussed with the Directors and other management the policies and procedures relating to compliance with laws and regulations. We communicated laws and regulations throughout the team and remained alert to any indications of non-compliance throughout the audit.

The potential impact of different laws and regulations varies considerably. Firstly, the group is subject to laws and regulations that directly impact the financial statements (for example financial reporting legislation) and we have assessed the extent of compliance with such laws as part of our financial statements audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including risk of override of controls) and determined that the principal risks were related to management bias in accounting estimates and judgemental areas of the financial statements such as the depreciation of tangible fixed assets, as well as the risk of inappropriate journal entries to increase fund surplus. Audit procedures performed by the engagement team included the identification and testing of material and unusual journal entries and challenging management on key accounting estimates, assumptions and judgements made in the preparation of the financial statements. We carried out detailed substantive tests on accounting estimates, including reviewing the methods used by management to make those estimates and re-performing the calculation.

Secondly, the company is subject to other laws and regulations where the consequence for non-compliance could have a material effect on the amounts or disclosures in the financial statements. We identified the following areas as those most likely to have such an effect:
• Registration status with the CQC.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Directors and other management and inspection. This inspection included a review of the charitable parent's CQC registration and review of the meeting minutes to ensure no areas of non-compliance. Through these procedures, if we became aware of any non-compliance, we considered the impact on the procedures performed on the related financial statement items.

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. The further removed non-compliance with laws and regulations 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. As with any audit, there is a greater risk of non-detection of irregularities as these may involve collusion, intentional omissions of 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.

## INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE (CONTINUED)

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

**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, and to the charitable company's trustees, as a body, Part 4 of the Charities (Accounts and Reports) Regulations 2008. 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 Auditors' 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Duncan & Toplis Audit Ltd

**Timothy Godson (Senior Statutory Auditor)**
for and on behalf of
**Duncan & Toplis Audit Limited**
5 Resolution Close
Endeavour Park
Boston
Lincolnshire
PE21 7TT

Date: 27 October 2023

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
## FOR THE YEAR ENDED 31 MARCH 2023

| | Note | Unrestricted funds 2023 £ | Restricted funds 2023 £ | Total funds 2023 £ | *Total funds 2022 £* |
|---|---|---|---|---|---|
| **Income from:** | | | | | |
| Donations and legacies | 4 | **406,165** | **96,669** | **502,834** | *613,452* |
| Charitable activities | 5 | **2,614,600** | **572,591** | **3,187,191** | *3,023,364* |
| Other trading activities | 6 | **41,322** | **-** | **41,322** | *38,710* |
| Investments | 7 | **68** | **-** | **68** | *148* |
| Other income | 8 | **3,747** | **-** | **3,747** | *7* |
| **Total income** | | **3,065,902** | **669,260** | **3,735,162** | *3,675,681* |
| **Expenditure on:** | | | | | |
| Raising funds | | **332,238** | **757** | **332,995** | *271,565* |
| Charitable activities | 9 | **2,864,082** | **453,221** | **3,317,303** | *3,190,930* |
| **Total expenditure** | | **3,196,320** | **453,978** | **3,650,298** | *3,462,495* |
| **Net (expenditure)/income before net (losses)/gains on investments** | | **(130,418)** | **215,282** | **84,864** | *213,186* |
| Net (losses)/gains on investments | | **(8,806)** | **-** | **(8,806)** | *15,026* |
| **Net movement in funds** | | **(139,224)** | **215,282** | **76,058** | *228,212* |
| **Reconciliation of funds:** | | | | | |
| Total funds brought forward | | **1,425,673** | **211,294** | **1,636,967** | *1,408,755* |
| Net movement in funds | | **(139,224)** | **215,282** | **76,058** | *228,212* |
| **Total funds carried forward** | | **1,286,449** | **426,576** | **1,713,025** | *1,636,967* |

## STATEMENT OF FINANCIAL POSITION
## AS AT 31 MARCH 2023

| | Note | 2023 £ | | 2022 £ | |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Intangible assets | 13 | **56,586** | | *32,686* | |
| Tangible assets | 14 | **688,547** | | *663,886* | |
| Investments | 15 | **301,782** | | *310,589* | |
| | | **1,046,915** | | *1,007,161* | |
| **Current assets** | | | | | |
| Stocks | 16 | **88,413** | | *57,790* | |
| Debtors | 17 | **781,904** | | *385,699* | |
| Cash at bank and in hand | | **205,902** | | *703,062* | |
| | | **1,076,219** | | *1,146,551* | |
| Creditors: amounts falling due within one year | 18 | **(377,388)** | | *(449,666)* | |
| **Net current assets** | | | **698,831** | | *696,885* |
| **Total assets less current liabilities** | | | **1,745,746** | | *1,704,046* |
| Creditors: amounts falling due after more than one year | 19 | | **(32,721)** | | *(67,079)* |
| **Net assets excluding pension asset** | | | **1,713,025** | | *1,636,967* |
| **Total net assets** | | | **1,713,025** | | *1,636,967* |
| **Charity funds** | | | | | |
| Restricted funds | 20 | | **426,576** | | *211,294* |
| Unrestricted funds | 20 | | **1,286,449** | | *1,425,673* |
| **Total funds** | | | **1,713,025** | | *1,636,967* |

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees on 21 October 2023 and signed on their behalf by:

## STATEMENT OF FINANCIAL POSITION (CONTINUED)
## AS AT 31 MARCH 2023



**Mrs Thomasin Nicholds**
Chair of Trustee

The notes on pages 37 to 61 form part of these financial statements.

## CHARITABLE COMPANY STATEMENT OF FINANCIAL POSITION
## AS AT 31 MARCH 2023

| | Note | | 2023 £ | | 2022 £ |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Intangible assets | 13 | | **56,586** | | *32,686* |
| Tangible assets | 14 | | **629,233** | | *663,886* |
| Investments | 15 | | **301,783** | | *310,589* |
| | | | **987,602** | | *1,007,161* |
| **Current assets** | | | | | |
| Stocks | 16 | **79,911** | | *57,790* | |
| Debtors | 17 | **899,821** | | *385,699* | |
| Cash at bank and in hand | | **62,646** | | *703,062* | |
| | | **1,042,378** | | *1,146,551* | |
| Creditors: amounts falling due within one year | 18 | **(302,111)** | | *(449,666)* | |
| **Net current assets** | | | **740,267** | | *696,885* |
| **Total assets less current liabilities** | | | **1,727,869** | | *1,704,046* |
| Creditors: amounts falling due after more than one year | 19 | | **(32,721)** | | *(67,079)* |
| **Net assets excluding pension asset** | | | **1,695,148** | | *1,636,967* |
| **Total net assets** | | | **1,695,148** | | *1,636,967* |
| **Charity funds** | | | | | |
| Restricted funds | 20 | | **426,576** | | *211,294* |
| Unrestricted funds | 20 | | **1,268,572** | | *1,425,673* |
| **Total funds** | | | **1,695,148** | | *1,636,967* |

The charitable company's net movement in funds for the year was £58,181 *(2022 - £228,212)*.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

## CHARITABLE COMPANY STATEMENT OF FINANCIAL POSITION (CONTINUED)
## AS AT 31 MARCH 2023

The financial statements were approved and authorised for issue by the Trustees on 21 October 2023 and signed on their behalf by:



**Mrs Thomasin Nicholds**
Chair of Trustees

The notes on pages 37 to 61 form part of these financial statements.

## CONSOLIDATED STATEMENT OF CASH FLOWS
## FOR THE YEAR ENDED 31 MARCH 2023

| | Note | 2023 £ | 2022 £ |
|---|---|---|---|
| **Cash flows from operating activities** | | | |
| Net cash used in operating activities | 23 | **(255,610)** | *39,881* |
| **Cash flows from investing activities** | | | |
| Proceeds from the sale of tangible fixed assets | | **2,175** | *19,700* |
| Purchase of intangible assets | | **(32,600)** | *(18,315)* |
| Purchase of tangible fixed assets | | **(178,655)** | *(259,654)* |
| **Net cash used in investing activities** | | **(209,080)** | **(258,269)** |
| **Cash flows from financing activities** | | | |
| Repayments of hire purchase | | **(32,470)** | *(40,346)* |
| **Net cash used in financing activities** | | **(32,470)** | **(40,346)** |
| **Change in cash and cash equivalents in the year** | | **(497,160)** | **(258,734)** |
| Cash and cash equivalents at the beginning of the year | | **703,062** | *961,796* |
| **Cash and cash equivalents at the end of the year** | 24 | **205,902** | *703,062* |

The notes on pages 37 to 61 form part of these financial statements

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

### 1. General information

Lincolnshire Integrated Voluntary Emergency Service is a private company, limited by guarantee without share capital, registered in England and Wales. The charitable company's registered number and registered office address can be found in the Trustees annual report.

The presentation currency of the financial statements is the Pound Sterling (£).

### 2. Accounting policies

#### 2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

The consolidated statement of financial activities (SOFA) and consolidated statement of financial position consolidate the financial information of the group and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The group has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own statement of financial activities in these financial statements.

The Consolidated Statement of Financial Activities (SOFA) and Statement of Financial Position consolidate the financial statements of the charitable company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The charitable company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Financial Activities in these financial statements.

#### 2.2 Going concern

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

## 2. Accounting policies (continued)

### 2.3 Incoming resources

All income is recognised once the group has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the group has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the group, can be reliably measured.

Grants are included in the Consolidated Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Statement of Financial Position. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

No amounts are included in the financial statements for services donated by volunteers. Donated goods and 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.

Where the donated good is a fixed asset, it is measured at fair value, unless it is impractical to measure this reliably, in which case the cost of the item to the donor should be used. The gain is recognised as income from donations and a corresponding amount is included in the appropriate fixed asset class and depreciated over the useful economic life in accordance with the group's accounting policies.

On receipt, donated professional services and facilities are recognised on the basis of the value of the gift to the group which is the amount it would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

### 2.4 Resources expended

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

## 2. Accounting policies (continued)

### 2.4 Resources expended (continued)

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

Governance costs are those costs incurred directly with expenditure related to charity compliance and statutory requirements.

All expenditure is inclusive of irrecoverable VAT.

### 2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

### 2.6 Taxation

The charitable company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charitable company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

### 2.7 Intangible assets and amortisation

Intangible assets are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

At each reporting date the charitable company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following basis:

| | | |
|---|---|---|
| Computer software | - | % Straight line over 5 years |

## 2. Accounting policies (continued)

### 2.8 *Tangible fixed assets and depreciation*

Tangible fixed assets are initially recognised at cost, or in cases where fixed assets have been donated, at valuation at the time of acquisition. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

At each reporting date the charitable company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

| | |
|---|---|
| Short-term leasehold property | - 10% or straight line over the life of the lease |
| Motor vehicles | - Straight line over 5 years |
| Fixtures and fittings | - Straight line over 3, 5 or 10 years |

### 2.9 *Investments*

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Statement of Financial Position date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated Statement of Financial Activities.

Investments in subsidiaries are valued at cost less provision for impairment.

### 2.10 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost is determined on a standard cost basis, and includes all direct costs incurred. Net realisable value is based on an estimated selling price allowing for all further costs of disposal.

### 2.11 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.
Accrued incomes are valued at the amounts due relating to pre- Statement of Financial Position date activity.

### 2.12 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

## 2. Accounting policies (continued)

### 2.13 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Statement of Financial Position date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charitable company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated Statement of Financial Activities as a finance cost.

### 2.14 Financial instruments

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

### 2.15 Finance leases and hire purchase

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the Group. Obligations under such agreements are included in creditors, net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Consolidated Statement of Financial Activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

### 2.16 Operating leases

Rentals paid under operating leases are charged to the Consolidated Statement of Financial Activities on a straight line basis over the lease term.

### 2.17 Pensions

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

## 2. Accounting policies (continued)

### 2.18 Fund accounting

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

## 3. Critical accounting estimates and areas of judgement

In the application of the Charity's accounting policies, management are required to make judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experiences and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

Critical accounting estimates and assumptions:

**Depreciation - useful expected life**

Tangible fixed assets which are valued at cost less accumulated depreciation spread out over the useful life of the individual assets. The useful life is subject to managements judgement based on the utilisation of the assets within the business. The assets are reviewed periodically to ensure that the basis remains appropriate and is amended where necessary.

## 4. Income from donations and legacies

| | Unrestricted funds 2023 £ | Restricted funds 2023 £ | Total funds 2023 £ | *Total funds 2022 £* |
|---|---|---|---|---|
| Donations incl "in memory" and anniversaries | 142,137 | - | **142,137** | *87,101* |
| Regular giving schemes | 75,666 | - | **75,666** | *85,573* |
| Collection tins | 11,162 | - | **11,162** | *12,641* |
| Statutory giving | 2,695 | 9,652 | **12,347** | *5,774* |
| Corporate | 44,895 | - | **44,895** | *83,895* |

## 4. Income from donations and legacies (continued)

| | Unrestricted funds 2023 £ | Restricted funds 2023 £ | Total funds 2023 £ | *Total funds 2022 £* |
|---|---|---|---|---|
| Legacies | 105,873 | - | **105,873** | *201,133* |
| Grants | 23,737 | 87,017 | **110,754** | *137,335* |
| **Total 2023** | 406,165 | 96,669 | **502,834** | *613,452* |
| *Total 2022* | *486,717* | *126,735* | *613,452* | |

## 5. Income from charitable activities

| | Unrestricted funds 2023 £ | Restricted funds 2023 £ | Total funds 2023 £ | *Total funds 2022 £* |
|---|---|---|---|---|
| Emergency response | - | 391,391 | **391,391** | *389,894* |
| Community emergency medicine | 2,021,175 | - | **2,021,175** | *1,978,839* |
| Community engagement | 593,425 | 181,200 | **774,625** | *654,631* |
| | 2,614,600 | 572,591 | **3,187,191** | *3,023,364* |
| *Total 2022* | *2,633,470* | *389,894* | *3,023,364* | |

## 6. Income from other trading activities

### Income from fundraising events

| | Unrestricted funds 2023 £ | Total funds 2023 £ | *Total funds 2022 £* |
|---|---|---|---|
| Fundraising events | 37,339 | **37,339** | *31,677* |
| Other trading activities | 3,983 | **3,983** | *7,033* |
| | 41,322 | **41,322** | *38,710* |
| *Total 2022* | *38,710* | *38,710* | |

## 7. Investment income

| | Unrestricted funds 2023 £ | Total funds 2023 £ | *Total funds 2022 £* |
|---|---|---|---|
| Interest received | 68 | **68** | *148* |
| *Total 2022* | *148* | *148* | |

## 8. Other incoming resources

| | Unrestricted funds 2023 £ | Total funds 2023 £ | *Total funds 2022 £* |
|---|---|---|---|
| Miscellaneous income | 3,747 | **3,747** | *7* |
| *Total 2022* | *7* | *7* | |

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

### 9. Total resources expended

| | Donations and legacies £ | Emergency response £ | Community emergency medicine £ |
|---|---|---|---|
| **Costs directly allocated to activities** | | | |
| Staffing | 187,424 | 9,786 | 1,091,174 |
| Medical equipment & consumables | - | 136,636 | 44,952 |
| Clinical training | - | 2,876 | 3,738 |
| Responder training | - | 12,291 | - |
| Vehicle costs | - | 28,219 | 42,863 |
| Purchase of goods for resale | 1,651 | 239 | - |
| Provision of external training | - | - | - |
| Fundraising | 27,310 | 149 | - |
| ***Support costs allocated to activities*** | | | |
| Staff costs | 39,081 | 372,395 | 305,416 |
| Staff related expenses | 13,866 | 29,654 | 26,648 |
| HQ Premises | 4,186 | 14,404 | 27,047 |
| Office expenses | 6,698 | 19,686 | 25,472 |
| Advertising | 21,000 | 2,895 | 4,961 |
| Vehicle costs | 1,957 | 25,640 | 49,748 |
| IT costs | 10,019 | 40,911 | 35,161 |
| Insurance | 2,994 | 7,486 | 24,814 |
| Finance costs | 1,999 | 1,440 | 8,002 |
| Depreciation of tangible fixed assets | 9,303 | 81,932 | 58,786 |
| Legal and professional fees | 4,643 | 9,855 | 17,335 |
| Governance costs | 864 | 2,160 | 3,889 |
| Loss on disposal and reclassification of fixed assets | - | - | - |
| | 332,995 | 798,654 | 1,770,006 |

| | Community engagement £ | Investment management costs £ | 2023 £ | 2022 £ |
|---|---|---|---|---|
| **Costs directly allocated to activities** | | | | |
| Staffing | 350,253 | - | **1,638,637** | 1,606,276 |
| Medical equipment & consumables | 8,539 | - | **190,127** | 226,260 |
| Clinical training | - | - | **6,614** | 3,890 |
| Responder training | - | - | **12,291** | 10,604 |
| Vehicle costs | 4,294 | - | **75,376** | 24,039 |
| Purchase of goods for resale | 61,285 | - | **63,175** | 163,473 |
| Provision of external training | 47,429 | - | **47,429** | 65,820 |
| Fundraising | - | - | **27,459** | 2,500 |
| **Support costs allocated to activities** | | | | |
| Staff costs | 135,196 | - | **852,088** | 648,227 |
| Staff related expenses | 44,134 | - | **114,302** | 104,189 |
| HQ premises | 9,696 | - | **55,333** | 52,203 |
| Office expenses | 11,515 | - | **63,371** | 69,338 |
| Advertising | 4,475 | - | **33,331** | 23,542 |
| Vehicle costs | 17,046 | - | **94,391** | 130,350 |
| IT costs | 18,588 | - | **104,679** | 73,700 |
| Insurance | 5,989 | - | **41,283** | 40,218 |
| Finance costs | 1,887 | 2,979 | **16,307** | 11,563 |
| Depreciation and amortisation | 12,672 | - | **162,693** | 134,536 |
| Legal and professional fees | 10,938 | - | **42,771** | 50,874 |
| Governance costs | 1,728 | - | **8,641** | 8,949 |
| Loss on disposal and reclassification of fixed assets | - | - | - | 11,945 |
| | 745,664 | 2,979 | **3,650,298** | 3,462,497 |

## 10. Auditors' remuneration

| | 2023 £ | 2022 £ |
|---|---|---|
| Fees payable to the charitable company's auditor for the audit of the charitable company's annual accounts | **9,000** | *9,000* |
| Fees payable to the charitable company's auditor in respect of: | | |
| All non-audit services not included above | **-** | *3,950* |

## 11. Staff costs

| | Group 2023 £ | Group 2022 £ | Charitable company 2023 £ | Charitable company 2022 £ |
|---|---|---|---|---|
| Wages and salaries | **2,154,836** | *1,894,647* | **1,856,419** | *1,894,647* |
| Social security costs | **217,364** | *179,003* | **188,423** | *179,003* |
| Contribution to defined contribution pension schemes | **85,223** | *72,950* | **74,113** | *72,950* |
| | **2,457,423** | *2,146,600* | **2,118,955** | *2,146,600* |

The average number of persons employed by the charitable company during the year was as follows:

| | Group 2023 No. | Group 2022 No. | Charitable company 2023 No. | Charitable company 2022 No. |
|---|---|---|---|---|
| Average monthly headcount | **100** | *96* | **100** | *96* |

## 11. Staff costs (continued)

The average headcount expressed as full-time equivalents was:

| | Group 2023 No. | *Group 2022 No.* | Charitable company 2023 No. | *Charitable company 2022 No.* |
|---|---|---|---|---|
| Administration | **11** | *10* | **11** | *10* |
| Fundraising | **5** | *5* | **5** | *5* |
| Emergency Response | **5** | *5* | **5** | *5* |
| Community Emergency Medicine | **26** | *23* | **26** | *23* |
| Community Engagement | **9** | *7* | **9** | *7* |
| | **56** | *50* | **56** | *50* |

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

| | Group 2023 No. | *Group 2022 No.* |
|---|---|---|
| In the band £60,001 - £70,000 | **1** | - |
| In the band £70,001 - £80,000 | **1** | *1* |
| In the band £80,001 - £90,000 | **2** | *1* |
| In the band £90,001 - £100,000 | **1** | *1* |

The key management personnel, as listed in the Trustees' Annual Report, received employee benefits totalling £467,038 (2022 - £424,284).

## 12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2022 - £NIL)*.

The charitable company has purchased professional indemnity insurance on behalf of the Trustees for claims made by third parties arising from:

- Fidelity loss
- Loss of or damage to documents
- Pollution

The cost of this insurance is £108 (2022 - £689).

During the year ended 31 March 2023, no Trustee expenses have been incurred *(2022 - £NIL)*.

## 13. Intangible assets

### Group

| | Computer software £ |
|---|---|
| **Cost** | |
| At 1 April 2022 | **58,773** |
| Additions | **32,600** |
| At 31 March 2023 | **91,373** |
| **Amortisation** | |
| At 1 April 2022 | **26,087** |
| Charge for the year | **8,700** |
| At 31 March 2023 | **34,787** |
| **Net book value** | |
| At 31 March 2023 | **56,586** |
| *At 31 March 2022* | *32,686* |

## 13. Intangible assets (continued)

**Charitable company**

| | Computer software £ |
|---|---|
| **Cost** | |
| At 1 April 2022 | **58,773** |
| Additions | **32,600** |
| At 31 March 2023 | **91,373** |
| **Amortisation** | |
| At 1 April 2022 | **26,087** |
| Charge for the year | **8,700** |
| At 31 March 2023 | **34,787** |
| **Net book value** | |
| At 31 March 2023 | **56,586** |
| *At 31 March 2022* | *32,686* |

## 14. Tangible fixed assets

**Group**

| | Short-term leasehold property £ | Motor vehicles £ | Fixtures and fittings £ | Total £ |
|---|---|---|---|---|
| **Cost or valuation** | | | | |
| At 1 April 2022 | **33,026** | **356,852** | **832,943** | **1,222,821** |
| Additions | **-** | **6,282** | **172,373** | **178,655** |
| Disposals | **-** | **(7,500)** | **(385)** | **(7,885)** |
| At 31 March 2023 | **33,026** | **355,634** | **1,004,931** | **1,393,591** |

## 14. Tangible fixed assets (continued)

**Group (continued)**

| | Short-term leasehold property £ | Motor vehicles £ | Fixtures and fittings £ | Total £ |
|---|---|---|---|---|
| **Depreciation** | | | | |
| At 1 April 2022 | **26,031** | **182,649** | **350,255** | **558,935** |
| Charge for the year | **5,358** | **55,854** | **92,782** | **153,994** |
| On disposals | **-** | **(7,500)** | **(385)** | **(7,885)** |
| At 31 March 2023 | **31,389** | **231,003** | **442,652** | **705,044** |
| **Net book value** | | | | |
| At 31 March 2023 | **1,637** | **124,631** | **562,279** | **688,547** |
| *At 31 March 2022* | *6,995* | *174,203* | *482,688* | *663,886* |

**Charitable company**

| | Short-term leasehold property £ | Motor vehicles £ | Fixtures and fittings £ | Total £ |
|---|---|---|---|---|
| **Cost or valuation** | | | | |
| At 1 April 2022 | **33,026** | **356,852** | **832,943** | **1,222,821** |
| Additions | **-** | **2,210** | **147,210** | **149,420** |
| Disposals | **-** | **(10,500)** | **(49,104)** | **(59,604)** |
| At 31 March 2023 | **33,026** | **348,562** | **931,049** | **1,312,637** |
| **Depreciation** | | | | |
| At 1 April 2022 | **26,031** | **182,649** | **350,255** | **558,935** |
| Charge for the year | **5,358** | **54,825** | **85,196** | **145,379** |
| On disposals | **-** | **(7,847)** | **(13,063)** | **(20,910)** |
| At 31 March 2023 | **31,389** | **229,627** | **422,388** | **683,404** |

## 14. Tangible fixed assets (continued)

**Charitable company (continued)**

| | Short-term leasehold property £ | Motor vehicles £ | Fixtures and fittings £ | Total £ |
|---|---|---|---|---|
| **Net book value** | | | | |
| At 31 March 2023 | **1,637** | **118,935** | **508,661** | **629,233** |
| *At 31 March 2022* | *6,995* | *174,203* | *482,688* | *663,886* |

The net book value of tangible fixed assets includes £67,834 (2022 - £98,980) in respect of assets held under hire purchase contracts.

## 15. Fixed asset investments

| Group | Listed investments £ |
|---|---|
| **Cost or valuation** | |
| At 1 April 2022 | **301,782** |
| At 31 March 2023 | **301,782** |
| **Net book value** | |
| At 31 March 2023 | **301,782** |
| *At 31 March 2022* | *301,782* |

| Charitable company | Investments in subsidiary companies £ | Listed investments £ | Total £ |
|---|---|---|---|
| **Cost or valuation** | | | |
| At 1 April 2022 | **-** | **301,782** | **301,782** |
| Additions | **1** | **-** | **1** |

**15. Fixed asset investments (continued)**

| | | | |
|---|---|---|---|
| At 31 March 2023 | **1** | **301,782** | **301,783** |

**Net book value**

| | | | |
|---|---|---|---|
| At 31 March 2023 | **1** | **301,782** | **301,783** |
| *At 31 March 2022* | *-* | *301,782* | *301,782* |

**Principal subsidiaries**

The following was a subsidiary undertaking of the charitable company:

| Name | Company number | Registered office or principal place of business | Principal activity |
|---|---|---|---|
| LIVES Education Limited | 13887550 | Lives Headquarters, Units 5-8 Birch Court, Boston Road Industrial Estate, Horncastle, Lincolnshire, LN9 6SB | Training services |

| Class of shares | Holding | Included in consolidation |
|---|---|---|
| Ordinary | 100% | Yes |

The financial results of the subsidiary for the year were:

| Name | Income £ | Expenditure £ | Profit/(Loss) / Surplus/ (Deficit) for the year £ | Net assets £ |
|---|---|---|---|---|
| LIVES Education Limited | **569,815** | **480,609** | **89,206** | **17,876** |

## 16. Stocks

| | Group 2023 £ | *Group 2022 £* | Charitable company 2023 £ | *Charitable company 2022 £* |
|---|---|---|---|---|
| Finished goods and goods for resale | **88,413** | *57,790* | **79,911** | *57,790* |

## 17. Debtors

| | Group 2023 £ | *Group 2022 £* | Charitable company 2023 £ | *Charitable company 2022 £* |
|---|---|---|---|---|
| **Due within one year** | | | | |
| Trade debtors | **310,457** | *164,708* | **207,780** | *164,708* |
| Amounts owed by group undertakings | **-** | *-* | **224,412** | *-* |
| Other debtors | **-** | *2,398* | **-** | *2,398* |
| Prepayments and accrued income | **471,447** | *218,593* | **467,629** | *218,593* |
| | **781,904** | *385,699* | **899,821** | *385,699* |

## 18. Creditors: Amounts falling due within one year

| | Group 2023 £ | *Group 2022 £* | Charitable company 2023 £ | *Charitable company 2022 £* |
|---|---|---|---|---|
| Trade creditors | **111,873** | *134,019* | **108,809** | *134,019* |
| Other taxation and social security | **89,110** | *84,737* | **75,709** | *84,737* |
| Obligations under finance lease and hire purchase contracts | **34,358** | *32,470* | **34,358** | *32,470* |
| Other creditors | **12,228** | *11,175* | **12,129** | *11,175* |
| Accruals and deferred income | **129,819** | *187,265* | **71,106** | *187,265* |
| | **377,388** | *449,666* | **302,111** | *449,666* |

| | Group 2023 £ | *Group 2022 £* |
|---|---|---|
| Deferred income at 1 April 2022 | **98,460** | - |
| Resources deferred during the year | **69,390** | *98,460* |
| Amounts released from previous periods | **(98,460)** | - |
| | **69,390** | *98,460* |

Year end deferred income is for income received in the year relating to services and contracts that are being carried out in the 2022-23 financial year.

## 19. Creditors: Amounts falling due after more than one year

| | Group 2023 £ | *Group 2022 £* | Charitable company 2023 £ | *Charitable company 2022 £* |
|---|---|---|---|---|
| Net obligations under finance lease and hire purchase contracts | **32,721** | *67,079* | **32,721** | *67,079* |

Liabilities under hire purchase contracts are secured on the assets to which they relate.

## 20. Statement of funds

### Statement of funds - current year

| | Balance at 1 April 2022 £ | Income £ | Expenditure £ | Gains/ (Losses) £ | Balance at 31 March 2023 £ |
|---|---|---|---|---|---|
| **Unrestricted funds** | | | | | |
| General Funds - all funds | **1,425,673** | **3,065,902** | **(3,196,320)** | **(8,806)** | **1,286,449** |
| **Restricted funds** | | | | | |
| First Responders | **-** | **391,391** | **(391,391)** | **-** | **-** |
| Education Technology Fund | **25,988** | **181,200** | **(4,881)** | **-** | **202,307** |
| CEMS Vehicle Fund | **4,800** | **-** | **(1,600)** | **-** | **3,200** |
| Defibrillator Pads Replacement Fund | **-** | **14,980** | **(3,361)** | **-** | **11,619** |
| Medic 50 Vehicle Fund | **25,444** | **-** | **(8,081)** | **-** | **17,363** |
| Defibrillator Replacement Programme Fund | **87,076** | **68,689** | **(29,486)** | **-** | **126,279** |
| Interactive Education Fund | **4,606** | **-** | **(757)** | **-** | **3,849** |
| Code Crimson | **10,000** | **8,000** | **(2,694)** | **-** | **15,306** |
| Medic 50 Equipment Fund | **53,380** | **-** | **(11,727)** | **-** | **41,653** |
| TRIM Training | **-** | **5,000** | **-** | **-** | **5,000** |
| | **211,294** | **669,260** | **(453,978)** | **-** | **426,576** |
| **Total of funds** | **1,636,967** | **3,735,162** | **(3,650,298)** | **(8,806)** | **1,713,025** |

**20. Statement of funds (continued)**

Description, nature and purpose of restricted funds

First Responder Grant
An annual grant is received from NHS Lincolnshire CCG, NHS North Lincolnshire CCG and NHS North East Lincolnshire CCG to fund the provision of First Responders across the county.

Education Technology Fund
Ufi VocTech Trust provided a grant to develop a virtual learning platform to enable Responders to maintain their competency during Covid restrictions.

CFR Recruitment Fund
Established to collect donations and grants to support the recruitment of new Community First Responders. This contributes to the cost of recruitment events, including wages and venue hire, and the training/equipping of new CFRs.

CEMS Vehicle Fund
BASICs provided a grant towards the blue light installation of 3 vehicles for the Community Emergency Medicine Service. This cost is incorporated in the overall cost for the vehicles which are depreciated over 5 years.

Defibrillator Pads Replacement Fund
Established to collect donations and grants towards the cost of replacing defibrillators pads for all First Responders within LIVES when used in the course of responding to cardiac arrest.

Medic 50 Fund
BASICs provided a grant of £35,000 to fund a new vehicle for the Medic 50 service which provides critical care cover to the East Coast of Lincolnshire.

Defibrillator Replacement Programme Fund
Established to collect donations and grants towards the cost of replacing defibrillators for all First Responders within LIVES.

Interactive Education Fund
Established to purchase interactive display equipment to engage audiences of all ages, show our audiences how important it is to learn CPR skills and inspire those who are more interested to become a LIVES community first responder.

Code Crimson
Established to collect donations and grants to support the integration of blood into our critical care response and fund the provision of equipment to safely transport blood from each Trauma unit in the county.

Medic 50 Equipment Fund
Established to collect donations and grants to fund the purchase of advanced life-saving and diagnostic equipment specifically for our Medic 50 critical care car which covers the East Coast of Lincolnshire.

TRIM Training
Established to collect donations and grants towards the cost of Trauma Risk Management training for practitioners and managers within LIVES to enable them to best support First Responders who may need emotional support following an incident they have attended.

## 20. Statement of funds (continued)

### Statement of funds - prior year

| | *Balance at 1 April 2021* £ | *Income* £ | *Expenditure* £ | *Gains/ (Losses)* £ | *Balance at 31 March 2022* £ |
|---|---|---|---|---|---|
| **Unrestricted funds** | | | | | |
| General Funds - all funds | *1,266,467* | *3,159,052* | *(3,014,872)* | *15,026* | *1,425,673* |
| **Restricted funds** | | | | | |
| First Responders | *7,939* | *390,894* | *(398,833)* | - | - |
| Education Technology Fund | *28,036* | - | *(2,048)* | - | *25,988* |
| CFR Recruitment Fund | *12,316* | *1,000* | *(13,316)* | - | - |
| CEMS Vehicle Fund | *6,400* | - | *(1,600)* | - | *4,800* |
| Defibrillator Pads Replacement Fund | - | *1,000* | *(1,000)* | - | - |
| Medic 50 Vehicle Fund | *33,635* | - | *(8,191)* | - | *25,444* |
| Defibrillator Replacement Programme Fund | *46,462* | *59,036* | *(18,422)* | - | *87,076* |
| Interactive Education Fund | *7,500* | - | *(2,894)* | - | *4,606* |
| Code Crimson | - | *10,000* | - | - | *10,000* |
| Medic 50 Equipment Fund | - | *54,699* | *(1,319)* | - | *53,380* |
| | *142,288* | *516,629* | *(447,623)* | - | *211,294* |
| **Total of funds** | *1,408,755* | *3,675,681* | *(3,462,495)* | *15,026* | *1,636,967* |

## 21. Summary of funds

### Summary of funds - current year

| | Balance at 1 April 2022 £ | Income £ | Expenditure £ | Gains/ (Losses) £ | Balance at 31 March 2023 £ |
|---|---|---|---|---|---|
| General funds | **1,425,673** | **3,065,902** | **(3,196,320)** | **(8,806)** | **1,286,449** |
| Restricted funds | **211,294** | **669,260** | **(453,978)** | **-** | **426,576** |
| | **1,636,967** | **3,735,162** | **(3,650,298)** | **(8,806)** | **1,713,025** |

### Summary of funds - prior year

| | *Balance at 1 April 2021* £ | *Income* £ | *Expenditure* £ | *Gains/ (Losses)* £ | *Balance at 31 March 2022* £ |
|---|---|---|---|---|---|
| General funds | *1,266,467* | *3,159,052* | *(3,014,872)* | *15,026* | *1,425,673* |
| Restricted funds | *142,288* | *516,629* | *(447,623)* | - | *211,294* |
| | *1,408,755* | *3,675,681* | *(3,462,495)* | *15,026* | *1,636,967* |

## 22. Analysis of net assets between funds

### Analysis of net assets between funds - current year

| | Unrestricted funds 2023 £ | Restricted funds 2023 £ | Total funds 2023 £ |
|---|---|---|---|
| Tangible fixed assets | 516,749 | 171,798 | **688,547** |
| Intangible fixed assets | 56,586 | - | **56,586** |
| Fixed asset investments | 301,782 | - | **301,782** |
| Current assets | 821,441 | 254,778 | **1,076,219** |
| Creditors due within one year | (377,388) | - | **(377,388)** |
| Creditors due in more than one year | (32,721) | - | **(32,721)** |
| **Total** | 1,286,449 | 426,576 | **1,713,025** |

## 22. Analysis of net assets between funds (continued)

**Analysis of net assets between funds - prior year**

| | *Unrestricted funds 2022 £* | *Restricted funds 2022 £* | *Total funds 2022 £* |
|---|---|---|---|
| Tangible fixed assets | *515,972* | *147,914* | *663,886* |
| Intangible fixed assets | *32,686* | - | *32,686* |
| Fixed asset investments | *310,589* | - | *310,589* |
| Current assets | *1,083,171* | *63,380* | *1,146,551* |
| Creditors due within one year | *(449,666)* | - | *(449,666)* |
| Creditors due in more than one year | *(67,079)* | - | *(67,079)* |
| **Total** | *1,425,673* | *211,294* | *1,636,967* |

## 23. Reconciliation of net movement in funds to net cash flow from operating activities

| | **Group 2023 £** | *Group 2022 £* |
|---|---|---|
| Net income for the year (as per Statement of Financial Activities) | **76,058** | *228,212* |
| **Adjustments for:** | | |
| Depreciation charges | **153,994** | *124,684* |
| Amortisation charges | **8,700** | *9,499* |
| Loss/(gain) on investments | **8,807** | *(15,028)* |
| Loss/(profit) on the sale and reclassification of fixed assets | **(2,175)** | *12,298* |
| Increase in stocks | **(30,623)** | *(12,480)* |
| Increase in debtors | **(397,143)** | *(135,703)* |
| Decrease in creditors | **(73,228)** | *(171,601)* |
| **Net cash provided by/(used in) operating activities** | **(255,610)** | *39,881* |

## 24. Analysis of cash and cash equivalents

| | Group 2023 £ | *Group 2022 £* |
|---|---|---|
| Cash in hand | **205,902** | *703,062* |
| **Total cash and cash equivalents** | **205,902** | *703,062* |

## 25. Analysis of changes in net debt

| | At 1 April 2022 £ | Cash flows £ | At 31 March 2023 £ |
|---|---|---|---|
| Cash at bank and in hand | **703,062** | **(497,160)** | **205,902** |
| Hire purchase | **(99,549)** | **32,470** | **(67,079)** |
| | **603,513** | **(464,690)** | **138,823** |

## 26. Capital commitments

| | Group 2023 £ | *Group 2022 £* | Charitable company 2023 £ | *Charitable company 2022 £* |
|---|---|---|---|---|
| **Contracted for but not provided in these financial statements** | | | | |
| Acquisition of tangible fixed assets | **173,149** | *58,716* | **173,149** | *58,716* |

## 27. Pension commitments

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable by the charitable company to the fund and amounted to £85,223 (2022 - £72,950). £11,055 (2022 - £10,576) was payable to the fund at the balance sheet date and is included in creditors.

## 28. Operating lease commitments

At 31 March 2023 the Group and the charitable company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

| | **Group 2023 £** | *Group 2022 £* | **Charitable company 2023 £** | *Charitable company 2022 £* |
|---|---|---|---|---|
| Not later than 1 year | **71,931** | *76,227* | **71,931** | *76,227* |
| Later than 1 year and not later than 5 years | **167,095** | *231,827* | **167,095** | *231,827* |
| Later than 5 years | **94,792** | *112,292* | **94,792** | *112,292* |
| | **333,818** | *420,346* | **333,818** | *420,346* |

The following lease payments have been recognised as an expense in the Statement of Financial Activities:

| | **Group 2023 £** | *Group 2022 £* | **Charitable company 2023 £** | *Charitable company 2022 £* |
|---|---|---|---|---|
| Operating lease rentals | **72,324** | *72,947* | **72,324** | *72,947* |

## 29. Members' liability

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £10 for the debts and liabilities contracted before he/she ceases to be a member.

## 30. Related party transactions

The charitable company purchased management training/consultancy services amounting to £3,445 (2022 - £3,375) from business under the control of Hilary Gibb who is a director and trustee of the charitable group.. The balance owing at the year end was Nil (2022 - £300).

The charitable group also made sales and provided services to an entity where the CEO of the group is also a director. Income from this business relationship amounted to £1,105, and the balancing owed at the year end was £30 (2022 - Nil), and conditions assigned to the credit provided are equivalent to the groups standard credit control terms.

## 31. Controlling party

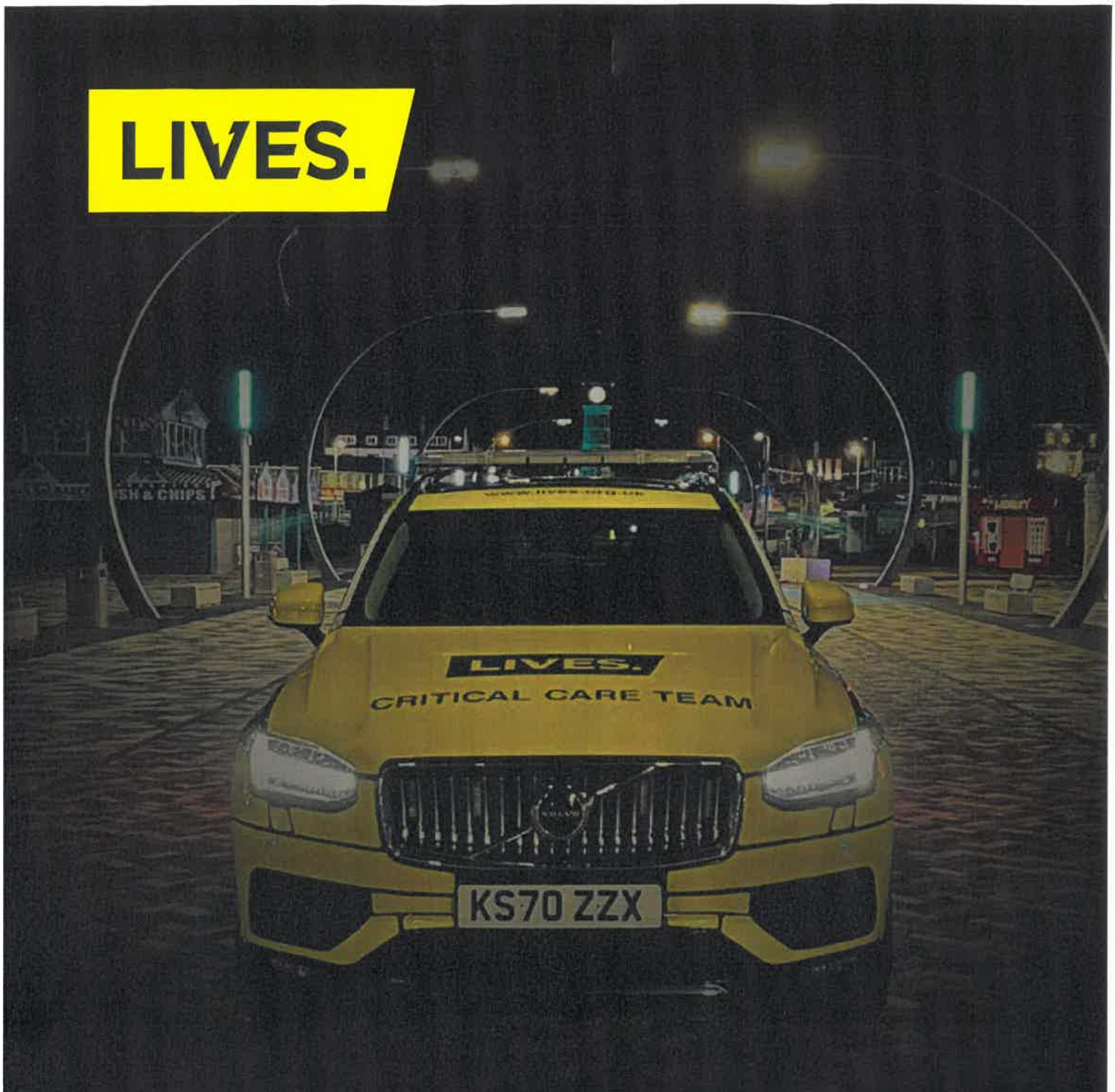
There is no ultimate controlling party.

**LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE**

England & Wales - Charity number 1098364

# Accounts

LIVES.




# ANNUAL REPORT AND ACCOUNTS

## 2021/22

Lincolnshire Integrated Voluntary Emergency Service

LIVESHeadQuarters @livesHQ

LIVES.ORG.UK

Registered company number 04680981




# WE ARE LIVES

**We exist to provide emergency care in critical situations. To reach people in need and protect life. It's our reason for being. It's that simple.**

**As a registered charity, our work is only made possible thanks to the kindness of our supporters and the dedication of our team of very special volunteers, who come from all corners of clinical care.**



Lincolnshire Integrated Voluntary Emergency Service
Registered company number 04680981



## And this is what we do

- We deliver an emergency medical response across Lincolnshire.
- We provide training and skills for people with and without medical experience - delivering sector-leading experience and knowledge.
- We use our extended experience in saving lives to inspire and train others to be life savers too.
- We work with our communities to ensure that any individual who suffers a 999 medical emergency in Lincolnshire, can be assured that they're surrounded by the best rapid response care available.
- We are a registered provider of healthcare with the Care Quality Commission.

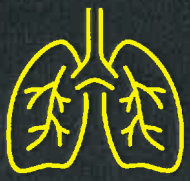
# LIVES. IN NUMBERS

## 1 APRIL 2021 – 31 MARCH 2022

**84.3%**
OF THE TIME, LIVES WERE FIRST ON SCENE



**1,090**
PATIENTS WITH BREATHING DIFFICULTIES



**587**
CARDIAC ARRESTS ATTENDED



**1,621**
PATIENTS WHO HAD FALLEN



**571**
ROAD TRAFFIC COLLISIONS





VOLUNTEERS GAVE **67,177 HOURS** OF THEIR TIME

MEDIC RESPONSE JOBS **542**

**642**
CRIT CARE JOBS



**852**
BUSIEST MONTH – MAY





Lincolnshire Integrated Voluntary Emergency Service
Registered company number 04680981

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# WELCOME FROM OUR CHAIR & CEO

## Welcome to our Annual Review 2021-22.

We are pleased to share with you our annual report and accounts for the 2021/22 year. As we have emerged from the global pandemic and many usual activities have resumed, it has been a year of both excitement and challenges.

We have been pleased to welcome many new volunteers to the organisation, and to welcome back those responders who chose not to actively volunteer during the pandemic. We continue with our plans to recruit 100 new responder volunteers each year and ensure that they are well supported with education, mentorship and peer support through their district teams. We end the year with a waiting list of dedicated, community-minded individuals waiting to join our team.

Throughout the year we have continued with our strategic objective to grow the impact that the charity makes. We have launched Medic 50, our critical care car that serves the communities of the Lincolnshire coast. Our Critical Care Team come with the medical experience to perform an array of potentially life-saving procedures. They're ready to deliver highly specialised critical care in a heartbeat, which for some, really could mean the difference between life and death.

We have also seen the growth of our Community Emergency Medicine services, with the appointment of co-Clinical Directors to provide clinical leadership to this team in 2022. Both teams are equipped, empowered and ready to alleviate the pressure on the NHS with a unique blend of skills and decision-making abilities. Right now, services such as this are more important than ever.



We remain proud and thankful for every one of our volunteers and employees without whom we could not deliver a life-saving emergency response across Lincolnshire.

We are also immensely thankful to our supporters. Whether you've taken part in a virtual challenge, given a one-off donation or a regular payment, your support has been vital. We are proud to say that every penny received has allowed us to continue with our life-saving work.

This year has, most excitingly, seen us move closer to our plan to develop a purpose-built education and training facility for pre-hospital emergency medicine. We have identified a site and intend to submit planning permission for this leading facility in late 2022. Project Lifesaver will deliver an education facility without classrooms that will train LIVES responders, people working in healthcare and the wider community to respond to medical emergencies through a unique, state of the art, immersive learning experience.

As we reflect upon the last year, we would like to take the opportunity to express our heartfelt thanks to everyone who continues to support us, and those who volunteer for LIVES. Without you, we wouldn't be able to help patients and their families within our local communities, during a time when they need it most. It takes a team to save a life. Thank you.



**Thomasin Nicholds,** Chair



**Nikki Cooke**, CEO

# OUR PURPOSE & CULTURE

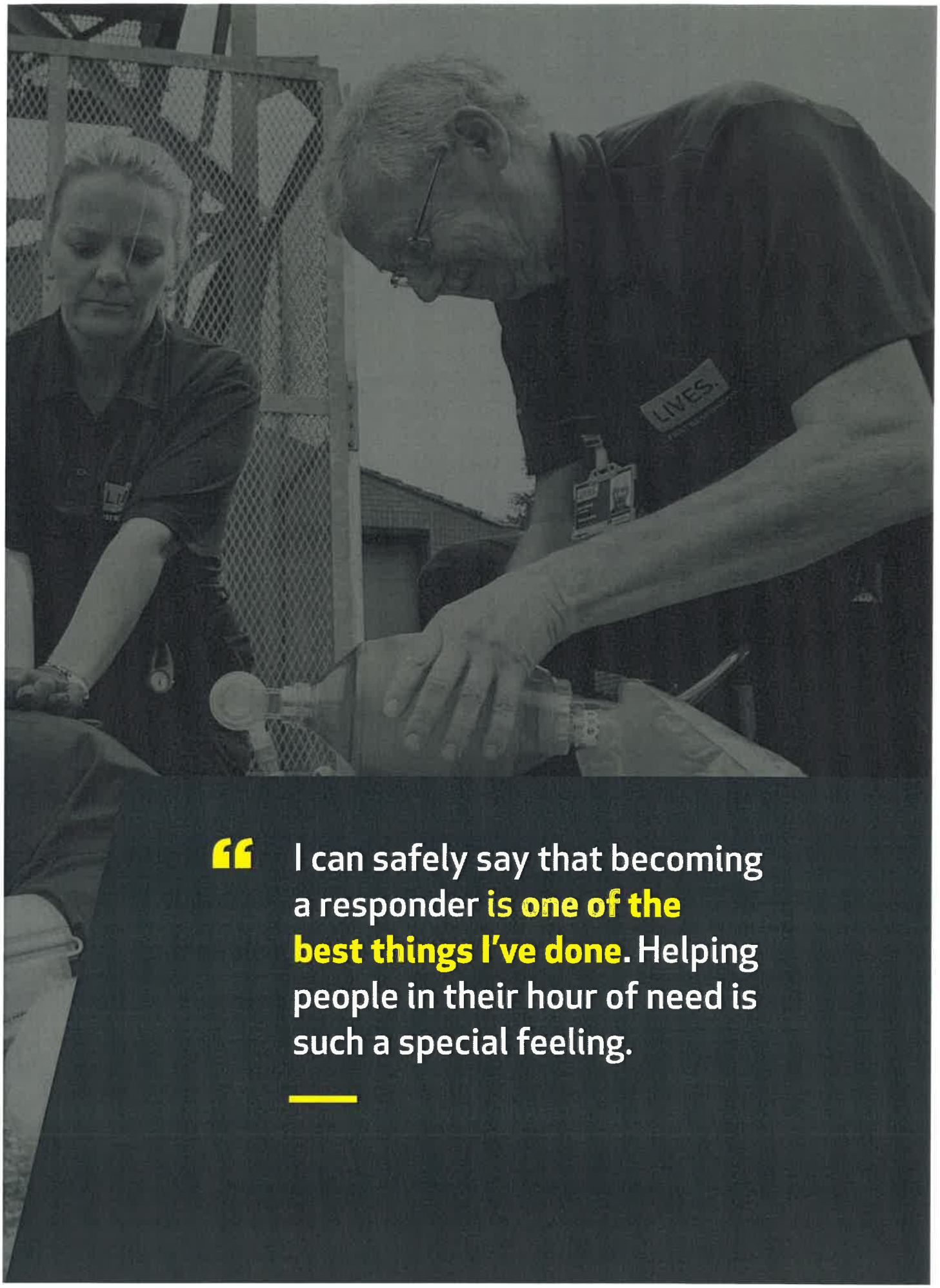
**In a minute, your life or the life of someone you love can change dramatically. A fall, a car accident, your breathing can change, your heart could stop.**








Lincolnshire Integrated Voluntary Emergency Service
Registered company number 04680981




> “I can safely say that becoming a responder **is one of the best things I've done.** Helping people in their hour of need is such a special feeling.

# STATEMENT OF **PUBLIC BENEFIT.**

## Charities are required to demonstrate how they provide a benefit to the public.

LIVES delivers benefit to the public in the relief of injury or illness by facilitating and delivering rapid response and treatment of those suffering a medical emergency or traumatic injury. This benefit is available to any member of the public in Lincolnshire and areas nearby whether they are residents or visitors, and access to the service is based solely on patient need.

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






Lincolnshire Integrated Voluntary Emergency Service
Registered company number 04680981

# WHAT MAKES US **WHO WE ARE?**

Many of our team actively shy away from the limelight and do not seek praise or thanks for the actions that they undertake. We do what we do because it takes a team to save a life. We're united by a passion for protecting life and improving patient outcomes. That's who we are. That's our culture.

From a volunteer responding quickly and competently to an emergency in their community, to our team who teach a child in school how to make a 999 call, there is no organisation in the United Kingdom that delivers an emergency response that equals the broad scope of practice that we do.

We are recognised as being a leader in pre-hospital emergency medicine and in the emerging world of community emergency medicine. That's something we quietly take pride in.

Quality is embedded in everything we do – training and equipping people with both the skills to make a difference and the confidence to use them.

Our governance systems are robust and allow us to evaluate and evidence the high standards that we set for ourselves and to put things right quickly where change is needed.








# OUR **VISION.**

Our vision is that no person should suffer unnecessarily as a result of their illness, injury or their rural location.

Our mission is to provide equality and excellence of care to any person who suffers a medical or traumatic emergency within Lincolnshire.

# JUST **CULTURE.**

LIVES is committed to fostering a Just Culture within the organisation. A Just Culture considers wider systemic issues where things go wrong, enabling professionals and those operating the system to learn without fear of retribution.

Generally, in a Just Culture inadvertent human error, freely admitted is not normally subject to sanction to encourage reporting of safety issues. In a Just Culture, investigators principally attempt to understand why failings occurred and how the system led to sub-optimal behaviours. However, a Just Culture also holds people appropriately to account where there is evidence of gross negligence or deliberate acts.



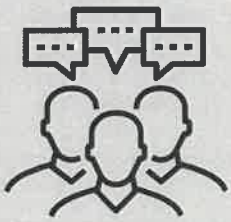
Lincolnshire Integrated Voluntary Emergency Service
Registered company number 04680981

# OUR VALUES: WHAT MATTERS TO US MOST?



## INTEGRITY

Our strength comes from working together and upholding shared values. We do the right thing, even when it's difficult.



## COMMUNITY

This is where we're from, we're in this together. We're all united around a common purpose; to support the communities in which we all live.



## EXCELLENCE

We strive to be the best we can in everything we do and to give all of our people an equal opportunity to grow and flourish.

# OUR STRATEGY

## It takes a team to save a life

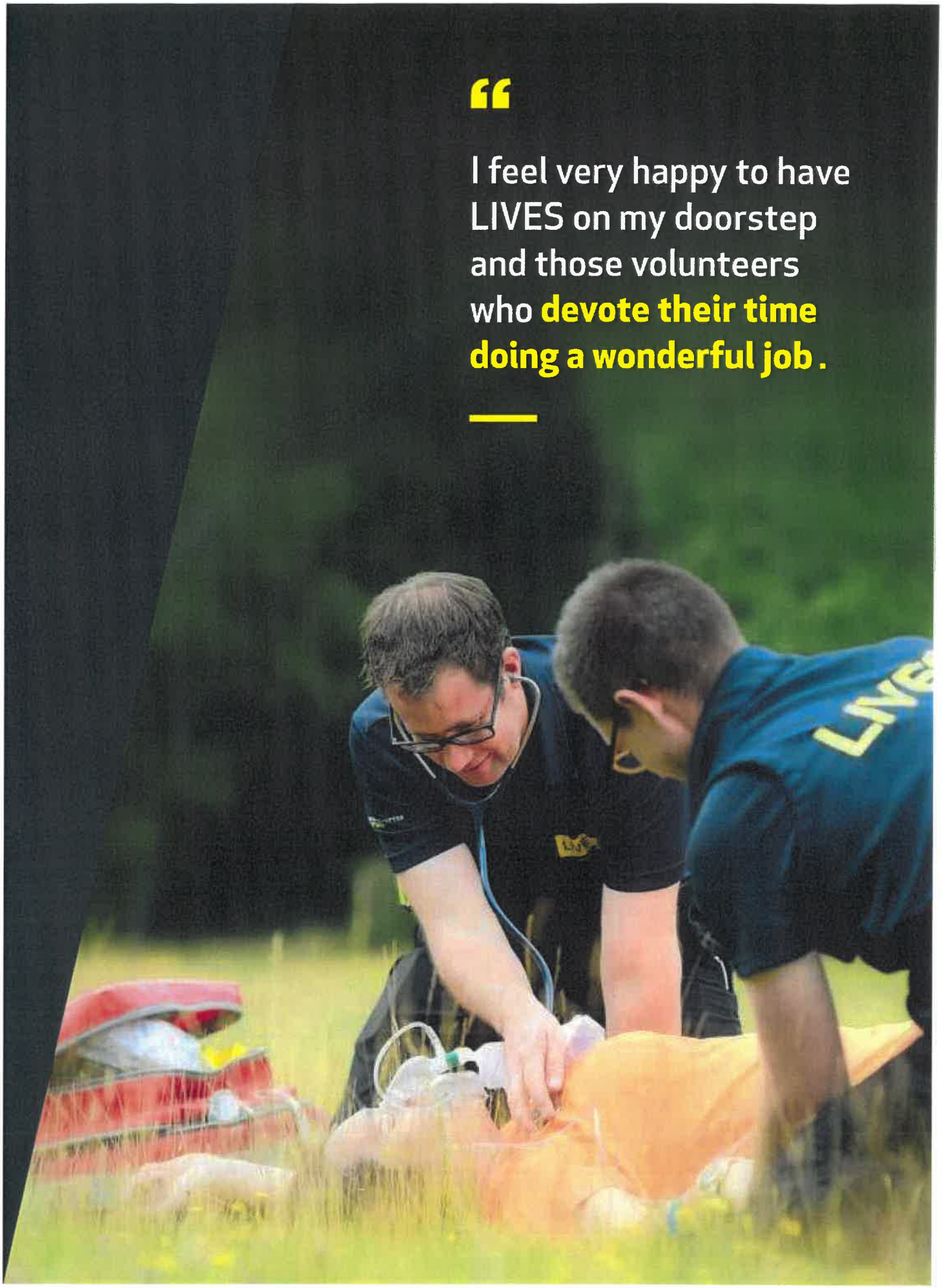
And every member of that team is vital to delivering the very best outcomes for the patient. That could be the bystander who witnesses a member of the public collapse in the street and calls for help, or an ambulance crew who back up a LIVES community first responder and takes over the patient's treatment, or a fire crew who work alongside colleagues from LIVES and the ambulance service to extricate a seriously injured patient from a road traffic collision.

No single person, service or organisation has all of the skills to meet the needs of our most unwell or injured patients. Teamwork and collaboration are vital.

LIVES brings together people in our communities right across Lincolnshire to give them the competence and the confidence to be able to respond quickly and skilfully when someone in their vicinity suffers a medical emergency.



Lincolnshire Integrated Voluntary Emergency Service
Registered company number 04680981


“
I feel very happy to have LIVES on my doorstep and those volunteers who devote their time doing a wonderful job.

# OUR **STRATEGY.**

If an individual suffers a medical emergency in our county, we should be equipped to protect their safety and maximise positive medical outcomes. Whatever it takes.

It's the basis upon which LIVES was built in the past. It will always inform our plans for the future.

When location or geography makes it more difficult to access emergency healthcare, we will be there to deliver pre-hospital emergency medicine excellence, wherever it's needed.






Lincolnshire Integrated Voluntary Emergency Service
Registered company number 04680981

# OVER THE NEXT FIVE YEARS, WE WILL STRIVE TO CONTINUE TO:

### 1. UNDERSTAND OUR IMPACT.

We know we make a difference but measuring that is sometimes difficult. We will improve our data collection and adopt new measures to demonstrate the difference we make. We will work with research partners to build an evidence base for the effectiveness of our emergency response activity. We will use this information to continuously improve the quality of care that we deliver to people in our communities.

### 2. GROW OUR PRESENCE

We want every community in Lincolnshire to have access to our emergency response. We will increase the number of LIVES responders in operation across Lincolnshire, with targeted recruitment in areas where there is less coverage. We will invest in the skills of these responders so they can meet the needs of their community. And we will identify opportunities to use our skills in different ways to support people in medical need.

### 3. FOCUS ON QUALITY

We strive to excel at everything that we do. Our work is always based on evidence and we focus on delivering quality service and care – in our clinical activity, our training and the knowledge that we provide. We inspire and encourage all our people to be the best that they can be, at their chosen level.

### 4. SUSTAIN OUR GROWTH FINANCIALLY

We will develop and consolidate income streams that support the charity to deliver our aims. We will ensure that we have adequate reserves to weather unpredictable circumstances. And we will be transparent with our supporters, customers and funders, so they are clear on how we spend the funds that they trust us with.

### 5. ACHIEVE THE HIGHEST LEVELS OF GOVERNANCE EXCELLENCE

Doing the right thing is important to us, even when that is difficult. We will maintain robust and structured processes, in both clinical and charity governance. We will ensure that we are complaint with all regulatory requirements and that we are a model of best practice, in both leading volunteers and delivering prehospital emergency medicine.



# PROJECT **LIFESAVER.**

## An education facility without classrooms

Project Lifesaver is a unique and world-leading learning environment for Pre-hospital Emergency Medicine (PHEM). It's an education facility without classrooms that will train LIVES responders, people working in healthcare and the wider community to respond to a wide variety of medical emergencies through a state of the art immersive learning experience.

Every year PHEM responders save countless lives. These committed individuals deserve the very best facilities in which to learn and train; facilities that will test their skills in a wide variety of real-life, high pressure environments, encourage them to perform and reflect, and ultimately inspire and support them to become the very best that they can be.

## Project Lifesaver is LIVES plan to create a £10million purpose-built facility






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Project Lifesaver is LIVES plan to create an £10m purpose-built facility that will use a combination of digital technology and 'real' stage settings to create an infinite variety of challenging scenarios to train and test the skills of people working in the most difficult of environments. From a city street, to a rural field, an offshore windfarm or an industrial quarry, the Centre will replicate all of the challenges of the environment whilst crucially keeping the learners safe.

All of the action will be captured on video and will be able to be reviewed and debriefed in near-real time to ensure that all of the learning from each scenario is embedded with each learner. Drawing from elite sport and marginal gains concepts, we will encourage responders at all levels to be the very best they can be, be that in their clinical skills or their critical thinking.

Located in Lincolnshire, Project Lifesaver will build on the reputations of both the county and LIVES as a model of best practice in delivering PHEM in a rural location and establish Lincolnshire as the best place to train in this challenging area of medicine. It will advance LIVES aim to make Lincolnshire the safest place in the UK to suffer a medical emergency despite the challenges of the geography and a growing, ageing population.

During 2021/22 LIVES has developed the plan and business case for Project Lifesaver and acquired a site (subject to planning permission and funding) on which to develop the Centre. During 2022/23 LIVES will be submitting planning applications and securing funding for the development with a view to beginning construction in later 2023.



## “My father's passion for care was a real driving force

**Suzi Lumbard, daughter of Dr Cooper.**






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# OUR **HISTORY.**

## Beginning with two local doctors. Growing into an army of life-saving volunteers.

You've probably never heard of our two founders, Dr Michael Cooper and Dr Richard Harper-Smith. But trust us, without them, many lives in Lincolnshire would have been lost over the last 50 years.

Back in the 1970s they built the LIVES concept upon a simple purpose: to provide expert emergency medical assistance for road traffic accident victims and trauma patients in our county.

From a standing start, the idea quickly gathered support from over a hundred local doctors, and so the LIVES journey began. The road ahead would not be easy though. In the beginning LIVES had no funds to speak of and the medical professionals who volunteered to help us provided not only their time, but their own equipment too.

Thankfully in those early days, local businesses and institutes initiated a culture of support that's still clear to see today.

They saw the value of LIVES. They recognised that something quite exceptional had been born. And we're proud to say community backing has continued to grow. Thanks to the generosity of local businesses, partners, members of the public and of course, our growing number of volunteers - we're still here. Getting stronger every year. Continuing to save lives in our community.

# AT A GLANCE:
# MILESTONES IN OUR LIVES.

## 1970s

Dr Michael Cooper from Nettleham and Dr Richard Harper-Smith of Tetford, devised the LIVES concept.

Communication system to improve the efficiency of call-out. A mixture of telephones and two-way radios were introduced with transmitters at Nettleham and Fulletby.



## 1980s



Further transmitters were installed at Barton, Boston and Sleaford employing three part-time operators Communications remained limited and additional transmitters were provided by charitable contribution, to a total of seven. Each transmitter was then connected to the control room at the Lincoln County Hospital by landline. These cost £10,000 a year in rental alone.

## 1990s

An invitation from the Lincolnshire Ambulance Service to base LIVES Control within the ambulance control centre was accepted and LIVES control was moved to the ambulance headquarters at Bracebridge Heath. This move greatly improved the efficiency of LIVES call-out and still operates to this day, as part of the computerised automatic dispatch (CAD) system.

The Chief Executive of the Ambulance Trust invited LIVES to establish a community first responder service for suspected victims of cardiac arrest. It was envisaged that this would enable an equality of service to be extended across the rural areas within the county. LIVES saw this as an extension of their existing service and readily agreed to participate. This then became the LIVES 'First Responder Scheme'.



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## 2000s

## 2010s

## 2020s

As our First Responder Scheme grows, research by the Sheffield University School of Health and Associated Research (SHARR) shows that LIVES responds to over **25% OF CATEGORY A CALLS IN LINCOLNSHIRE.** For 60% of these calls, LIVES arrives **SIGNIFICANTLY FASTER, WITH AN AVERAGE RESPONSE RATE OF 5.2 MINUTES.** LIVES improves response time performance by **35% OVERALL, AND 55% IN RURAL AREAS.**

Nikki Silver is appointed as the first Chief Executive of the charity and Dr Simon Topham becomes Medical Director. This signals the beginning of a period of significant growth in the services offered to the people of Lincolnshire.

The now iconic brand of LIVES is launched in 2016, introducing our new bold yellow logo which we see today.

LIVES celebrates 20 years of working together with Lincolnshire Fire & Rescue and adding additional 999 medical response with LIVES Co-responders.

50 LIVES.

In 2020, LIVES celebrates its 50th Year although celebrations are curtailed by the coronavirus pandemic.

New clinical response teams launch including the ground-breaking Community Emergency Medicine Service (CEMS) teams and the LIVES Falls Response service. These teams use LIVES emergency responding skills to bring care to patients who might not otherwise benefit.

Critical Care Car launches in 2021 to provide a critical care service, direct to the patient, supporting the most seriously ill or injured patients with advanced care and interventions.

# OUR ACHIEVEMENTS

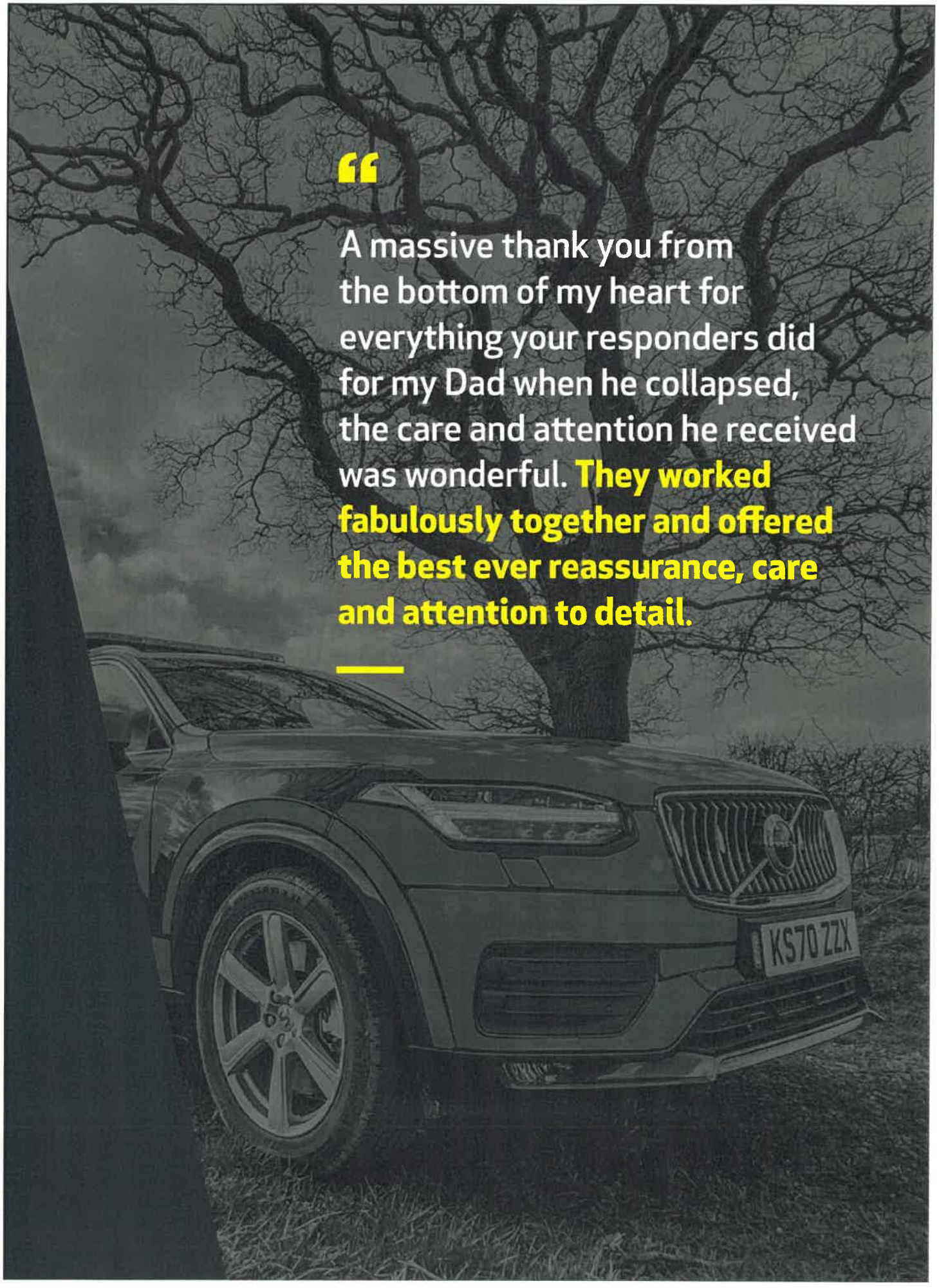
LIVES responders are qualified and skilled medical volunteers, living and working in the communities that they serve. When a patient or bystander makes an urgent call for help, LIVES responders will be there.

LIVES responders share a commitment to saving life, whatever it takes. That's what unites all our Emergency Responders whether they're providing rapid first aid support on their doorstep, or highly specialised medical interventions around the clock and across the county.

For most of our people responding to emergencies isn't a job. This is a life choice that all LIVES' volunteers share.



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“

A massive thank you from the bottom of my heart for everything your responders did for my Dad when he collapsed, the care and attention he received was wonderful. **They worked fabulously together and offered the best ever reassurance, care and attention to detail.**

# COMMUNITY FIRST RESPONDERS.

LIVES Community First Responders are ordinary people, doing extraordinary things. They come to us with little or no previous medical experience, just a willingness to learn life-saving skills and give up some of their time to be there to respond to calls for help in their community. They're trained and equipped to deal with a range of serious and often life-threatening medical incidents. Whenever needed, they can be quickly on-scene to provide a range of treatments including:

- Delivering life-saving CPR and defibrillator shocks to a patient whose heart has stopped due to cardiac arrest.
- Giving oxygen to a patient who needs help with their breathing.
- Administering life-saving autoinjector medication to a patient suffering from a life- threatening allergic reaction.

If you ask our team of Community First Responders, they'll tell you it's almost second nature for them to use the skills we've helped them acquire, to step up, step in and do what we're trained to do, in the place they call home. **We currently have 241 Community First Responders.**






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LIVES.
LIVES.
FIRST RESPONDER




ZOLL

This year LIVES Community First Responders made themselves available to attend emergencies for 67,176 hours and attended 7,226 jobs. This is a reduction on previous years which can largely be attributed to pressures on our ambulance service colleagues and decisions made by individual volunteers in response to this. As ambulance wait times for less serious calls increase, many Responders make the difficult decision to restrict their availability to the most serious and life-threatening calls. We value the time that each volunteer gives to their community and support their decisions about how to best use this time.

Community First Responders focus on 'doing the basics well' often being the first to arrive on scene and deliver lifesaving interventions until more specialist resources arrive. During 2021/22 Community First Responders were first on scene at 84.27% of all jobs they attended. This is an increase on previous years although not surprising because Responders typically live and work in the communities in which they respond.

"

I'd like to thank LIVES for saving our wonderful and special mother following a near fatal accident in October 2020. Without doubt the family are forever grateful and thankful that a LIVES paramedic was able to attend quickly and necessitate the correct procedures that undoubtedly saved our mother. **Our family will be eternally grateful as without you, we wouldn't have seen our mother this Christmas.**



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Training activity for Community First Responders had been curtailed during COVID but has returned to more usual arrangements during this year as lockdown restrictions were lifted. Responders meet in district groups on a monthly basis for training covering an ongoing programme of skills appropriate for their level of response. This face to face learning is supplemented by the LIVES Academy online learning platform which delivers theoretical and supportive training modules. Responders undertook 4,164 online learning via LIVES Academy last year. Although we can now meet together to train, online learning has remained a vital part of our education delivery.

Recruitment of new responders was also halted during the pandemic due to COVID restrictions. This pause gave us the opportunity to review the recruitment process and design pathways to support new responders that ensured they were well supported and successful in their volunteer role. We have acquired a waiting list of volunteers wanting to join LIVES as either community first responders and invited 107 to attend a recruitment event to assess their suitability as a LIVES community first responder with 99 subsequently offered places. Our intention is to grow the Community First Responder cohort in a controlled and supported manner and we have a target to recruit and retain 100 new responders each year for the coming five years. The recruitment plan prioritises the recruitment of responders in areas that are less well served at present.

# MEDIC
# FIRST RESPONDERS.

When an emergency 999 call is made, the pace at which qualified medical professionals arrive on the scene can be pivotal. In some cases, it can be the difference between survival and a fatality.

That's where LIVES Medic Responders come in. They're trained doctors, nurses and paramedics, but beyond that, they also give up their time for free to respond for LIVES. Because for people like them, the dedication to saving life, doesn't end when their shift does. Since the 1970s volunteer medics have been bringing their skills to medical emergencies across the county, often brining more skills or experience than those possessed by a regular ambulance crew.

All our Medic First Responders are fully supported by LIVES. We provide them with specialist equipment and access to advanced training so they can further their skills. Everything needed to perform complex medical procedures, wherever and whenever they're called upon, including:

- Leading a cardiac arrest team, coordinating bystanders and healthcare professionals during a cardiac arrest.
- Providing pain relief such as morphine to patients who have suffered traumatic injuries.
- Travelling on the ambulance with the patient to hospital to enable treatments to continue en route.

During 2021/22 our cadre of 27 LIVES medics attended 542 jobs which is more than double the amount undertaken in the previous year. We had previously suspended our requirements for medic volunteers to commit to a responding activity as many were very busy in their usual NHS jobs due to the pressures of the COVID pandemic. We are very happy to see many of these volunteers returning to responding activities as the pressures of the pandemic ease.

Recruitment of new medic responders has been paused during COVID. During this year 13 healthcare professionals attended a medic first responder selection event, with nine subsequently offered a place as a LIVES medic responder. It is planned that recruitment will continue with a small number of medic responders joining the organisation each year to ensure that each can be supported to develop their skills. Regardless of a medic's background, responding as a solo responder to an emergency in your community can be quite different from your usual work environment and so education and training remain important. Not all medic responders want to progress to delivering critical care but for those that do there is a defined pathway of education and experience to do so.



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# CRITICAL CARE RESPONDERS.

Imagine the worst medical scenario you can. Now imagine it happening without warning. You're miles from a critical care facility. Your condition is on the brink of significantly worsening if you don't receive urgent medical attention. There's no time to transport you to hospital. Life-saving intervention is needed. It's needed now. This is a reality for the patients our Critical Care Responders attend to every day.

Our highly qualified volunteer Critical Care Responders specialise in delivering rapid, advanced treatments, often in locations which are miles away from the hospital facilities that the patient needs. For the people they give up their time to save lives through their selfless work with LIVES, they are literally a lifeline.

- Providing sedation at the roadside to straighten a badly broken leg and restore blood flow to the limb.
- Putting a critically injured or ill patient into a medically induced coma to manage their breathing and protect their brain from further damage.
- Undertake life-saving surgical procedures in the community such as opening a chest to stop bleeding after a stabbing.

**During 2021/22, the team attended 642 jobs.**

**22**
**EMERGENCY ANAESTHETICS DELIVERED**



**101**
**PATIENT ESCORTS OR ON 16% OF ALL JOBS**



**25**
**SURGICAL PROCEDURES UNDERTAKEN**



**50**
**SEDATIONS ADMINISTERED**



In 2019 LIVES began differentiating between the skillset of our volunteer medic responders and our critical care responders who deliver the very highest levels of pre-hospital interventions. In 2022 we have 13 volunteer responders performing at this level, delivering lifesaving medical and surgical interventions that give patients the very best opportunity to make it to hospital and onto recovery.

During 2021/22 this small but effective team attended 642 jobs. They undertook 25 surgical procedures, 50 sedations and administered 22 pre-hospital emergency anaesthetics. They travelled to hospital with the patient on the attending ambulance 101 times, or on 16% of all jobs to ensure that the patient received the best ongoing care.

We have recognised that the model of a single critical care responder with equipment in their car and responding to emergencies alone does not appeal to all potential critical care medics, some of whom would prefer to work in a team, on a shift or from a central location.




Therefore in 2021 we launched a LIVES critical care car to serve the communities of the east coast who are often the furthest from the hospital facilities that they need in an emergency. The coastal area is also a challenging area for recruiting medical staff and LIVES critical care responders often travel extended distances from their homes or places of work to attend jobs in this area. Locating a critical care car and crew in the community will provide more timely and skilled response to those patients that need it the most.

The car is crewed with a critical care doctor and critical care paramedic undertaking twilight shifts and carries extended capabilities beyond that of a solo critical care responder including blood products and mechanical CPR. Medic 50 also provides an education platform to allow those medic responders aspiring to deliver critical care to develop experience and skills in an appropriately mentored environment.

During 2022/23 we plan to build on the critical care response we can deliver to our most injured patients by implementing Project Code Crimson. This project, delivered in partnership with PathLinks and emergency service partners, will allow a LIVES critical care medic to request blood products are brought to scene for patients who would benefit from this intervention ahead of arrival at hospital. The number of patients who will need this are small but this potentially life-saving intervention will be a valuable addition to our capabilities for those patients who are often more than an hour from the hospital care that they need.



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# COMMUNITY EMERGENCY **MEDICINE SERVICE.**

Community Emergency Medicine (CEMS) is a service that's entirely unique to Lincolnshire and its residents. This is rapid response with a difference. The CEMS team are equipped, empowered and ready to alleviate the pressure on the hospital system through a unique blend of skills, diagnostics and decision-making ability.

CEMS offers something quite extraordinary; Wherever there is a medical need, we have the experience and equipment on-board our three CEMS response vehicles, to bring specialist medical procedures to the patient. We provide enhanced care, over and above the care accessed at a GP surgery, including blood testing and ultrasound at the scene. Right there and then, everything is sorted and the need for the patient to enter the healthcare system is minimised. Imagine the positive impact that makes on the individual and on NHS resources.

Unlike many of our other response teams, the CEMS Clinicians are not volunteers, they're all paid medical professionals. They're empowered by LIVES to make a judgement call as to which call-outs they attend, based on clinical need and the direct benefit to both the patient and the health service as a whole.

> Seeing the relief on the faces of the patients and their families when I arrive is so rewarding and **that's what drives me to respond.**

We have three highly equipped response vehicles and CEMS is supported solely by qualified medical specialists and experienced clinicians, including doctors, paramedics, and nurses.

The specialist skills within the CEMS team mean they can carry out many procedures, that often an ambulance crew cannot. This could be anything from stitching and treating a serious wound to diagnosing and treating complex diabetic emergencies in the patients' own home for example - removing the strain on A&E and freeing it up to focus on other emergencies. In short, CEMS facilitates optimum discharge on scene and tries to circumvent the need for a patient to attend hospital/A&E. It significantly alleviates workloads elsewhere in the health system.



The CEMS team is committed to:

- Bringing focused value to a medical emergency situation.
- Delivering mobile expertise and innovation right where it's needed
- Combining leading edge medical treatment with award winning tech innovation to radically improve patient outcomes.

2021/22 was the second full year of operation for the CEMS team. The team is made up of 38 doctors, advanced clinical practitioners, nurses and paramedics from a variety of disciplines. The team adopts a wide range of working patterns from full time to casual. Recruitment will continue through the coming year as the team continues to grow.

Access to information is important and so we are pleased that systems have also been implemented including access to GP and Ambulance Service records which ensures that the CEMS team has access to appropriate patient and activity data as well as facilitating effective communication with other healthcare professionals.

During 2021/22 the CEMS team saw 5,701 patients with 76.8% either staying at home or referred for appropriate onward care during this episode. CEMS particularly targets complex patients who may be able to be kept at home through advanced diagnostics and treatments, however there will always be a proportion of patients that require admission to hospital.



# FALLS
# RESPONSE UNIT.

For many senior people living alone in our community, something as simple as a fall, could be the beginning of a horrific ordeal. The LIVES' Falls Response Unit meets a fundamental need for older members of society who suffer a debilitating injury at home; to know someone is there. We're on call to get to those low injury, yet potentially life changing events fast. We're there to ensure our elderly residents are never left alone for a second longer than necessary, following a fall that leaves them incapacitated.

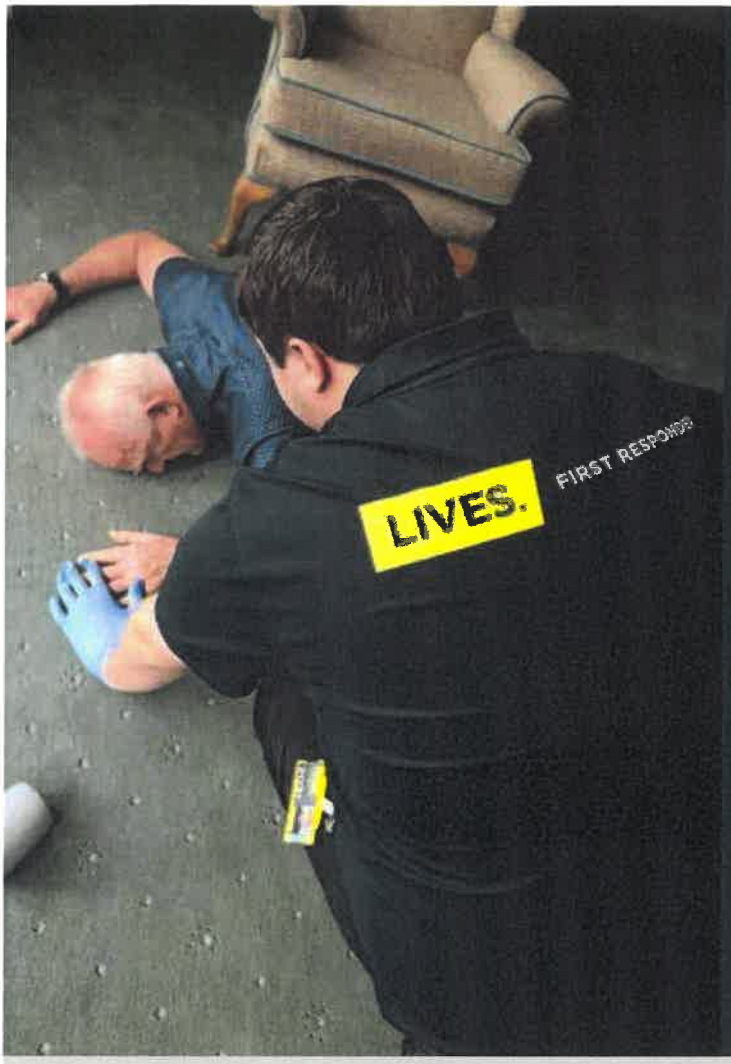
When an elderly person falls, their needs potentially go way beyond treatment of an initial injury. That's why, when the call comes in, one of our experienced Falls Responders will be on the scene quickly, to:

- Conduct an initial patient assessment and help to remobilise.
- Provide early treatment to avoid permanent damage.
- Determine clinical need and refer for appropriate treatment.
- Undertake a 'frailty assessment', to determine if occupational health interventions are required and arrange short term care packages, where appropriate.
- Look beyond the initial 999 call made, take time to identify any social care concerns and try to make sure preventative measures are in place to minimise the chance of them falling again in the future.

The Falls Response team are there to meet an immediate medical emergency need, but we're also there to meet a very human need too. Maybe that's as simple as popping the kettle on once the patient is comfortable and sitting with them for a while. Maybe it's providing practical help, such as moving their bed to ensure they have an accessible place to rest and recover. That's the 'Falls Response Unit'. That's what we do.



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> For many senior members living alone in our community, something as simple as a fall, could be **the beginning of a horrific ordeal.**

The Falls Response Partnership was co-commissioned as a service by Lincolnshire County Council and NHS Lincolnshire from April 2021 following a successful two year pilot. The team of 19 experienced Responders is a blend of employed and casual staff who work to a bespoke scope of practice including the ability to provide pain relief, take an ECG and specialist skills in the safe moving of people. The team is mobilised in specialist 4x4 vehicles that carry a range of equipment for safer moving of people including lifting cushions and hoists.

During 2021/22 1,767 patients were attended by the Falls Response team, and of these 54% have remained at home following their 999 call. Further developments of the service are planned including increasing wound closure skills and the ability to refer to additional pathways including social prescribing.

# THE COMMUNITIES **WE SERVE.**

LIVES exists because our county is rural, the infrastructure is sparse, and yet our people suffer the same medical and traumatic emergencies every day as those living in cities or urban areas. We believe that no one in our county should suffer poorer outcomes from a medical emergency because they live or work far from the healthcare facilities they need.

LIVES is a Lincolnshire charity. We operate over the historical area of Greater Lincolnshire, an area that extends from the Humber to the Wash and covers an area of 7,000 square kilometres or 2,700 sq. miles.

The area is largely rural and is sparsely populated, with an average of 150 people per sq. km compared with 411 per sq. km across England. In the most sparsely populated district of East Lindsey there are only 80 people per sq. km. Rural areas make up 95% of the land area of Lincolnshire.

We have one city, Lincoln, and around 30 market towns and coastal resorts with a fairly even distribution of villages across the area. Our largest centres of population are Lincoln (115,000), Grimsby (134,000), Scunthorpe (80,000), Grantham (44,000), and Boston (41,000).

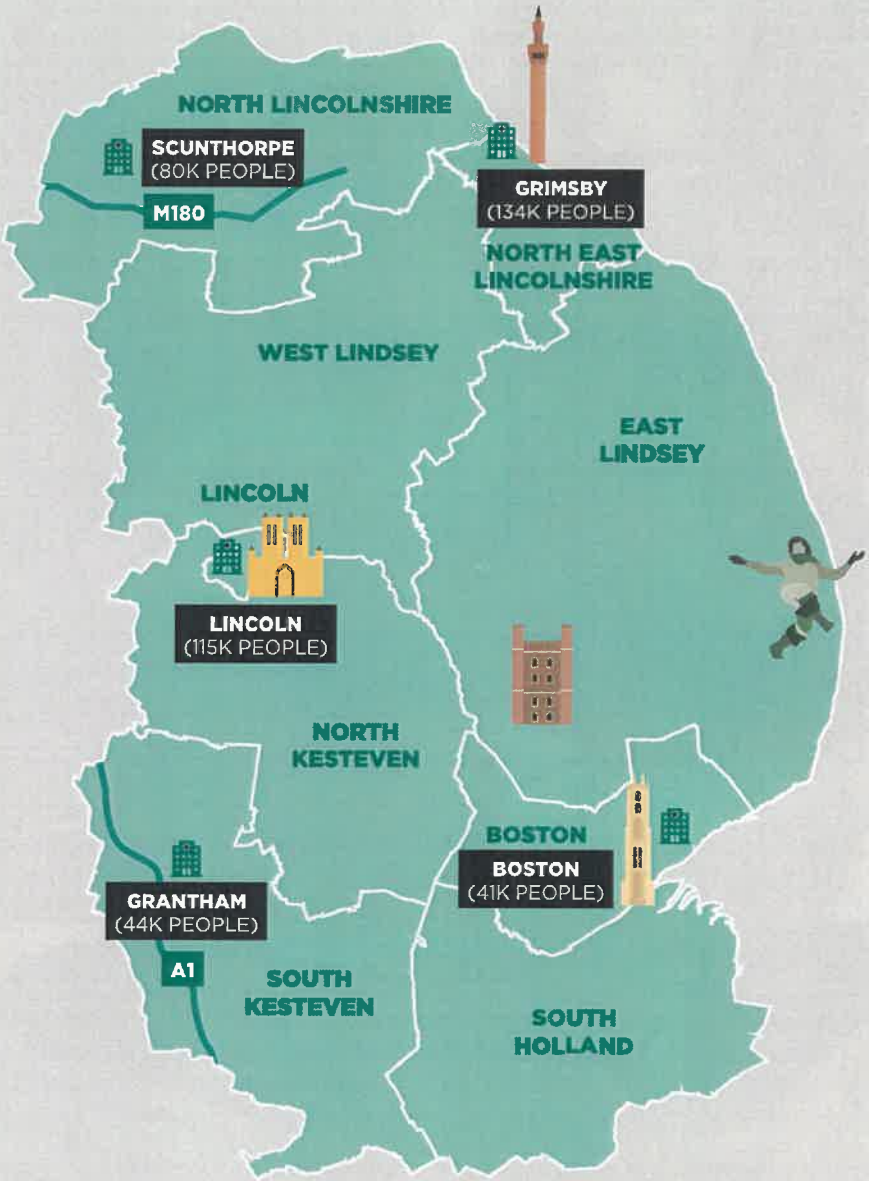
In total the area covered by LIVES has just over 1 million residents. Approximately 90,000 people live in areas in the top 10 per cent most deprived in the country. Almost 25 per cent of our population are aged over 65 and this is predicted to grow further in coming years.

The transport infrastructure in Lincolnshire is notably sparse, with the only motorway connection being the M180 into the north of the area. The A1 runs along the western edge of the county and facilitates access to the north and south. In total there are 850 miles of A roads that connect the main service centres of the Greater Lincolnshire area.





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Our health system is complex, with multiple NHS trusts and commissioning groups and all subject to the challenges of funding. Lincolnshire is typical of many rural settings where 80% of rural residents live within 4km of a GP surgery, compared with 98% of the urban population, and only 55% of rural households, compared to 97% of urban households, are within 8km of a hospital.

The north and northeast of the county are served by hospital sites at Grimsby and Scunthorpe, with the remainder of the county accessing hospital facilities in Lincoln, Boston and Grantham. There is no Major Trauma Centre in Lincolnshire and our most ill or injured patients will often need to travel out of county to receive emergency care and treatment.

The East Midlands Ambulance Service Lincolnshire division covers the same area as LIVES. The geography and infrastructure of the greater Lincolnshire area creates challenges for delivering a timely and skilled response to medical emergencies. LIVES exists to help address these challenges.











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# SHARING OUR SKILLS
# LIVES EDUCATION.

**Every year, there are around 30,000 out of hospital cardiac arrests across the UK, but sadly less than 1 in 10 people survive.** For every minute defibrillation is delayed, the chances of survival fall by approximately 10%. (Resuscitation Council UK, 2015).

In recent years there have been relatively very few developments in improving outcomes for patients in cardiac arrest but the evidence base shows that improvements in about earlier recognition and more rapid response to cardiac arrest with CPR is most likely to make a difference. In Lincolnshire that means more bystanders who can recognise cardiac arrest and start CPR.

A population widely trained in CPR has the potential to double survival rates. Evidence from other countries suggests that providing training in CPR to members of the public has a significant impact and improves patient outcomes for those who suffer a cardiac arrest.

Training in CPR and how to use a defibrillator has been included in the school curriculum in Scandinavian countries such as Norway and Denmark for over 10 years and there has been a steady improvement in patient outcomes (Global Resuscitation Alliance, 2018). Therefore, knowing how to deliver safe and effective CPR is a basic skill that can save lives and one which is already taught to school-aged children in many parts of the world.

At LIVES we believe that every young person in Lincolnshire should have the opportunity to learn lifesaving skills before they leave school. In 2019/20 we launched our schools partnership programme to enable every school in Lincolnshire to access this life-saving education for their students. Sadly the closure of schools and restrictions on social gatherings during 2020/21 have severely limited our ability to deliver this lifesaving education and it has been slow to resume following the easing of restrictions. However we have seen a resumption of activity and during 2021/22 we delivered CPR awareness training to 30 primary schools and seven Secondary, teaching a total of 1,763 pupils under 18 this valuable and lifesaving skill.

We also know that learning doesn't finish when you leave school. We continue to work with community groups, sports clubs, faith groups and other organisations, as well as at community events to give every person who lives in Lincolnshire the opportunity to learn lifesaving skills. An evaluation of earlier programmes found that 85% of those who took part in a community training session reported that their confidence in performing CPR had improved following the training. Furthermore, 8% reported that they had actively used their CPR training, either in a medical emergency or to show others what do to.

# TOWARDS EXCELLENCE
# CLINICAL GOVERNANCE.

The quality of care that we deliver is fundamentally important to all at LIVES. Quality is embedded in everything we do at LIVES. Our core activity is training and equipping people with both the skills to make a difference and the confidence to use them.

We are proud of our governance systems that are robust and allow us to evaluate and evidence the high standards that we set for ourselves and to put things right quickly where change is needed.

Many people are unclear about what a Clinical Governance system is and there are numerous definitions, but that which we prefer in LIVES is "a system through which organisations are accountable for continuously improving the quality of their services and safeguarding high standards of care by creating an environment in which clinical excellence will flourish"

There are eight pillars on our clinical governance framework.

1 **OPENNESS** – being transparent and honest with casualties, their families and their representatives about the standard and type of care they receive and delivering a Duty of Candour when things do not go right

2 **CLINICAL EFFECTIVENESS** – basing all activity on evidence that supports that the activity being delivered is safe, effective and meets the needs of the individual receiving care

3 **CLINICAL AUDIT** – reviewing a percentage sample of activity to measure against key performance indicators. Also includes the review of significant events to ensure that lessons learnt to improve the healthcare provision are identified and disseminated within the organisation

4 **RESEARCH AND DEVELOPMENT** – where possible, looking at the healthcare that is delivered to evidence concepts, trial new clinical activities and give opportunity for academic research to underpin further developments. Often involves collaboration with academic healthcare organisations and educational establishments



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5 **EDUCATION, TRAINING AND CONTINUING PROFESSIONAL DEVELOPMENT** – ensuring that the standards of initial and ongoing training are commensurate with the scope and needs of the organisation

7 **INFORMATION MANAGEMENT** – ensuring that any clinical records of care are comprehensive, accurate and kept safely in line with GDPR principles and Medical Records Act

6 **RISK MANAGEMENT** – understanding, classifying and mitigating the risks that are associated with the delivery of healthcare, or indeed the risks of not delivering healthcare that should be

8 **PATIENT AND CARER EXPERIENCE AND INVOLVEMENT** – ensuring feedback is sought from persons who come into contact with the service as patients and that learning is shared across the organisation

## CARE QUALITY COMMISSION

LIVES has been registered as a health care provider with the CQC since August 2011 for the delivery of transport services, triage and medical advice provided remotely, and for treatment of disease, disorder or injury. During 2020 and in recognition of the expansion of both our skillset and available technologies, we expanded our registration to include surgical procedures and diagnostic and screening procedures.

LIVES was most recently inspected by the CQC in January 2018 with the inspection focused on the provision of services using our ambulance, both patient transport and event first aid provision. The report was very positive, identifying areas of good and outstanding practice and with no recommendations or actions.

During 2021/22 LIVES undertook several conversations with the CQC under the transitional monitoring arrangements as CQC visits were suspended due to COVID. No concerns about our governance or compliance were raised during these discussions and we look forward to welcoming the CQC to LIVES when restrictions are lifted.

LIVES values our CQC registration highly and continue to adhere to the standards required to ensure we remain compliant.

# WORKING WITH OTHERS
# THE IMPORTANCE OF PARTNERSHIPS.

Partnership is key to LIVES delivery of services to the communities that we serve. We have a number of partners in delivering both an emergency response and skills to our communities, as well as in advancing the cause of pre-hospital emergency medicine nationally.

LIVES works in close partnership with East Midlands Ambulance Service NHS Trust (EMAS) and this partnership is key to the deployment of LIVES responders to medical emergencies across the county. LIVES responds to patients at the invitation of EMAS and volunteers are deployed by a dedicated team of dispatchers within the EMAS control room. Cooperation between EMAS crews and LIVES teams on the front line with patients is overwhelmingly positive and contributes to improved experience and outcomes for patients. The relationship between the organisations is governed by a service level agreement which was renewed in 2020 for a further three year term.

LIVES has worked in formal partnership with Lincolnshire Fire and Rescue (LFR) since the start of the Community First Responder Scheme in 1999 but has cooperated at the scene of incidents since our inception in 1970. LFR volunteer fire fighters are trained as co-responders and attend medical emergencies in their communities under the training and clinical governance structure provided by LIVES. These co-responders make a significant contribution both to the charity and to their communities and we thank them for their dedication and commitment. During 2021 we have begun delivering medical trauma training to LFR fire fighters across Lincolnshire to ensure that they have the skills and confidence they need to respond to the medical needs of patients at incidents they attend. This has led to further opportunities for partnership working including the development of an RTC (road traffic collision) course for LIVES responders that integrates with an LFR drill night for teams to have the opportunity to work together.

We welcome new partnerships and have been very happy to develop our relationship with the University of Lincoln over the past year, with this culminating in the signing of a Memorandum of Understanding between LIVES and the University in 2021. We are pleased to be working with the University to develop a postgraduate certificate in pre-hospital critical care that will welcome its first cohort of students in 2023. We've also welcomed our first students from across the Medical School and the School of Health and Care to placements with LIVES services, and look forward to collaborating on research to further the development of pre-hospital emergency medicine.



Lincolnshire Integrated Voluntary Emergency Service
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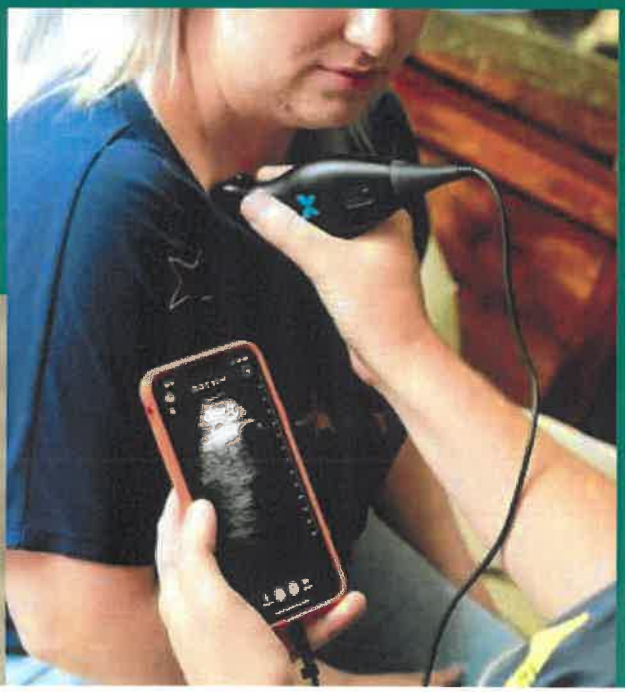
# USING TECHNOLOGY TO ACHIEVE OUR AIMS.

The use of technology has become increasingly important to all aspects of LIVES activity, including the delivery of education programmes, the use of equipment for diagnostics and treatment of patients in the field, to the maintenance of patient records and communications with LIVES members.

Technology has driven a number of advances in clinical care delivered to patients. CEMS teams routinely use handheld ultrasound scanners and point of care blood testing technology to inform clinical decision making. During 2020 LIVES has established a defibrillator replacement programme which will result in all defibrillators and advanced life support monitors being renewed to the Zoll platform. In the 2021/22 year we rolled out 75 defibrillators to Community First Responders and Medic Responders and 11 advanced life support monitors to critical care Responders. All devices are wireless enabled which will allow us to capture real-time rescue data for sharing with clinicians in the patient's onward journey, and for review and audit with the attending responders to ensure the best quality clinical care.

In April 2021 LIVES implemented an online inventory management system to track the usage of medical equipment, consumables and drugs across the organisation. There are benefits in both cost saving through the more effective use of consumables and quality through the more robust and timely management of equipment or consumable recalls when advised by regulators. This system will be embedded in the headquarters operation during the first half of 2021 before being rolled out to voluntary responders at district level.

During 2021/22 we have begun the first stages of an IT systems upgrade that will underpin the development of a charity-wide information reporting platform. Microsoft Dynamics 365 Business Central was adopted as a finance system and implemented during Q3. Work on developing the Dynamics 365 platform to provide a CRM system for volunteer management is underway and will be completed during 2022/23. This will provide LIVES Responders with the up to date information on their education, activity and availability. Future plans include the development of a Dynamics 365 database for supporter information, and an electronic patient care record system that will be accessible from a mobile device.





# THANK YOU

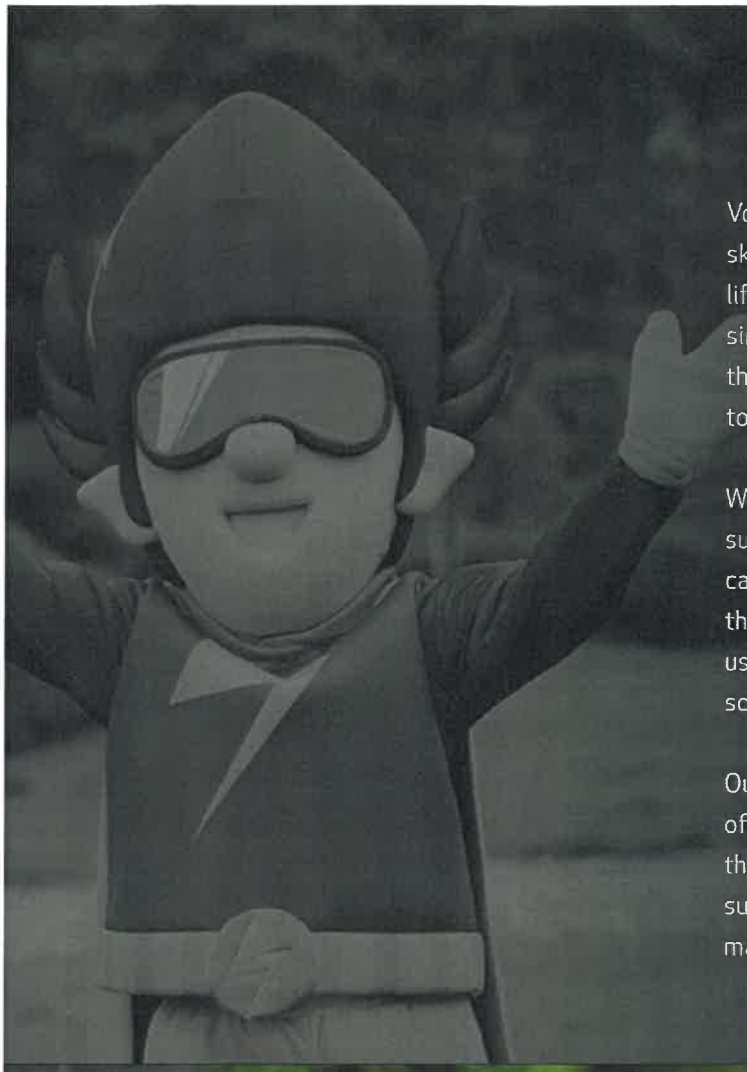
**Volunteers are at the core of LIVES and without their skills, enthusiasm and dedication we could not provide life-saving care to the people of Lincolnshire**








Lincolnshire Integrated Voluntary Emergency Service
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Volunteers are at the core of LIVES and without their skills, enthusiasm and dedication we could not provide life-saving care to the people of Lincolnshire. We are sincerely grateful for the enormous contribution that these extraordinary people make to the care provided to people suffering a medical emergency in our county.

We depend on the generosity of our donor and supporters for providing vital funds to allow us to carry out our life-saving work. We thank each of them for their support. We hope you never need us but your generosity allows us to be there for so many people in Lincolnshire every year.

Our staff underpin the charity and allow our responders of all kinds to deliver care to patients in need. We thank each of them, be they clinical, education or support, for the extraordinary contribution they have made in the most trying of circumstances this year.



# OUR INCOME GENERATION

## Income generation continues to strengthen with the fifth consecutive year of income growth in 2021/22.

Our total income was £3.676million, compared with £3.150million in 2020/21 which represents an increase of 16.7%.

There are several factors contributing to this growth including a positive return to the delivery of education to commercial clients following the restrictions of the pandemic and strong sales of equipment. Fundraising income grew by 7.2% over another challenging year in which much community fundraising activity continued to be curtailed by the pandemic.

This amazing achievement is only possible due to the generosity and commitment of our fantastic supporters to whom we are so very grateful.



Lincolnshire Integrated Voluntary Emergency Service
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LIVES.
Saving lives in a 999 medical emergency
LIVES.
Saving lives in a 999 medical emergency

# RAISING **FUNDS.**

## COMMUNITY FUNDRAISING

Although many of the COVID restrictions were eased, 2021/22 continued to be a challenging year for community fundraising as a lot of the big events around the county were still not open but we did see a late flurry of smaller scale shows later in the year.

A large part of attending shows is speaking to people in the community; showcasing the charity, what we do, and how we do it. It also allows us to uphold one of our charitable aims which is to educate members of the public about how to recognise the signs of cardiac arrest and how to react to it. Not only is this a skill that could save someone's life, but it is also a conversation starter which often leads to an opportunity to attend a school, or to discuss training, or how a member of the public can be involved with a fundraiser or a Responder.

Notable community fundraising events during this year include a charity auction at The George in Langworth which far exceeded the organisers fundraising expectations. A sponsored fitness event in Cleethorpes involving a team doing 40,000 burpees was held to thank the LIVES Critical Care Paramedic and Doctor who attended to the gym owner's mum after she was involved in a near fatal accident. It is events such as this that bring communities together to support the work of LIVES that are so vital to funding the delivery of our emergency response and we are very grateful to those who undertake them in aid of our charity.

Our fundraising volunteers are crucial to the delivery of our fundraising activities and provide support across a range of activities in the community such as servicing our collection boxes, talking to local schools and community groups in order to raise the profile of the charity, attending local shows and events to support our stands. We know that many of these volunteers have been disappointed to be unable to take part in fundraising activities this year. We are immensely grateful for their ongoing support and look forward to seeing them again in 2022/23.














# CHALLENGE EVENTS

Many of our supporters like a sense of achievement whilst raising funds for LIVES and providing a range of challenges has become an important mechanism to acquire new donors, whilst inspiring our existing supporters. This is still a new income stream for LIVES and one that we hope will grow in the coming years. Although COVID restrictions were lifted, hosting events in 2021/22 was still unpredicatable and so we made the decision to continue with hosting events virtually.

In May we hosted 51 Miles in May which asked people to cover 51 miles throughout the month of May and was an excellent, small-scale opportunity for testing our new donation platform, Enthuse. The Enthuse platform links the fundraisers Strava to their fundraising page so it was easy to keep a track of how many miles each person has done as well as how much they have raised.

In September we hosted our largest virtual event yet. The Lands End to John O'Groats virtual cycle. This saw a host of teams taking on the 874 miles to cover the length of the country. The event was sponsored by Ringrose Law and in total raised over £7,000 and by the time we had finished, the team had covered a staggering 13,520 miles between them. We also held a Long Walk Home For Christmas challenge with the much smaller target of 24 miles between the 1st of December and Christmas Eve.

Aside from the virtual events, we had a team of runners head down to London to take part in the London Landmarks Half Marathon. This is an amazing event and gets bigger and bigger every year. In October we had a team of 46 runners take part in the Lincoln 10k. We'd like to give special mention to LIVES Responder Lee Cook who ran it whilst pushing another member of the team around in a wheelchair.

# LOCAL BUSINESS SUPPORTERS

Our business partnerships are so important to us. As well as raising vital funds, our business supporters raise our profile with their own employees but also offer us the opportunity to develop our networks to include their customers partners too. We know that many businesses are experiencing challenges in returning to more usual trading after the last two years of the pandemic and we value all of the businesses that we have worked with us and supported our work, either through fundraising events or donations of time or goods.

Our partnership with Ringrose Law extends over many years and we were delighted to collaborate with them on the production of the Lincolnshire Kitchen cookbook last year. This year we have been delighted to work with them again to stage the LIVES/Ringrose Law Solicitors Dragon Boat Festival 2022 which raised both funds for LIVES and the profile of the charity, attracted excellent media coverage and has built the foundation for a bigger and better event in 2023.

We were also grateful for the support of Pepperell's Solicitors in staging our first legacy campaign this year. The social media campaign ran over several weeks and focused on sharing information about the importance of making a will and the difference that legacies can make to a charity.







# TEAM LIVES REGULAR GIVING PROGRAMME

During the pandemic, recruitment to our regular giving programme was paused due to the inability to recruit new donors in a face-to-face environment. Regular giving income has therefore fallen by 11.6% and is yet to recover.

The former Friends of LIVES regular giving programme has been rebranded as Team LIVES and will be relaunched in 2022 as both a face-to-face and online giving programme. We continue to see regular giving as a fundamental income stream and are very grateful to those donors who see fit to give us a small donation on an ongoing basis.



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# GRANTS AND TRUSTS

During 2021/22 we have continued to build on the grants and trusts programme that we launched prior to the pandemic. We have identified grant funders who have an interest in our work and are extremely grateful to those who have supported our charity this year. Grant income for 2021/22 decreased from £207,049 in 2020/21 which was a reflection of the additional grants available for COVID-related activities, to £137,335 in 2021/22. The very generous support of these funders has allowed LIVES to deliver a number of initiatives that support the people of Lincolnshire.

**East Coast Critical Care car, Medic 50.**
Following funding from BASICS, enabled by the Help appeal, to purchase a vehicle in 2020 to support the platform, the East Coast Community Fund and the Henry Surtees Foundation awarded LIVES with grants to ensure the service carries the latest sector leading lifesaving equipment, which will support some of the most serious 999 emergencies in the area. Support from these funders has covered the capital costs of launching this entirely new aspect of our voluntary response this year, including the highest value single grant our charity has ever received towards our work.

**Code Crimson**
Funding from BASICs, enabled by the Help appeal has been a catalyst towards launching our Code Crimson Project, which will come into fruition in 2022. Code Crimson builds upon a formalised agreement with the NHS to ensure whole blood products are ready for collection by our Responders en-route to serious incidents when it is needed, twenty-four hours a day, seven days a week.

**University of Lincoln's Productivity Voucher Scheme**
Support from the Productivity Voucher Scheme has enabled LIVES to explore the science and technologies that will feature in Project Lifesaver's Immersive suite, informing our approach to creating a truly sector leading learning environment for Pre-hospital emergency medicine when the facility is launched.

**Defibrillator Programme**
In 2019, LIVES embarked on an ambitious project to provide every Responder with a new generation defibrillator that can share live patient data with other responders and the hospital via the cloud. This technology will revolutionise how we train and respond to patients in cardiac arrest and undoubtably save many more lives every year. LIVES have raised over £115,000 towards this project to date, with over £68,000 raised during this financial year.

Our sincere thanks go to the following organisations for their generous support during this year.

**Michael Cornish Foundation**
**Arco Community Grant Scheme**
**The British Association for Immediate Care (BASICS), enabled by the HELP Appeal.**
**CDS Action Charitable Trust**
**Ecclesiastical Movement for Good**
**GrantScape (The Ørsted East Coast Community Fund)**
**Greenergy Biofuels Limited's Charity Committee**
**Groundwork UK - Tesco Bags of Help**
**Help for Health**
**Henry Surtees Foundation**
**McCarthy and Stone Foundation**
**Ongo Communities Community Grants Project**
**Rugby Group Benevolent Fund**
**The Hawkins Foundation**
**The Welland Charitable Trust**
**Lincolnshire Community Foundation (Triton Knoll Offshore Wind Farm) Community Fund**
**University of Lincoln (Productivity Voucher Scheme)**
**The Worth Waynflete Foundation**

# LEGACIES

We are immensely grateful to those donors who have been generous enough to remember LIVES in their will and very thankful for the contribution that they make to our ongoing charitable work.

Historically legacies have formed a very small income stream for the charity. Although we have started to see some growth in this income stream in recent years it remains a relatively small and unpredictable contributor to total income.

Over the last three years we began to promote LIVES as a potential beneficiary of legacy donations including providing information on our website. This is a new area for the charity and we understand it will be many years before we see the benefits of work done today.

# PROVIDING EDUCATION TO OTHERS

Knowledge sharing is a powerful thing. And never more so than when it equips individuals with the potential to change lives.

LIVES provides first aid and pre-hospital emergency medicine training to individuals, businesses and industry across Lincolnshire and beyond. We teach people how to react in a spectrum of emergency situations. From treating a physical injury, to providing rapid interventions to an individual in a life-threatening condition or mental crisis. Training people with and without prior medical knowledge, passing on the life-saving skills, we've gained over years and empowering them to be life savers too.




The provision of training has been a growing income stream for LIVES over several years. Education income has increased by 288% to £392,927 following the resumption of training activity after the pandemic. This is an important income stream and one that we forecast will continue to grow.

We deliver qualifications on behalf of three awarding bodies. We have delivered the Qualsafe suite of pre-hospital and first aid courses since 2016, and in 2019 added Mental Health England courses to our capabilities. During 2020 we were very proud to begin delivering The ATACC Group range of high fidelity pre-hospital courses. The variety of our education provision means that we can deliver training that meets the exact needs of the client or industry underpinned by nationally recognised qualifications.

We are proud of our highly professional cohort of educators who deliver engaging, confidence-building, consistently high quality training to every learner they encounter.



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# COMMUNITY **DEFIBRILLATORS.**

Early defibrillation is an important part of the Chain of Survival in cardiac arrest. LIVES supports communities to acquire community public access defibrillators (CPADs) including advising on the most appropriate device for their needs and the best location to ensure availability and access. During 2021/22 the sale of defibrillators for use in communities and businesses across Lincolnshire brought £222,510 to the charity, an increase of 95.5% from the previous year.

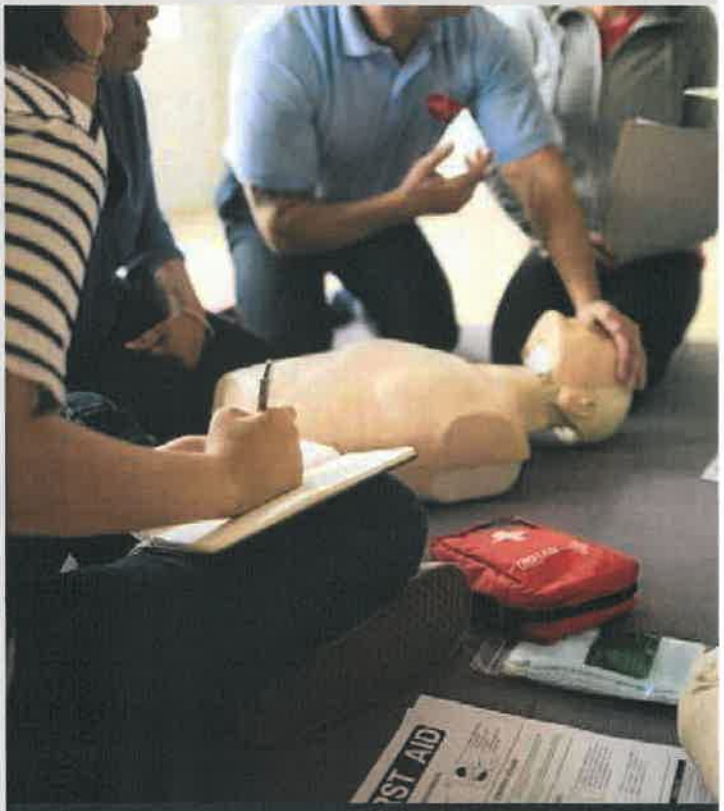
We have long been aware that purchasing a defibrillator is only the first step in the chain to saving a life. The defibrillator needs to be 'rescue ready' and available for use when it is needed to save a life. During 2019 we launched a defibrillator guardian service, taking responsibility for community defibrillators and ensuring they are checked and ready to be used at any time. We now have 58 community public access defibrillators across the county under LIVES management.

# CLINICAL GOVERNANCE **CONSULTANCY.**

Any organisation or individual providing care above and beyond First Aid at Work, is required to have a pre-established framework, with the aim of ensuring certain standards are kept to, while continually improving the quality of care they provide. In essence, this means the right medical action, taken by the right person, at the right time.

LIVES is a CQC-registered organisation. That means we have proven expertise in designing and embedding a robust Clinical Governance framework within our own pre-hospital emergency response services. We know what it takes to meet the required standards and we're able to share our knowledge with others. We work with clients to create Clinical Governance frameworks for companies, organisations, and individuals that give them the know-how to provide high-quality care.

Over the last three years LIVES has created a small income stream from sharing our knowledge of clinical governance systems with businesses who need to be able to provide assurance that they are operating a safe clinical system. We are deliberately growing this income in a slow, controlled fashion, mindful of ensuring that we are working with clients who share our commitment to delivering quality care to patients.



"**Nothing is ever unachievable.** LIVES has always seen my potential and supported me to drive forward.



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# MARKETING AND COMMUNICATIONS.

**Sharing the story of our LIVES responders and their activity is an important part of raising the profile of LIVES across the county and encouraging communities to support our work.**

## WEBSITE

A communications review in 2020 identified that the LIVES website no longer represented the scope and scale of the support that we provide to the Lincolnshire community. Designers and developers were instructed and the new LIVES website was launched in July 2021. Alongside the technical and design revisions, all website copy was rewritten to ensure a consistent professional message regardless of the reason someone may be visiting the site. This common language and tone is now used as a basis for all communications across the charity. A key element of the build has been data capture, with full integration into our supporter database.

We are continuing to work on the website and build strength within our Education section and are reviewing how to improve usability and grow our SEO.

## SOCIAL MEDIA

Social media remains a key focus of our brand awareness and fundraising growth through 2021/22. Each social media channel – Facebook, Twitter, Instagram and LinkedIn - has grown in both number of followers and engagement since the previous year. While focusing on our organic growth, we also launched a number of new initiatives to identify and encourage new supporters. We recognise that there is now a clear age demographic of supporters for each platform and we tailor content and messaging to each audience. We also recognise that video content is increasingly needed to engage supporters on social media.

**9,700 Likes**
(14.7% increase)

**9,460 Followers**
(3.4% increase)

**1,463 Likes**
(14.1% increase)

**865 Followers**
(48% increase)

# TELLING OUR STORIES

Media coverage is an important part of telling the stories of LIVES and the emergency responders that make a difference in communities across Lincolnshire. This year we have received excellent coverage of LIVES stories including Community Emergency Medicine being shortlisted in the HSJ Partnership Awards and the launch of the Medic 50 critical care car on the Lincolnshire coast. LIVES Responder Ella Tapson was the winner of the South Kesteven District Council 'Beyond the Call of Duty' award and was asked to turn on the Christmas lights in Grantham.

We also received extensive radio and television coverage including LIVES Responder Lee Cook and his taking part in the London Landmarks Half Marathon, long-time LIVES supporter Mark Hennis and his third epic canoe challenge for LIVES and coverage of the partnership between LIVES and Lincolnshire Fire & Rescue to deliver medical trauma training to Lincolnshire firefighters.

We've also had the opportunity to collaborate with partners in creating some excellent video content including a video with Zoll showcasing the way that their defibrillator technology will help LIVES to deliver better quality care to patients, and with Ecclesiastical Movement for Good demonstrating the difference that their funding makes to delivering a LIVES emergency response.









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LIVES
LIVES
LIVES


LIVES.

# OUR PEOPLE

## Volunteer does not mean amateur. LIVES responders commit to developing the skills and confidence to deliver the very best care to patients every time.

LIVES people take many roles. They may be volunteers responding in their communities and supporting their local district, clinicians on our CEMS team or responders on our Falls teams, trainers delivering education programmes across the charity, fundraisers giving up their time to generate much needed income, or staff working in a wide variety of roles in our HQ.

LIVES is nothing without our people. LIVES people are unswervingly dedicated, committed professionals who care about their communities and patients. Every individual is an important part of the team. We are immensely grateful and thankful for the efforts, contribution and dedication of every LIVES member, volunteer and employee. It takes a team to save a life.



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**It's an amazing feeling when you bring someone back from cardiac arrest** and then you see them out and about with their family, living life to the full.

# OUR **PEOPLE.**

During the two years of the pandemic, we recognised that that pressures of responding on the front line of medical emergencies during a pandemic have caused risk, uncertainty and fear for many. We also recognised that many LIVES volunteers are key workers, with a significant number engaged in front line NHS roles. Many volunteers chose not to respond during the height of the pandemic to protect both themselves and their loved ones.

Our focus for 2021/22 has been on supporting our dedicated responders who had taken a 'pause' in volunteering due to COVID to regain the skills and confidence to resume their responding activity. We have also focused on returning to 'business as usual' and recruiting new responders to join the Charity, as well as supporting those who are already active responders to retain and develop their skills.

We have acquired a waiting list of volunteers wanting to join LIVES as either community first responders or medic responders but are conscious that they must be supported to have an excellent experience. We therefore invited 107 to attend a recruitment event to assess their suitability as a LIVES community first responder with 99 subsequently offered places. 13 healthcare professionals attended a medic first responder selection event, with nine subsequently offered a place as a LIVES medic responder.

Our Headquarters team have returned to a hybrid working model following the enforced restrictions of lockdown.

The Wellbeing Framework introduced during 2020 remains in place to support LIVES employees and volunteers in all roles to manage their health and wellbeing and their work-life balance. We have six mental health first aiders and a specialist mental health trainer employed by the charity. During the coming year we are reviewing the support model in place for volunteer responders across the Charity to ensure that the wellbeing and welfare programme meets the needs of our current and future volunteers.



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# LIVES VOLUNTEER SURVEY

During December we undertook the annual LIVES Volunteer Survey which is a chance to understand the views of our volunteers across the charity, and to understand levels of engagement with the charity.

2021 had continued to be a difficult year for many responders, both those who have chosen to continue responding during COVID and those who have chosen not to. We were interested to understand the level of engagement that responders have with the charity, and how supported and confident they feel.

**81.4%**

**Volunteers said the training they had received had prepared them for the reality of their role**



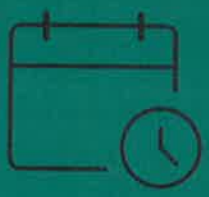
**90%**

**Volunteers said they were confident in performing their role**



**78.6%**

**Volunteers said they would still be a responder in 12 months' time**



It was pleasing to see that actions that had been taken following the previous years survey such as the development of new education offerings including a structure quarterly training requirement and a pathway for new responders including mentorship and 'buddying' had a positive impact on the levels of support responders reported.

Actions have been taken in response to feedback with particular focus on communications with volunteers and the development of an internal communication strategy which is being implemented through 2022.

We thank all volunteers who completed the survey for sharing their views.

# STAFF SURVEY

LIVES undertook a survey of all employees in September 2021 with the purpose of understanding levels of engagement across teams and feedback on areas for improvement. Using a recognised methodology, high levels of staff engagement were reported across the charity, with an average engagement score of 82.6%.

- 94.5% of employees were proud to tell others that they worked for LIVES
- 95.4% of employees understood the values of the organisation
- 93.2% of employees thought the values of the organisation were meaningful

Areas for improvement were identified in communication across the charity and within teams, including opportunities for employees to share their views and receive feedback. Actions to address these themes are being undertaken in all teams.

We thank all LIVES employees who completed the survey for sharing their views and giving us the opportunity to improve.

# LIVES ADVISORY GROUP

The LIVES Advisory Group or LAG is a vital channel for sharing information across the charity. Formed in 2019, it is a representative group of 14 LIVES members from across the county. Advisory Group members come from both medic and community first responder communities and meet quarterly to act both as a sounding board for the Headquarters team. They help to develop future plans for the Charity, to understand the impact of the plans or projects, and as a voice for LIVES members to raise questions or concerns with the management team.

Advisory Group representatives also attend each of the board committees where they provide a valuable insight into the concerns and views of LIVES members.

We'd like to take the opportunity to thank these dedicated people who give so freely of their time and expertise to support the charity and their responder colleagues.





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# BOARD **OF TRUSTEES.**

Our committed Board of Trustees are responsible for ensuring LIVES is effectively and properly governed and managed, and that we meet our overall purpose as a charity.

A number of trustees retired from their roles during this year. We thank them for their significant contribution to the charity over many years and wish them well for the future.

The trustees who served during the year are as follows:

| | |
|---|---|
| **Chair** | Thomasin Nicholds |
| **Vice Chair** | Andrew Wilson |
| **Trustees** | Michael Adie |
| | Timothy Downing |
| | Hilary Gibb |
| | Jennifer Harper (resigned 10th May 2021) |
| | Jonathan Teer |

# KEY MANAGEMENT **PERSONNEL.**

The management of LIVES is undertaken by our Chief Executive, Nikki Cooke supported by the LIVES Leadership Team who lead on strategic work in each of their Directorates. There have been no changes to the leadership team in 2021/22 and the key individuals are listed below.

| | |
|---|---|
| **Chief Executive** | Nikki Cooke |
| **Medical Director** | Dr Simon Topham |
| **Head of Finance and Performance** | Stephanie Gibson |
| **Head of Fundraising and Communications** | Gemma Shaw |
| **Head of Operations** | Chris Cole |
| **Head of Sales** | Kirsty Raywood |

# OUR AMBITIONS **FOR THE FUTURE**

## LIVES is a forward-thinking organisation, grounded in our Lincolnshire communities and always looking for new ways to add value to these communities.

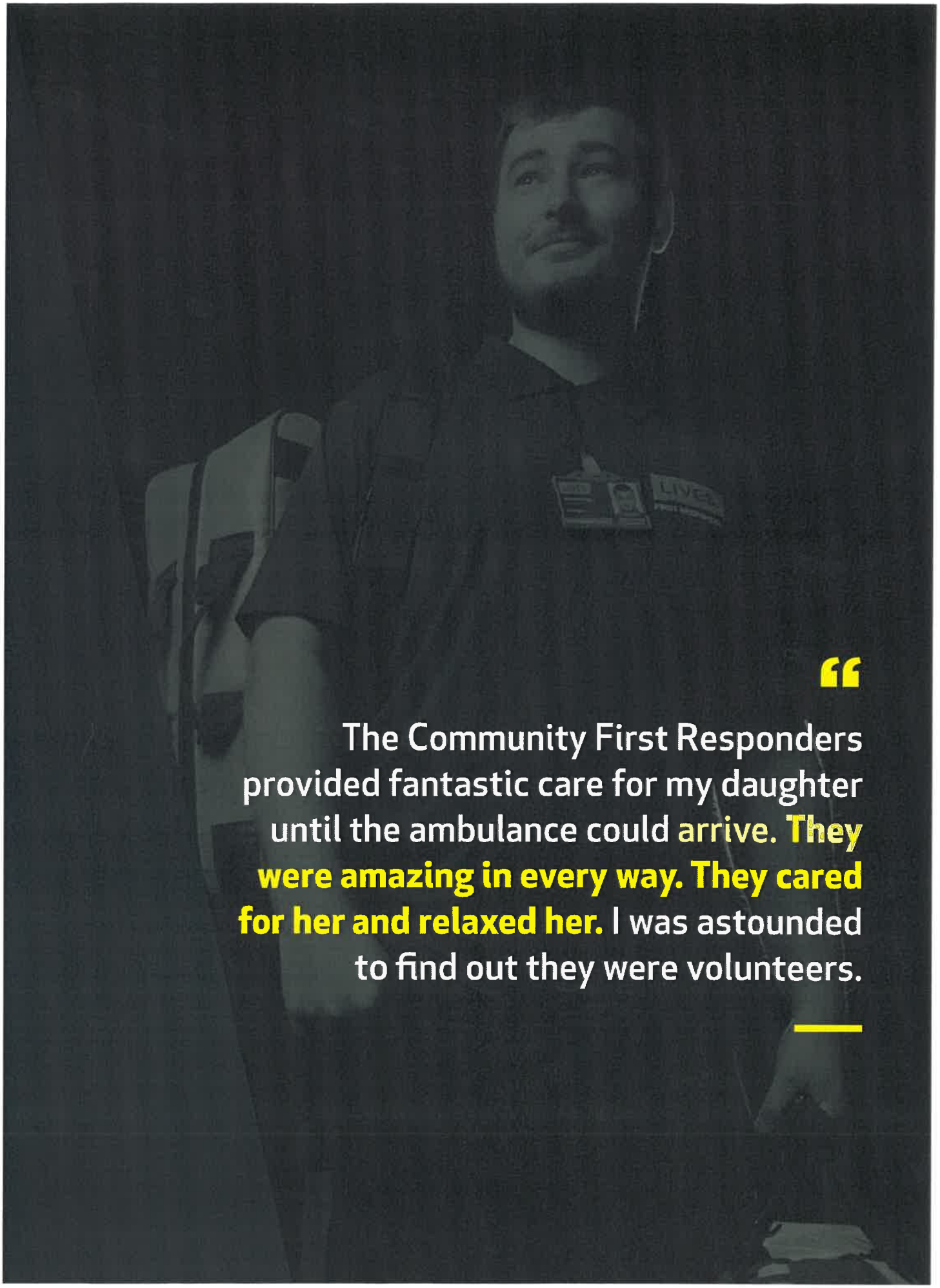
LIVES is also outward-looking, committed to advancing the cause of pre-hospital emergency medicine, not only for the benefit of our own people but for those beyond our county borders.

We don't make change for the sake of it, but we are committed to growing to meet the needs of our communities. Our first priority is always the continuity of our core emergency response to those patients who need us most in our large rural county.

We are therefore delighted to share our future plans for the coming years.



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“

The Community First Responders provided fantastic care for my daughter until the ambulance could arrive. **They were amazing in every way. They cared for her and relaxed her.** I was astounded to find out they were volunteers.

# PROJECT LIFESAVER - A SPECIALIST EDUCATION CENTRE FOR PHEM

Project Lifesaver is LIVES plan to develop a purpose-built facility to provide LIVES responders and others working and volunteering in pre-hospital emergency medicine with the very best facilities to train in.

Located in Lincolnshire, Project Lifesaver will build on the county's reputation as a model of best practice in delivering PHEM in a rural area and establish Lincolnshire as the place to train in this challenging area of medicine. Furthermore, it will advance LIVES' aim to make Lincolnshire the safest area in the UK to suffer a medical emergency, despite the challenges of the geography and a growing, ageing population.

A site has been identified on the Lincolnshire Showground, a central location that is accessible from outside of Lincolnshire and near the planned developments of the RAF Scampton site, subject to planning permission being granted.

Over the last two years the business case has been developed and a project team appointed to develop the building specification. A planning application will be submitted in late 2022 and it is hoped that building can begin in 2023 subject to funding and the successful award of planning permission.

Technology is key to the development of the building with interactive and immersive learning spaces throughout the centre to provide realistic and testing training situations whilst keeping learners safe. A collaboration of technology partners has been identified that we believe will be able to work together to deliver the industry-leading learning experiences that we seek to deliver.

Project Lifesaver will not only provide excellent facilities for LIVES responders to train in, but will also create new opportunities for income generation and will contribute to the long-term viability and resilience of the charity. As we work towards the development of the centre, we are building partnerships with education, equipment and technology suppliers to underpin the delivery of leading PHEM programmes from the centre. The building will also house an operational base for LIVES clinical teams to operate from, and offices for charity staff.



# VOLUNTARY RESPONSE

LIVES emergency responders are at the heart of our charity and our plans for the next three years are focused on supporting the growth and development of this service and the individuals who deliver it.

Over the last five years we have reviewed the clinical and education models for Voluntary Response. In the coming year we will review the operational and support structures that underpin the delivery of community emergency response. The aim is to ensure a robust and flexible structure for Voluntary Response that supports responders to deliver excellent care to patients. Recruitment of Community First Responders has resumed following the pandemic and we plan to recruit 100 new CFRs each year with recruitment targeted to meet the needs of the communities.

In 2021 we begun a programme to replace our estate of defibrillators with state-of-the-art units manufactured by Zoll. This programme will cost £750,000 and be funded by grants and donations. The new defibrillators have a number of advantages including providing coaching and feedback to the individual carrying out CPR, and standardising defibrillator consumables across the charity, therefore reducing the need to hold different manufacturers supplies. Most importantly, all data relating to an incident is captured and stored electronically via WiFi and able to be reviewed, audited and provided to healthcare professionals to guide future treatment for the patient.

We will continue the ongoing programme to deploy technology to responders that makes it easier for them to acquire skills, be safely deployed and keep in touch with the charity and each other. Over the next two years LIVES will implement the Microsoft 365 Dynamics platform that will support core back office functions and allow responders easy access to information that they need. This begins with the delivery of Responder Central during 2022 which will hold volunteer personal information, education records and currency dashboards, as well as availability and activity data. Further into the future, we will develop an electronic patient report form to capture patient data and interventions at scene. Initial scoping of this will be undertaken in 2021/22 to identify the most appropriate solution for our specific needs.



## COMMUNITY SKILLS

At our core we are a community-based charity that is committed to improving the outcomes for people in our communities. We will continue to develop our community education activities with schools and community groups with the goal of providing every young person with the opportunity to learn life-saving CPR before they leave school.

In the coming year we will review our programme of delivering community education for bystander CPR and consider the expansion of this to incorporate other lifesaving skills. We know from pre-COVID programmes that there is demand for these skills and the international evidence base for the impact on patient outcomes is positive. We will be seeking funding to develop this initiative into an ongoing, sustainable programme.

We have begun to develop a model for an entry level LIVES responder that harks back to our roots as an initial response to cardiac arrests. This responder will only attend cardiac arrests in their immediate vicinity and will be equipped to deliver basic life support and defibrillation to patients in the first few minutes following their collapse. Our aim is to recruit a large number of these responders across the county so every person in Lincolnshire is never more than a couple of minutes away from a responder who can be deployed to them in this life-threatening situation.

## COMMUNITY EMERGENCY MEDICINE

Community emergency medicine is an emerging area of response and LIVES is at the forefront of delivering innovative response models that meet the needs of Lincolnshire. We believe there are a number of other 'pillars' of CEM that will emerge over the coming years and are keen to be part of the development of this exciting area of practice.

In the immediate future our plans including developing further pathways and skills for the Falls Response teams including wound closure. CEMS will be working with the NHS to review the delivery of the service and identify clusters of patient need that can be addressed by the specialist skill set of the highly skilled team.



Lincolnshire Integrated Voluntary Emergency Service
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# RESEARCH AND INFORMATION

LIVES has a charitable objective to advance the cause of pre-hospital care on a national basis. We want to contribute to the growing areas of research into the delivery of pre-hospital emergency medicine, as well as to research around human factors and marginal gains in medicine, and to the development of organisation and volunteer leadership models.

We have formed a small group of responders who have an interest in undertaking research projects in the future. We will further develop our relationships with the University of Lincoln and identify opportunities to build links with other research partners. During 2022 we will present posters at a minimum of two appropriate conference events.

# FINANCE REVIEW AND ACCOUNTS

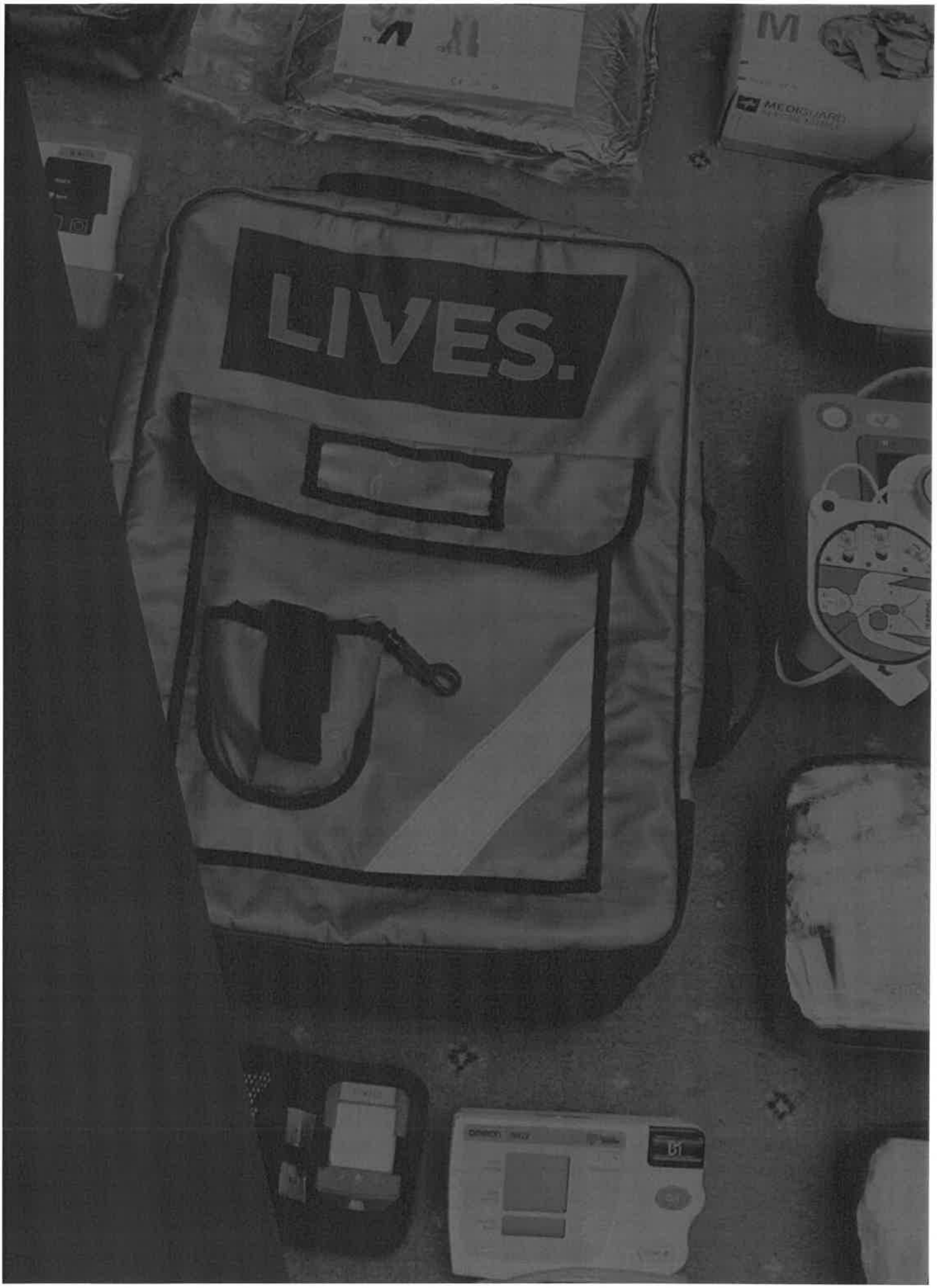
## Income and Expenditure

Financial sustainability is a key strategic objective for the charity. We can only deliver care to patients, education to our own responders and to communities, and plan for future growth if our income is secure and we understand and control our costs.

Historically LIVES relied on community fundraising to generate income to support the delivery of charitable activity. For the last five years our strategy has been to diversify our income streams, develop new sources of funding and mitigate the risks associated with income generation. This strategy has contributed to the sustainability of the charity through the difficult years of the COVID pandemic and to a positive financial position.



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Registered company number 04680981


LIVES.

# INCOME

Total income for the year was £3.676million, compared with £3.150million in 2020/21 which represents an increase of 16.7%. This is the fifth consecutive year of income growth for the charity and is aligned with our strategic aim of ensuring that LIVES is financially sustainable.

NHS contracted income was secured with the formal commissioning of the Falls service after a two-year pilot. Income from NHS contracts accounts for 53.6% of all income. This is a percentage reduction from the previous year as other income streams have grown.

Income from Community Engagement increased significantly in 2021/22 as activity that had been hampered by the pandemic resumed. Community Engagement includes income from sale of defibrillators and other equipment, education sales and clinical governance consultancy and provides 18% of all income.

Education income has increased by 288% to £392.927 following the resumption of training activity after the pandemic. This is an important income stream and one that we forecast will continue to grow.

Sale of goods increased by 95.5% to £222,510. This was in part contributed to by a significant single sale.

Income from clinical governance consultancy was £44,558 which is reported as a distinct income stream for the first time in 2020/21. This is a small reduction on the previous year due to a decision to end a contract with a client.

Although 2021/22 was less subject to lockdowns, it was in many ways a more difficult year for fundraising. Many events did not run during the year and grant income that had been available in the previous year to deal with COVID-related pressures was less available in the reporting year. It was a difficult year for traditional fundraising activities although total fundraising income (including legacies) for 2021/22 was £613,452 – an increase of 7.2% from £572,248 in 2020/21. However fundraising income (excluding legacies) decreased to £412,319 - a decrease of 10.1% from £458,832 in 2020/21. Grant income for 2021/22 also decreased from £207,049 in 2020/21 which was a reflection of the additional grants available for COVID-related activities, to £137,335 in 2021/22.

Regular giving membership from the Friends of LIVES programme dropped by 10.0%. This can be attributed to the ongoing effects of the restrictions on face-to-face recruitment of new members during the pandemic. Regular giving income decreased from £96,828 to £85,573 - a decrease of 11.6%.

**Community Emergency Medicine**
£1,969,486

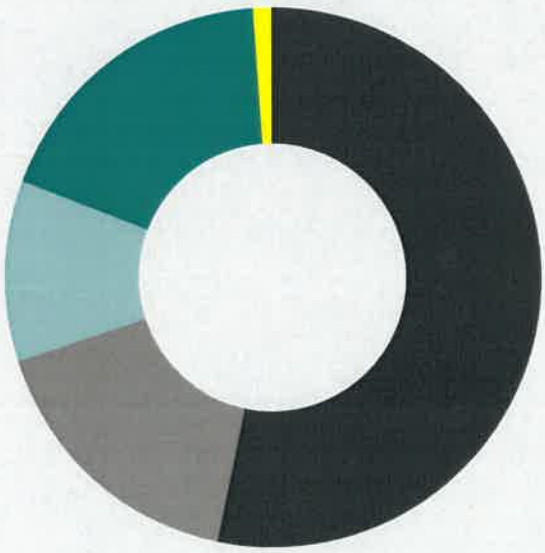
**Donations & Legacies**
£613,452

**Emergency Response**
£389,894

**Community Engagement**
£663,984

**Other Income**
£38,866

**Total**
£3,675,682





Lincolnshire Integrated Voluntary Emergency Service
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# EXPENDITURE

Total expenditure was £3.462million, an increase of 40.0% from £2.473million in 2020/21 which was anticipated. The growth in expenditure is in large part attributed to increased costs in the delivery of Community Emergency Medicine services as recruitment of staff that had been curtailed during the pandemic was resumed.

Ongoing work to mitigate costs and ensure appropriate expenditure continues across the charity. Costs have been predictable through 2021/22 with increases in expenditure directly related to funded programmes of work. While there was a significant increase in expenditure against Community Engagement (111.5%), this is offset by the 149.4% increase in related income.

Whilst cost control is important to the prudent management of the charity, it should be noted that the quality of care delivered to patients is central to decision-making.

The cost of fundraising reduced by 1% and return on fundraising activities increased from 108.7% in 2020/21 to 125.9% in 2021/22.

The total cost of charitable activities increased by 45%, however this is in part offset by an overall increase of 18.7% in related income.

The greatest proportion of expenditure is attributable to Community Emergency Medicine (48.57%). This also represents the greatest proportion of income (53.58%).

**Community Emergency Medicine**
**£1,681,579**

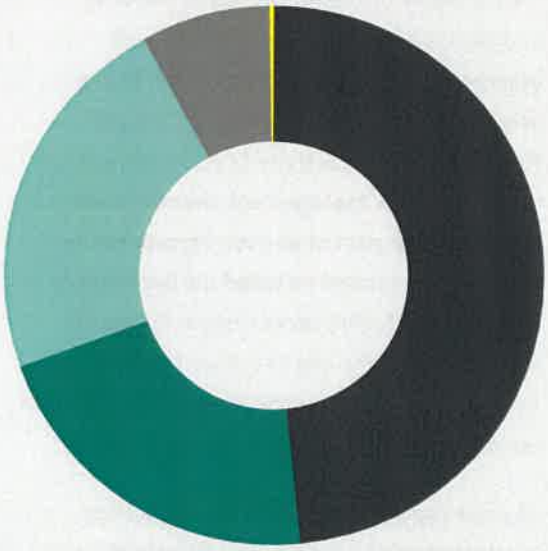
**Emergency Response**
**£723,513**

**Community Engagement**
**£782,759**

**Donations & Legacies**
**£271,566**

**Other**
**£3,080**

**Total**
**£3,462,497**



# CHARITY RESTRUCTURING

LIVES has grown significantly over the last five years and undertakes a broader range of activities across the charity than has previously been the case. It is forecast that the charity will continue to grow in the coming years, both through the continued development of the education offering and through new business opportunities.

LIVES Education Limited has been formed to sell and deliver the commercial education services that the charity undertakes. It began trading from 1st April 2022. A business transfer agreement has transferred assets and contracts to the new entity but all staff remain the employees of LIVES due to the dual nature of their roles.

# MANAGING RISK

## Approach to Risk Management

LIVES operates in an environment with inherent risks both to the charity and in the delivery of its core charitable activities. The charity takes proactive steps to evaluate and mitigate these risks. This process is monitored through the Risk Management committee who meet quarterly.

LIVES management processes allow for both bottom-up and top-down risks to be identified, weighted, managed and mitigated. The objective is to quantify risk as accurately as possible and assess potential impact on strategic objectives. This in turn allows for the proper prioritisation of investment decisions and future operational activity. LIVES continues to invest in its risk management and compliance capabilities as part of an evolving process. In 2022 the investment included the deployment of a Learning from Events system to simplify and streamline the capture, investigation, management and dissemination of learning from incidents that occur across the organisation.

Our risk register records all risks which are separated into four domains – Strategic, Operational, Financial and Compliance - to ensure that the Board is always fully informed of the overall risk picture, its management and mitigations. All risks are reviewed and managed at an appropriate level by Risk Management Committee, and all significant risks are reported and reviewed at each Board meeting where management and mitigation measures are discussed and agreed.

This year, a separate clinical risk register has been developed in recognition of the additional risks faced by the charity due to the nature of its activity. This register is reviewed by the Clinical Governance committee, and an update is provided to the Risk Management committee who have overall ownership.

The charity is also aware that the development of Project Lifesaver and the plan to build a new LIVES Education Centre will expose the charity to risks that are new and previously unconsidered. Early mitigations include the appointment of specialist project managers to deliver the project within a defined governance framework and the development of a project-specific risk register.



Lincolnshire Integrated Voluntary Emergency Service
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## Key Risks

Key risks faced by the organisation are categorised as:

- Breakdown of relationships with key operational partners including East Midlands Ambulance Service, Lincolnshire Fire and Rescue, or with NHS commissioning organisations making it difficult for LIVES to deliver services
- A reduction in income through the loss of NHS funding, decline in fundraising, or a sustained failure in one or more income streams
- Risks associated with the delivery of clinical services including risks associated with educations, clinical compliance and the management of equipment
- A reduction in operational capacity due to a significant reduction in volunteer membership or staffing; or risks associated with the unplanned growth of activity or membership
- Threats to the health and safety of volunteers and staff through the predominance of lone working
- Competitive threats from other CFR schemes or similar and commercial services.

The impact of the COVID pandemic on the charity and the wider economy has been a significant risk that is under constant review given the emerging and evolving situation. Appropriate mitigations have been in place throughout the response and the Charity maintains situational awareness of this and other potential risks to health.

These risks as well as other risks identified by the Board continue to be monitored and mitigated against, both in terms of likelihood of these situations occurring and the impact on LIVES if they were to happen.

# MANAGING OUR FINANCES

## Going Concern

Trustees have reviewed the forecasts and are of the view that the charity is a going concern and, although not fully compliant with the reserves policy, Trustees believe the charity has adequate reserves to sustain charitable activities should there be an unexpected decrease in income or increase in activity. The experience of the pandemic has demonstrated the resilience of the charity while responding to unexpected financial circumstances.

The charity has multiple diverse income streams and sufficient cash to meet its liabilities as they arise. The risks are mitigated by our diverse income sources, which include fundraising and donations, grants and trusts, income derived from commercial sales and contracted income from services provided to the NHS.

## Reserves

The total funds of the charity as of 31st March 2022 are £1,636,966 (2020/21: £1,408,755) of which £211,294 are restricted and not available for general purpose.

The reserves the charity holds as of 31st March 2022 are £729,101 (2020/21 restated: £681,683).

Trustees reviewed the reserves policy during 2019/20, in recognition of the growth of the charity and changes in both income and risk profile. The charity's policy is to hold six months of non-commissioned service costs and a provision for covering the costs of winding up the charity if new income sources had not been found at that time. This will equate to £900,000 of unrestricted reserves and will, in the view of Trustees, provide a secure financial footing for LIVES to protect against any significant reduction in its normal income, or any significant unforeseen expenditures.

It is noted that during 2021/22, the charity made further progress towards growing its reserves in line with this policy. However, it does not yet hold the required reserves to be compliant with this policy. The policy will be reviewed again in 2022 to reflect the continued growth of the charity.

## Investment Policy and Performance

Trustees are permitted by the Charity's Memorandum and Articles of Association to invest LIVES monies not immediately required for its own purpose in such investments, securities or property as may be thought fit. Trustees consider it appropriate to hold reserves in a combination of cash and balanced risk investment funds.

On 31st March 2022, LIVES portfolio had a value of £310,588 which as an in-year increase of 5.1%.

The LIVES investment policy is:

**a) General objectives**
The investments must be managed in such a way as to fulfil Charity Commission requirements to obtain a reasonable return on those investments without excessive risk to the capital.

**b) Capital growth and income requirements**
The investments need only to provide capital growth; there is no requirement for them to generate income.

**c) Acceptable risk**
A "moderate" approach is to be adopted in the management of the charity's assets. Further definition of this can be found in the JCH Investment Management document, "Attitude to Risk."

**d) Functions delegated to the Trustees' agent (investment manager)**
The investments are to be managed on an 'advisory' basis within the bounds of the declared acceptable risk.

**e) Ethical restrictions**
The investments must avoid areas that may conflict with the overall aims of LIVES wherever possible, taking into account the large diversification of underlying holdings within the Investment Portfolio.

## Fundraising Approach

LIVES takes a responsible approach to fundraising and is both grateful and respectful towards all who support or donate to our charity. We hold ourselves to high standards and ensure that we meet or exceed the requirements of the fundraising regulations. Fundraising activities are predominantly carried out at public events and venues, static collection tins or through unsolicited donations.

The charity employed the services of professional fundraisers during 2019/20 who undertook the recruitment of regular donors to the Friends of LIVES programme. However, activity was suspended from March 2020 in response to the pandemic lockdown and has not resumed during the year. LIVES does not undertake door to door collections or telephone marketing campaigns to raise funds.

The charity works closely with its fundraising partners to ensure that best practice is always adhered to. LIVES has voluntarily registered with the Fundraising Regulator and is a member of the Institute of Fundraising. Our employed fundraising team regularly undertake training opportunities through the Institute to ensure they remain current with best practice and guidelines.

### Fundraising Promise

LIVES is committed to our 'Fundraising Promise' to our donors and supporters. We have never been, and will never be, involved in cold calling, direct mailing or any form of pressure selling. We take the protection of the personal data of all our supporters and donors extremely seriously and regularly monitor and review our fundraising policies and procedures to ensure we deliver 'best practice' within the sector.

- We will never share your data with any other organisation for marketing purposes
- We always aim to send you a personal thank you for your donation
- We only send marketing communications to those who have explicitly given us consent to do so
- We promise to provide information about our work so you can see how your money is being spent and the difference you're making. To do this though, we need your permission to send you marketing communications
- If you tell us that you don't want us to contact you in a particular way, we won't
- If you sign up to give us a regular monthly gift by direct debit, we won't ask you to increase that monthly gift for at least a year
- We work to best practice, and will take appropriate action promptly if we fail to meet our standards

## Qualifying Third Party Indemnity Provisions

Qualifying third party provisions made by the charity are in force for the benefit of the Trustees.

# OUR STRUCTURE, GOVERNANCE AND MANAGEMENT

### Governing Document

LIVES is a charitable company limited by guarantee, incorporated on 27 February 2003 and registered as a charity on 4 July 2003. The company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association. A special resolution was passed at the Annual General Meeting held in October 2019 to adopt updated Articles in line with the current recommendations of the Charity Commission. In the event of the company being wound up, members are required to contribute an amount not exceeding £10.

### Charitable Objects

The provision of immediate medical care to any person injured in any accident or involved in any medical emergency in the area of Lincolnshire, North East Lincolnshire and any area reasonably close thereto.

To advance the principles of pre-hospital emergency care on a national basis;

Providing advice and guidance in all aspects of such care; including delivery of training and provision to approved emergency equipment when requested to do so.

### Area of Benefit

The area the charity can operate in is Lincolnshire, North East Lincolnshire and the surrounding area.

### Recruitment and Appointment of New Trustees

The charity at the time of this report has eight trustees. Of the six trustees in place at the year end, five are still in post. Three trustees have been recruited and appointed post the year end, but prior to the dating of this report.

A board governance review undertaken in 2019 identified that further Trustee recruitment was required both to ensure the continuing skills of the board and to plan for anticipated future retirements. Regular recruitment has been undertaken in subsequent years. There was one resignation from the Board during this reporting period.

All LIVES Trustees undergo an induction process, which in addition to familiarisation with the objectives and operational activities of LIVES, also includes formal training in the role of a Trustee.

## Governance Structure

The board delegates responsibility to committees in the areas of Clinical Governance, Finance & Performance, People & Organisation and Risk Management in order to strengthen the governance structure of LIVES, ensure informed effective decision making and mitigate risk. These committees are tasked with reviewing, monitoring and evaluating key areas of the organisation and its activities and making proposals or recommendations to the Board of Trustees based on their findings. Membership of the committees is drawn from the Board of Trustees and LIVES Senior Leadership Team. From 2020, a member of the LIVES Advisory Group has also joined each committee to provider a member's perspective. All committees operate within terms of reference approved by the board.

Trustees are responsible for:

- Delivery of LIVES Objects, as stated in the Articles of Association
- Setting the strategic direction of LIVES
- Upholding the core values of LIVES
- Monitoring performance and financial solvency
- Ensuring that LIVES complies with all relevant law and regulatory legislation
- Ensuring that policies, procedures and internal controls are effective and fit for purpose
- Protection of the assets and property of LIVES
- Reviewing and managing risk
- Upholding and applying the principles of equality and diversity and ensuring that LIVES is fair and open to all sections of the community

## Decision-making Structure

There is a robust clinical governance framework in place within LIVES to ensure a consistent quality of delivery for all clinical aspects of the charity. These procedures are regularly reviewed by the Medical Director and the Clinical Governance committee to ensure that they continue to meet the needs of the charity and the communities it serves. LIVES is registered with the Care Quality Commission, which regulates the quality of clinical services delivered. An Equipment Working Group is specifically established to review the suitability of all clinical equipment in use or proposed and make recommendations to this committee.

The Finance & Performance committee ensures close financial monitoring and effective budgeting in LIVES, within terms of reference approved by the Trustees. This committee also scrutinises performance data from across the charity and is responsible for contract monitoring and delivery. There are robust internal systems within LIVES to ensure appropriate authorisation of all large financial transactions and projects and to guard against fraud.

People are of fundamental importance to LIVES. Our delivery model is focused on skilling and equipping volunteers to deliver in their communities, and it is of utmost importance that these people are supported to be the very best that they can be, whether they be volunteers or employees. The People & Organisation committee monitors recruitment, retention and development of both volunteers and staff and oversees the annual volunteer survey and action plans.

LIVES is aware that it faces several risks in the delivery of its activities and takes active steps to evaluate and mitigate these risks. These risks are monitored through the Risk Management committee and an organisational risk registered is maintained with risks stratified and regularly reviewed based on their risk rating.

## Management Structure

The LIVES organisation is supported by a headquarters team of 32 people. The headquarters staff provide leadership and support services to ensure that the organisation is managed safely, complies with all regulations, generates sufficient income to operate sustainably, and that volunteers are supported in education, development and provision of equipment.

The organisation is led by a Chief Executive who works alongside the Medical Director and LIVES Leadership team and reports directly to the Board of Trustees.

The Medical Director is responsible for clinical standards and governance across all clinical activity of the Charity. They hold a number of responsibilities including the lead for safeguarding, and the charity's Caldicott Guardian.

The Head of Operations is responsible for the quality and effectiveness of all activity delivered by LIVES. This includes the activity of First Responder districts and Medics, Community Emergency Medicine Services, the delivery of education, provision of equipment and of clinical governance consultancy to clients.

The Head of Fundraising & Communications is responsible for all marketing, fundraising, community engagement and communications activities. This includes the development and delivery of the fundraising strategy, development of new sources of income including a grant strategy and the delivery of effective communications campaigns.

The Head of Sales is responsible for the development of commercial activities as a source of income. This is predominantly through the sale of training and clinical governance services and equipment to corporate, community and public sector clients. This function continues to grow and provide a sustainable income stream for the charity.

The Head of Finance & Performance is responsible for ensuring the effective financial management of the organisation. This individual is also responsible for the production of management and performance information across the charity.

## Key Management Remuneration

All directors give their time freely and no director received remuneration in the year. Details of directors' expenses and related party transactions are disclosed in notes 12 and 29 to the accounts.

The pay of senior staff is reviewed annually and normally increased in accordance with average earnings. In view of the nature of the charity, the directors benchmark against pay levels in other charitable organisations of a similar size.

# STATEMENT OF TRUSTEES RESPONSIBILITIES

Trustees, who are also the directors of Lincolnshire Integrated Voluntary Emergency Service (LIVES) for the purposes of company law, are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires Trustees to prepare financial statements for each financial year, giving a true and fair view of the charity's state of affairs and of the incoming resources and application of resources. This includes income and expenditure of the charitable company for that period. In preparing those financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charity SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far 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

The auditors, Duncan & Toplis, will be proposed for re-appointment at the forthcoming Annual General Meeting.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the Board of Trustees on 15 October 2022 and signed on its behalf by:



Mrs Thomasin Nicholds
Chair of Trustees

# REFERENCE AND ADMINISTRATIVE DETAILS

**Registered Company number**
04680981 (England and Wales)

**Registered Charity number**
1098364

**Registered office**
LIVES Headquarters
Units 5 - 8 Birch Court
Boston Road Industrial Estate
HORNCASTLE
Lincolnshire
LN9 6SB

**Trustees**

| | |
|---|---|
| Chair | Thomasin Nicholds |
| Vice Chair | Andrew Wilson |
| Trustees | Michael Adie |
| | Timothy Downing |
| | Hilary Gibb |
| | Jonathan Teer |

All of the above Trustees (who are also the Directors of the charity for the purposes of company law) held office during the year under review.

**Company Secretary**
Mr M V Adie

**Senior Statutory Auditor**
Timothy Godson FCA

## Auditors

Duncan & Toplis
5 Resolution Close
Endeavour Park
Boston
Lincolnshire
PE21 7TT

## Bankers

Natwest
27 High Street
HORNCASTLE
Lincolnshire
LN9 5XB

And

Lloyds Bank
202 High Street
Lincoln
LN5 7AP

## Investment Advisors

JCH Investment Management
1 Henly Way
Doddington Road
Lincoln
LN6 3QR

## Key management personnel

Mrs N Cooke, Chief Executive Officer
Dr S Topham, Medical Director
Mr C Cole, Head of Operations
Mrs S Gibson, Head of Finance & Performance
Mrs K Raywood, Head of Sales
Mrs G Shaw, Head of Fundraising & Communications

## Statement of Trustees' Responsibilities

The Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for preparing the Trustees' 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 . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- Make judgements and accounting estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## Disclosure of Information to Auditors

Each of the persons who are Trustee at the time when this Trustees' Report is approved has confirmed that:

- So far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- That Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Approved by order of the members of the board of Trustees on 15 October 2022 and signed on their behalf by:



Mrs T L Nicholds
Trustee

## INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE

### Opinion

We have audited the financial statements of Lincolnshire Integrated Voluntary Emergency Service (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for Opinion

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

### Conclusions Relating to Going Concern

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

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

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

## INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE

### Other Information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

### Opinion on other Matters Prescribed by the Companies Act 2006

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

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

### Matters on Which we are Required to Report by Exception

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

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

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

## Responsibilities of Trustees

As explained more fully in the Trustees' Responsibilities Statement, 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.

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

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

We have identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial experience, knowledge of the sector, a review of regulatory and legal correspondence and through discussions with Trustees and other management obtained as part of the work required by auditing standards. We have also discussed with the Trustees and other management the policies and procedures relating to compliance with laws and regulations. We communicated laws and regulations throughout the team and remained alert to any indications of non-compliance throughout the audit.

The potential impact of different laws and regulations varies considerably. The charitable company is subject to laws and regulations that directly impact the financial statements (for example financial reporting legislation) and we have assessed the extent of compliance with such laws as part of our financial statement audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including risk of override of controls) and determined that the principal risks were related to management bias in accounting estimates and judgemental areas of the financial statements such as depreciation of tangible fixed assets, as well as the risk of inappropriate journal entries to increase fund surplus. Audit procedures performed by the engagement team included the identification and testing of material and unusual journal entries and challenging management on key accounting estimates, assumptions and judgements made in the preparation of the financial statements. We carried out detailed substantive tests on accounting estimates, including reviewing the methods used by management to make those estimates, re-performing the calculation, and reviewing the outcome of prior year estimates.

Additionally, the charitable company is subject to laws and regulations in the industry in which they operate, including those set out by the Charity Commission and Care Quality Commission as regulatory bodies. These are areas where the consequence for non-compliance could have a material effect on the amounts or disclosures in the financial statements.

## INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE

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. This inspection included a review of legal fees for any evidence of non-compliance, discussions around whether any incidents occurred in the year and a review of the health and safety policies in place. Through these procedures, if we became aware of any non- compliance, we considered the impact on the procedures performed on the related financial statement items.

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. The further removed non-compliance with laws and regulations 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. As with any audit, there is a greater risk of non-detection of irregularities as these may involve collusion, intentional omissions 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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

### 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 Auditors' 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

T. G. Godson

Timothy Godson FCA (Senior Statutory Auditor)for and on behalf of Duncan & Toplis Limited, Statutory Auditor
5 Resolution Close
Endeavour Park
Boston
Lincolnshire
PE21 7TT

Date: **24 October 2022**

Duncan & Toplis Limited are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

## STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2022

| | Note | Unrestricted funds 2022 £ | Restricted funds 2022 £ | Total funds 2022 £ | Total funds 2021 £ |
|---|---|---|---|---|---|
| **Income from:** | | | | | |
| Donations and legacies | 4 | 486,717 | 126,735 | **613,452** | 572,248 |
| Charitable activities: | 5 | | | | |
| Emergency response | | - | 389,894 | **389,894** | 384,452 |
| Community emergency medicine | | 1,969,486 | - | **1,969,486** | 1,908,434 |
| Community engagement | | 663,984 | - | **663,984** | 266,213 |
| Other trading activities | 6 | 38,710 | - | **38,710** | 16,289 |
| Investment income | 7 | 148 | - | **148** | 124 |
| Other income | 8 | 7 | - | **7** | 2,152 |
| **Total income** | | **3,159,052** | **516,629** | **3,675,681** | **3,149,912** |
| **Expenditure on:** | | | | | |
| Raising funds | | 268,671 | 2,894 | **271,565** | 274,219 |
| Charitable activities: | 9 | | | | |
| Emergency response | | 282,204 | 441,309 | **723,513** | 558,028 |
| Community emergency medicine | | 1,679,979 | 1,600 | **1,681,579** | 1,268,401 |
| Community engagement | | 780,938 | 1,820 | **782,758** | 370,063 |
| Investment management costs | | 3,080 | - | **3,080** | 2,678 |
| **Total expenditure** | | **3,014,872** | **447,623** | **3,462,495** | **2,473,389** |
| **Net income before net gains on investments** | | 144,180 | 69,006 | **213,186** | 676,523 |
| Net gains on investments | | 15,026 | - | **15,026** | 54,866 |
| **Net movement in funds** | | **159,206** | **69,006** | **228,212** | **731,389** |
| **Reconciliation of funds:** | | | | | |
| Total funds brought forward as previously stated | | 1,266,467 | 142,288 | **1,408,755** | 670,502 |
| Prior year adjustment | | - | - | - | 6,864 |
| Total funds brought forward as restated | | 1,266,467 | 142,288 | **1,408,755** | 677,366 |
| Net movement in funds | | 159,206 | 69,006 | **228,212** | 731,389 |
| **Total funds carried forward** | | **1,425,673** | **211,294** | **1,636,967** | **1,408,755** |

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes form part of these financial statements.

## STATEMENT OF FINANCIAL POSITION
## AS AT 31 MARCH 2022

| | Note | 2022 £ | | 2021 £ | |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Intangible assets | 13 | **32,686** | | - | |
| Tangible assets | 14 | **663,886** | | 584,784 | |
| Investments | 15 | **310,589** | | 295,561 | |
| | | **1,007,161** | | 880,345 | |
| **Current assets** | | | | | |
| Stocks | 16 | **57,790** | | 45,310 | |
| Debtors | 17 | **385,699** | | 249,996 | |
| Cash at bank and in hand | | **703,062** | | 961,796 | |
| | | **1,146,551** | | 1,257,102 | |
| Creditors: amounts falling due within one year | 18 | **(449,666)** | | (626,371) | |
| **Net current assets** | | | **696,885** | | 630,731 |
| **Total assets less current liabilities** | | | **1,704,046** | | 1,511,076 |
| Creditors: amounts falling due after one year | 19 | | **(67,079)** | | (102,321) |
| **Net assets excluding pension asset** | | | **1,636,967** | | 1,408,755 |
| **Total net assets** | | | **1,636,967** | | 1,408,755 |
| **Charity funds** | | | | | |
| Restricted funds | 20 | | **211,294** | | 142,288 |
| Unrestricted funds | 20 | | **1,425,673** | | 1,266,467 |
| **Total funds** | | | **1,636,967** | | 1,408,755 |

The trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees on **15 October 2022** and signed on their behalf by:

**Mrs T L Nicholds**
Trustee

The notes form part of these financial statements.

## STATEMENT OF CASH FLOWS
## FOR THE YEAR ENDED 31 MARCH 2022

| | Note | 2022 £ | 2021 £ |
|---|---|---|---|
| **Cash flows from operating activities** | | | |
| Net cash used in operating activities | 23 | **39,881** | 870,139 |
| **Cash flows from investing activities** | | | |
| Proceeds from the sale of tangible fixed assets | | **19,700** | - |
| Purchase of intangible assets | | **(18,315)** | - |
| Purchase of tangible fixed assets | | **(259,654)** | (322,683) |
| **Net cash used in investing activities** | | **(258,269)** | (322,683) |
| **Cash flows from financing activities** | | | |
| Repayments of hire purchase | | **(40,346)** | (46,374) |
| **Net cash used in financing activities** | | **(40,346)** | (46,374) |
| **Change in cash and cash equivalents in the year** | | **(258,734)** | 501,082 |
| Cash and cash equivalents at the beginning of the year | | **961,796** | 460,714 |
| **Cash and cash equivalents at the end of the year** | 24 | **703,062** | 961,796 |

The notes form part of these financial statements.

## 1. General Information

Lincolnshire Integrated Voluntary Emergency Service is a private company, limited by guarantee without share capital, registered in England and Wales. The charitable company's registered number and registered office address can be found in the Trustees annual report.

The presentation currency of the financial statements is the Pound Sterling (£).

## 2. Accounting Policies

### 2.1 Basis of Preparation of Financial Statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

### 2.2 Going Concern

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

### 2.3 Incoming Resources

All income is recognised once the charitable company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the charitable company has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the charitable company, can be reliably measured.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Statement of Financial Position. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

No amounts are included in the financial statements for services donated by volunteers. 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.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

### 2.4 Resources Expended

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the charitable compan to raise funds for its charitable purposes and includes costs of all fundraising activities events and non- charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the charitable company's objectives, as well as any associated support costs.

Governance costs are those costs incurred directly with expenditure related to charity compliance and statutory requirements.

All expenditure is inclusive of irrecoverable VAT.

### 2.5 Interest Receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charitable company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

### 2.6 Taxation

The charitable company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charitable company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

### 2.7 Intangible Assets and Amortisation

Intangible assets are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

The estimated useful lives are as follows:

Amortisation is provided on the following basis:

Computer software -
% Straight line over 5 years

### 2.8 Tangible Fixed Assets and Depreciation

Tangible fixed assets are initially recognised at cost, or in cases where fixed assets have been donated, at valuation at the time of acquisition. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Short-term leasehold property
- 10% or straight line over the life of the lease

Motor vehicles
- Straight line over 5 years

Fixtures and fittings
- Straight line over 3, 5 or 10 years

### 2.9 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Statement of Financial Position date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Statement of Financial Activities.

Investments in subsidiaries are valued at cost less provision for impairment.

### 2.10 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks.

### 2.11 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

### 2.12 Cash at Bank and in Hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### 2.13 Liabilities and Provisions

Liabilities are recognised when there is an obligation at the Statement of Financial Position date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charitable company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

### 2.14 FinancialInstruments

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

### 2.15 Finance Leases and Hire Purchase

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the charitable company. Obligations under such agreements are included in creditors, net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Statement of Financial Activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

### 2.16 Operating Leases

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

### 2.17 Pensions

The charitable company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charitable company to the fund in respect of the year.

### 2.18 Fund Accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustee in furtherance of the general objectives of the charitable company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

## 3. Critical Accounting Estimates and Areas of Judgement

In the application of the Charity's accounting policies, management are required to make judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experiences and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statement are described below:

Depreciation - useful expected life

Tangible fixed assets which are valued at cost less accumulated depreciation spread out over the useful life of the individual assets. The useful life is subject to managements judgement based on the utilisation of the assets within the business. The assets are reviewed periodically to ensure that the basis remains appropriate and is amended where necessary.

## 4. Income from donations and legacies

| | Unrestricted funds 2022 £ | Restricted funds 2022 £ | Total funds 2022 £ | *Total funds 2021 £* |
|---|---|---|---|---|
| Donations incl "in memory of" and anniversaries | 87,101 | - | **87,101** | *80,531* |
| Regular giving schemes | 85,573 | - | **85,573** | *96,828* |
| Collection tins | 12,641 | - | **12,641** | *7,952* |
| Statutory giving | 5,774 | - | **5,774** | *29,036* |
| Corporate | 83,895 | - | **83,895** | *37,536* |
| Legacies | 201,133 | - | **201,133** | *113,316* |
| Grants | 10,600 | 126,735 | **137,335** | *207,049* |
| Total 2022 | **486,717** | **126,735** | **613,452** | *572,248* |
| Total 2021 | 374,573 | 197,675 | 572,248 | |

## 5. Income from charitable activities

| | Emergency response 2022 £ | Community emergency medicine 2022 £ | Community engagement 2022 £ | Total activities 2022 £ | *Total activities 2021 £* |
|---|---|---|---|---|---|
| Sale of goods | - | - | 222,509 | **222,509** | *113,833* |
| Clinical governance | - | - | 44,558 | **44,558** | *50,035* |
| Education | - | - | 392,927 | **392,927** | *101,199* |
| Commissioned services | - | 1,969,486 | - | **1,969,486** | *1,911,539* |
| Grants | 389,894 | - | - | **389,894** | *381,348* |
| Event medical support | - | - | 3,990 | **3,990** | *1,145* |
| | **389,894** | **1,969,486** | **663,984** | **3,023,364** | *2,559,099* |

## 6. Income from other trading activities

### Income from fundraising events

| | Unrestricted funds 2022 £ | Total funds 2022 £ | Total funds 2021 £ |
|---|---|---|---|
| Fundraising events | 31,677 | **31,677** | 6,172 |
| Other trading activities | 7,033 | **7,033** | 10,117 |
| | 38,710 | **38,710** | 16,289 |
| *Total 2021* | *16,289* | *16,289* | |

## 7. Investment income

| | Unrestricted funds 2022 £ | Total funds 2022 £ | Total funds 2021 £ |
|---|---|---|---|
| Interest received | 148 | **148** | 124 |
| *Total 2021* | *124* | *124* | |

## 8. Other incoming resources

| | Unrestricted funds 2022 £ | Total funds 2022 £ | Total funds 2021 £ |
|---|---|---|---|
| Miscellaneous income | 7 | **7** | 2,152 |
| *Total 2021* | *2,152* | *2,152* | |

## 9. Total resources expended

| | Donations and legacies £ | Emergency response £ | Community emergency medicine £ | Community engagement £ | Investment management costs £ | Total funds 2022 £ | *Total funds 2021 £* |
|---|---|---|---|---|---|---|---|
| **Costs directly allocated to activities:** | | | | | | | |
| Staffing | 173,480 | 19,196 | 1,107,932 | 305,668 | - | **1,606,276** | *1,332,609* |
| Medical equipment & consumables | - | 155,611 | 65,419 | 5,231 | - | **226,261** | *176,823* |
| Clinical training | - | 1,220 | 2,670 | - | - | **3,890** | *12,509* |
| Responder training | - | 10,604 | - | - | - | **10,604** | *12,421* |
| Vehicle costs | - | 20,799 | 1,167 | 2,073 | - | **24,039** | *38,612* |
| Purchase of goods for resale | - | 1,284 | - | 162,189 | - | **163,473** | *45,410* |
| Provision of external training | - | - | - | 65,820 | - | **65,820** | *13,066* |
| Fundraising | 2,500 | - | - | - | - | **2,500** | *1,146* |
| **Support costs allocated to activities:** | | | | | | | |
| Staff costs | 34,312 | 305,190 | 187,933 | 120,793 | - | **648,228** | *365,132* |
| Staff related expenses | 4,111 | 33,315 | 32,314 | 34,449 | - | **104,189** | *54,443* |
| HQ Premises | 3,974 | 12,767 | 27,022 | 8,440 | - | **52,203** | *45,933* |
| Office expenses | 6,596 | 24,340 | 25,037 | 13,363 | - | **69,336** | *67,107* |
| Advertising | 11,512 | 2,567 | 3,972 | 5,491 | - | **23,542** | *14,423* |
| Vehicle costs | 2,079 | 27,736 | 86,279 | 14,256 | - | **130,350** | *32,744* |
| IT costs | 11,955 | 22,047 | 25,838 | 13,860 | - | **73,700** | *50,526* |
| Insurance | 2,354 | 7,061 | 26,094 | 4,707 | - | **40,216** | *33,993* |
| Finance costs | 1,879 | (1,852) | 3,687 | 4,769 | 3,080 | **11,563** | *24,179* |
| Depreciation of tangible fixed assets | 8,539 | 57,537 | 58,903 | 9,204 | - | **134,183** | *90,412* |
| Legal and professional fees | 6,952 | 14,656 | 19,465 | 9,801 | - | **50,874** | *40,517* |
| Governance costs | 895 | 2,685 | 3,579 | 1,790 | - | **8,949** | *8,187* |
| Loss on disposal and reclassification of fixed assets | 428 | 6,749 | 4,267 | 855 | - | **12,299** | *13,197* |
| **Total expenditure** | **271,566** | **723,512** | **1,681,578** | **782,759** | **3,080** | **3,462,495** | *2,473,389* |

## 10. Auditors' remuneration

| | 2022 £ | 2021 £ |
|---|---|---|
| Fees payable to the charitable company's auditor for the audit of the charitable company's annual accounts | **9,000** | 7,500 |
| Fees payable to the charitable company's auditor in respect of: All non-audit services not included above | **3,950** | 1,065 |

## 11. Staff costs

| | 2022 £ | 2021 £ |
|---|---|---|
| Wages and salaries | **1,894,647** | 1,392,190 |
| Social security costs | **179,003** | 122,048 |
| Contribution to defined contribution pension schemes | **72,950** | 51,940 |
| | **2,146,600** | 1,566,178 |

The average number of persons employed by the charitable company during the year was as follows:

| | 2022 No. | As restated 2021 No. |
|---|---|---|
| Average monthly headcount | **96** | 62 |

**The average headcount expressed as full-time equivalents was:**

| | 2022 No. | 2021 No. |
|---|---|---|
| Administration | 10 | 9 |
| Fundraising | 5 | 5 |
| Emergency response | 5 | 4 |
| Community emergency medicine | 23 | 19 |
| Community engagement | 7 | 4 |
| | 50 | 41 |

**The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:**

| | 2022 No. | 2021 No. |
|---|---|---|
| In the band £70,001 - £80,000 | 1 | 1 |
| In the band £80,001 - £90,000 | 1 | 2 |
| In the band £90,001 - £100,000 | 1 | - |

The key management personnel, as listed in the Trustees' Annual Report, received employee benefits totalling £424,284 (2021 - £412,338).

## 12. Trustee's remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2021 - £NIL).

The charitable company has purchased professional indemnity insurance on behalf of the Trustees for claims made by third parties arising from:

- Fidelity loss
- Loss of or damage to documents
- Pollution

The cost of this insurance is £689 (2021 - £763).

During the year ended 31 March 2022, no Trustee expenses have been incurred (2021 - £NIL).

## 13. Intangible assets

| | Computer software £ |
|---|---|
| **Cost** | |
| Additions | **18,315** |
| Reclassification | **40,458** |
| **At 31 March 2022** | **58,773** |
| **Amortisation** | |
| Charge for the year | *9,499* |
| Reclassification | *16,588* |
| At 31 March 2022 | *26,087* |
| **Net book value** | |
| **At 31 March 2022** | **32,686** |
| At 31 March 2021 | - |

During the year, fixed assets with a net book value of £23,870 were reclassified from tangible fixed assets to intangible fixed assets.

## 14. Tangible fixed assets

| | Short-term leasehold property £ | Motor vehicles £ | Fixtures and fittings £ | Total £ |
|---|---|---|---|---|
| **Cost or valuation** | | | | |
| At 1 April 2021 | 39,026 | 369,825 | 647,078 | **1,055,929** |
| Additions | - | 22,427 | 237,227 | **259,654** |
| Disposals | (6,000) | (35,400) | (10,904) | **(52,304)** |
| Reclassification | - | - | (40,458) | **(40,458)** |
| **As at 31 March 2022** | **33,026** | **356,852** | **832,943** | **1,222,821** |
| **Depreciation** | | | | |
| At 1 April 2021 | 17,276 | 138,117 | 315,752 | **471,145** |
| Charge for the year | 8,755 | 55,152 | 60,777 | **124,684** |
| On disposals | - | (10,620) | (9,686) | **(20,306)** |
| Reclassification | - | - | (16,588) | **(16,588)** |
| **As at 31 March 2022** | **26,031** | **182,649** | **350,255** | **558,935** |
| **Net book value** | | | | |
| **At 31 March 2022** | **6,995** | **174,203** | **482,688** | **663,886** |
| *At 31 March 2021* | *21,750* | *231,708* | *331,326* | **584,784** |

The net book value of tangible fixed assets includes £98,980 (2021 - £153,041) in respect of assets held under hire purchase contracts.

During the year, fixed assets with a net book value of £23,870 were reclassified from tangible fixed assets to intangible fixed assets.

## 15. Fixed asset investments

| | Investments in subsidiary companies £ | Listed investments £ | Total £ |
|---|---|---|---|
| **Cost or valuation** | | | |
| At 1 April 2021 | - | 295,561 | **295,561** |
| Additions | 1 | - | **1** |
| Reclassification | - | 15,027 | **15,027** |
| **As at 31 March 2022** | **1** | **310,588** | **310,589** |
| **Net book value** | | | |
| **At 31 March 2022** | **1** | **310,588** | **310,589** |
| *At 31 March 2021* | - | *295,561* | **295,561** |

**Principal subsidiaries**

The following was a subsidiary undertaking of the charitable company:

| Name | Company number | Registered office or principal place of business | Principal activity |
|---|---|---|---|
| LIVES Education Limited | 13887550 | Lives Headquarters, Units 5-8 Birch Court, Boston Road Industrial Estate, Horncastle, Lincolnshire, LN9 6SB | Training services |

| Class of shares | Holding | Included in consolidation |
|---|---|---|
| Ordinary | 100% | No |

The financial results of the subsidiary for the year were:

| Name | Net assets £ |
|---|---|
| LIVES Education Limited | **1** |

The subsidiary company was dormant throughout the period and did not start trading until 1 April 2022. As such, consolidated accounts have not been prepared.

## 16. Stocks

| | 2022 £ | 2021 £ |
|---|---|---|
| Finished goods and goods for resale | **57,790** | 45,310 |

## 17. Debtors

| | 2022 £ | 2021 £ |
|---|---|---|
| **Due within one year:** | | |
| Trade debtors | **164,708** | 156,173 |
| Other debtors | **2,398** | - |
| Prepayments and accrued income | **218,593** | 93,823 |
| | **385,699** | 249,996 |

## 18. Creditors: Amounts falling due within one year

| | 2022 £ | 2021 £ |
|---|---|---|
| Trade creditors | **134,019** | 187,722 |
| Other taxation and social security | **84,737** | 181,361 |
| Obligations under finance lease and hire purchase contracts | **32,470** | 37,574 |
| Other creditors | **11,175** | 7,928 |
| Accruals and deferred income | **187,265** | 211,786 |
| | **449,666** | 626,371 |

| | 2022 £ | 2021 £ |
|---|---|---|
| Deferred income at 1 April 2021 | **149,986** | 44,326 |
| Resources deferred during the year | **51,526** | 149,986 |
| Amounts released from previous periods | **(149,986)** | (44,326) |
| | **51,526** | 149,986 |

Year end deferred income is for income received in the year relating to services and contracts that are being carried out in the 2022-23 financial year.

## 19. Creditors: Amounts falling after more than one year

| | 2022 £ | 2021 £ |
|---|---|---|
| Net obligations under finance lease and hire purchase contracts | **67,079** | 102,321 |

Liabilities under hire purchase contracts are secured on the assets to which they relate.

## 20. Statement of funds

### Statement of funds – current year

| | Balance at 1 April 2021 £ | Income £ | Expenditure £ | Gains/ (Losses) £ | Balance at 31 March 2022 £ |
|---|---|---|---|---|---|
| **Unrestricted funds** | | | | | |
| General Funds - all funds | 1,266,467 | 3,159,052 | (3,014,872) | 15,026 | 1,425,673 |
| **Restricted income funds** | | | | | |
| First Responders | 7,939 | 390,894 | (383,409) | - | - |
| Education Technology Fund | 28,036 | - | (2,048) | - | 25,988 |
| CFR Recruitment Fund | 12,316 | 1,000 | (13,316) | - | - |
| CEMS Vehicle Fund | 6,400 | - | (1,600) | - | 4,800 |
| Covid-19 Fund | - | 1,000 | (1,000) | - | - |
| Medic 50 Fund | 33,635 | - | (8,191) | - | 25,444 |
| Defibrillator Replacement Programme Fund | 46,462 | 59,036 | (18,422) | - | 87,076 |
| Interactive Education Fund | 7,500 | - | (2,894) | - | 4,606 |
| Code Crimson | - | 10,000 | - | - | 10,000 |
| Medic 50 Equipment Fund | - | 54,699 | (1,319) | - | 53,380 |
| | 142,288 | 516,629 | (447,623) | - | 211,294 |
| **Total of funds** | 1,408,755 | 3,675,681 | (3,462,495) | 15,026 | 1,636,967 |

**Description, nature and purpose of restricted funds**

**First Responder Grant**
An annual grant is received from NHS Lincolnshire CCG, NHS North Lincolnshire CCG and NHS North East Lincolnshire CCG to fund the provision of First Responders across the county.

**Education Technology Fund**
Ufi VocTech Trust provided a grant to develop a virtual learning platform to enable Responders to maintain their competency during Covid restrictions.

**CFR Recruitment Fund**
Established to collect donations and grants to support the recruitment of new Community First Responders. This contributes to the cost of recruitment events, including wages and venue hire, and the training/equipping of new CFRs.

**CEMS Vehicle Fund**
BASICs provided a grant towards the blue light installation of 3 vehicles for the Community Emergency Medicine Service. This cost is incorporated in the overall cost for the vehicles which are depreciated over 5 years.

**Covid-19 Fund**
Established to collect donations and grants towards the purchase of additional resources to equip Responders with appropriate PPE to allow them to continue responding safely during Covid.

**Medic 50 Fund**
BASICs provided a grant of £35,000 to fund a new vehicle for the Medic 50 service which provides critical care cover to the East Coast of Lincolnshire.

**Defibrillator Replacement Programme Fund**
Established to collect donations and grants towards the cost of replacing defibrillators for all First Responders within LIVES.

**Interactive Education Fund**
Established to purchase interactive display equipment to engage audiences of all ages, show our audiences how important it is to learn CPR skills and inspire those who are more interested to become a LIVES community first responder.

**Code Crimson**
Established to collect donations and grants to support the integration of blood into our critical care response and fund the provision of equipment to safely transport blood from each Trauma unit in the county.

**Medic 50 Equipment Fund**
Established to collect donations and grants to fund the purchase of advanced life-saving and diagnostic equipment specifically for our Medic 50 critical care car which covers the East Coast of Lincolnshire.

## Statement of funds – prior year

| | As restated Balance at 1 April 2020 £ | Income £ | Expenditure £ | Gains/ (Losses) £ | As restated Balance at 31 March 2021 £ |
|---|---|---|---|---|---|
| **Unrestricted funds** | | | | | |
| General | 646,866 | 2,570,889 | (2,006,154) | 54,866 | 1,266,467 |
| **Restricted funds** | | | | | |
| First Responders | - | 391,348 | (383,409) | - | 7,939 |
| Education Technology Fund | - | 49,334 | (21,298) | - | 28,036 |
| CFR Recruitment Fund | - | 19,460 | (7,144) | - | 12,316 |
| CEMS Vehicle Fund | - | 8,000 | (1,600) | - | 6,400 |
| Covid-19 Fund | - | 51,781 | (51,781) | - | - |
| Medic 50 Vehicle Fund | - | 35,000 | (1,365) | - | 33,635 |
| Defibrillator Replacement Programme Fund | 30,500 | 16,600 | (638) | - | 46,462 |
| Interactive Education Fund | - | 7,500 | - | - | 7,500 |
| | 30,500 | 579,023 | (467,235) | - | 142,288 |
| **Total of funds** | 677,366 | 3,149,912 | (2,473,389) | 54,866 | 1,408,755 |

## 21. Summary of funds

### Summary of funds – current year

| | Balance at 1 April 2020 £ | Income £ | Expenditure £ | Gains/ (Losses) £ | Balance at 31 March 2022 £ |
|---|---|---|---|---|---|
| General funds | 1,266,467 | 3,159,052 | (3,014,872) | 15,026 | 1,425,673 |
| Restricted funds | 142,288 | 516,629 | (447,623) | - | 211,294 |
| **Total of funds** | 1,408,755 | 3,675,681 | (3,462,495) | 15,026 | 1,636,967 |

### Summary of funds – prior year

| | *As restated Balance at 1 April 2020 £* | *Income £* | *Expenditure £* | *Gains/ (Losses) £* | *As restated Balance at 31 March 2021 £* |
|---|---|---|---|---|---|
| General funds | *646,866* | *2,570,889* | *(2,006,154)* | *54,866* | *1,266,467* |
| Restricted funds | *30,500* | *579,023* | *(467,235)* | - | *142,288* |
| **Total of funds** | 677,366 | 3,149,912 | (2,473,389) | 54,866 | 1,408,755 |

## 22. Analysis of net assets between funds

### Analysis of net assets between funds – current year

| | Unrestricted funds 2022 £ | Restricted funds 2021 £ | Total funds 2021 £ |
|---|---|---|---|
| Tangible fixed assets | 515,972 | 147,914 | **663,886** |
| Intangible fixed assets | 32,686 | - | **32,686** |
| Fixed asset investments | 310,589 | - | **310,589** |
| Current assets | 1,083,171 | 63,380 | **1,146,551** |
| Creditors due within one year | (449,666) | - | **(449,666)** |
| Creditors due in more than one year | (67,079) | - | **(67,079)** |
| **Total** | **1,425,673** | **211,294** | **1,636,967** |

### Analysis of net assets between funds – prior year

| | *Unrestricted funds 2021 £* | *Restricted funds 2021 £* | *Total funds 2021 £* |
|---|---|---|---|
| Tangible fixed assets | *470,251* | *114,533* | **584,784** |
| Fixed asset investments | *295,561* | - | **295,561** |
| Current assets | *1,229,347* | *27,755* | **1,257,102** |
| Creditors due within one year | *(626,371)* | - | **(626,371)** |
| Creditors due in more than one year | *(102,321)* | - | **(102,321)** |
| **Total** | **1,266,467** | **142,288** | **1,408,755** |

## 23. Reconciliation of net movement in funds to net cash flow from operating activities

| | 2022 £ | *2021 £* |
|---|---|---|
| Net income for the year (as per Statement of Financial Activities) | **228,212** | *731,389* |
| **Adjustments for:** | | |
| Depreciation charges | **124,684** | *90,412* |
| Amortisation charges | **9,499** | - |
| Loss/(gain) on investments | **(15,028)** | *(54,866)* |
| Loss/(profit) on the sale and reclassification of fixed assets | **12,298** | *13,197* |
| Increase in stocks | **(12,480)** | *(20,387)* |
| Increase in debtors | **(135,703)** | *(124,088)* |
| Increase/(decrease) in creditors | **(171,601)** | *234,482* |
| **Net cash provided by operating activities** | **39,881** | *870,139* |

## 24. Analysis of cash and cash equivalents

| | 2022 £ | 2021 £ |
|---|---|---|
| Cash in hand | 703,062 | 961,796 |
| **Total cash and cash equivalents** | 703,062 | 961,796 |

## 25. Analysis of changes in net debt

| | At 1 April 2021 £ | Cash flows £ | At 31 March 2022 £ |
|---|---|---|---|
| Cash at bank and in hand | 961,796 | (258,734) | 703,062 |
| Hire purchase | (186,269) | 46,374 | (99,549) |
| | 821,901 | (218,388) | 603,513 |

## 26. Capital commitments

| | 2022 £ | 2021 £ |
|---|---|---|
| **Contracted for but not provided in these financial statements** | | |
| Acquisition of tangible fixed assets | 58,716 | - |
| | 58,716 | |

## 27. Pension commitments

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable by the charitable company to the fund and amounted to £72,950 (2021 - £51,940). £10,576 (2021 - £7,734) was payable to the fund at the balance sheet date and is included in creditors.

## 28. Operating lease commitments

At 31 March 2022 the charitable company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

| | 2022 £ | 2021 £ |
|---|---|---|
| Not later than 1 year | **76,227** | 86,499 |
| Later than 1 year and not later than 5 years | **231,827** | 185,991 |
| Later than 5 years | **112,292** | - |
| | **420,346** | 272,490 |

The following lease payments have been recognised as an expense in the Statement of Financial Activities:

| | 2022 £ | 2021 £ |
|---|---|---|
| Operating lease rentals | **72,947** | 27,500 |

## 29. Members' liability

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £10 for the debts and liabilities contracted before he/she ceases to be a member.

## 30. Related party transactions

The charitable company purchased management training/consultancy services amounting to £3,375 (2021 - £2,590) from Taking Charge of Your Success Ltd, a company in which Hilary Gibb is a director. The balance owed at the year end was £300 (2021 - £1,170).

## 31. Controlling party

There is no ultimate controlling party.

LIVES.

LIVESHeadQuarters @livesHQ

Lincolnshire Integrated Voluntary Emergency Service
Registered company number 04680981

**LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE**

England & Wales - Charity number 1098364

# Accounts

LIVES.




# ANNUAL REPORT AND ACCOUNTS 2020/21

LIVESHeadQuarters @livesHQ

LIVES.ORG.UK

# LIVES. IN NUMBERS

## 1 APRIL 2020 – 31 MARCH 2021

**11,237** INCIDENTS ATTENDED BY LIVES

**78%** OF THE TIME, LIVES WERE FIRST ON SCENE

**1,049** PATIENTS WITH BREATHING DIFFICULTIES

**591** CARDIAC ARRESTS ATTENDED

**1,604** PATIENTS WHO HAD FALLEN

**510** ROAD TRAFFIC COLLISIONS

VOLUNTEERS GAVE **92,724 HOURS** OF THEIR TIME

**378** STROKES

**1,200** AMBULANCES WERE REDEPLOYED THANKS TO INTERVENTIONS FROM LIVES

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# WELCOME FROM OUR CHAIR & CEO

## Welcome to our Annual Review 2020-21.

While much of this year will be remembered for the disruption and devastation caused by the COVID-19 pandemic, for us, the determination and collaborative effort of our responders and medics who remained on the frontline throughout this uncertain time will live long in our memory.

There's no doubt that it has been a challenging year for everyone, including for us here at LIVES. As the pandemic emerged, we reviewed our business continuity plan to ensure that we could continue to operate and respond to those patients in need of urgent care. Consequently, our volunteers have gone above and beyond to help patients across the county, despite the challenge of having a significantly lower numbers of volunteers able to respond throughout the pandemic.

Through a financial year where it's been almost impossible for our teams to venture out and actively fundraise, we've been incredibly grateful for the support we've received from you all. Because of this, we've been able to focus on what really matters; our responders and patients. Whether you've taken part in a virtual challenge, given a one-off donation or a regular payment, your support has been vital.

A key element of our fundraising has been the relationship with our local parishes, councils and Trusts and Foundations. In the last year, we've seen a display of unwavering support from these groups, including an incredible £48,581 donation from the Julia and Hans Rousing Trusts' COVID Charity Survival Fund. This grant came at the start of the second wave of the pandemic and provided welcome relief at a time of real uncertainty and increased cost of delivering our service. We also received an amazing £23,584 from VocTec, which helped us to launch our online training platform during a time when face-to-face training was not possible.



We are proud to say that every penny received has allowed us to continue with our life-saving work and look after the health and wellbeing of our volunteers whether they were able to respond, unwell, or shielding to protect their family and loved ones. It takes a team.

Whilst it's proved to be a challenging year, we also had reason to celebrate. 2020 marked LIVES' 50th Anniversary, and although our initial celebratory plans were curtailed by the pandemic, it gave us an opportunity to look back and reflect on the incredible achievements that have allowed our responders the highest level of care within our local communities.

We also saw the launch of two new clinical response teams; our Community Emergency Medicine Service (CEMS) Team, and LIVES Falls Response Service. These two new services allow our teams to use LIVES emergency responding skills to bring care to those patients who might not otherwise benefit. Both teams are equipped, empowered and ready to alleviate the pressure on the NHS with a unique blend of skills and decision-making abilities. Right now, services such as this are more important than ever.

By the time you are reading this Annual Report, we would have also launched our brand-new Critical Care Car for the Lincolnshire Coast. Our Critical Care Team come with medical experience to perform an array of potentially life-saving procedures, right there on the spot. They're ready to deliver highly specialised critical care in a heartbeat, which for some, really could mean the difference between life and death.

We're now in the midst of planning for LIVES' brand-new purpose-built facility, Project Lifesaver. This incredible building will be a unique and world-leading learning environment for Pre-Hospital Emergency Medicine - an education facility without classrooms that will train LIVES responders, people working in healthcare and the wider community to respond to any number of medical emergency situations and scenarios through a unique, state of the art, immersive learning experience.

Reflecting on the last year, we would like to take the opportunity to express our heartfelt thanks to everyone who continues to support us, and those who volunteer for LIVES. Without you, we wouldn't be able to help patients and their families within our local communities, during a time when they need it most. From the bottom of our hearts, thank you.



Michael Adie, Chair



Nikki Cooke, CEO

# OUR **PURPOSE** & **CULTURE**

**In a minute, your life or the life of someone you love can change dramatically. A fall, a car accident, your breathing can change, your heart could stop.**






> "I can safely say that becoming a responder is **one of the best things I've done.** Helping people in their hour of need is such a special feeling.

# STATEMENT OF **PUBLIC BENEFIT.**

**Charities are required to demonstrate how they provide a benefit to the public.**

LIVES delivers benefit to the public in the relief of injury or illness by facilitating and delivering rapid response and treatment of those suffering a medical emergency or traumatic injury. This benefit is available to any member of the public in Lincolnshire and areas nearby whether they are residents or visitors, and access to the service is based solely on patient need.

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

# WHAT MAKES US **WHO WE ARE?**

We're not here for praise. We don't thrive on plaudits. In fact, many of our team actively shy away from the limelight. We do what we do because it takes a team to save a life. We're united by a passion for protecting life and improving patient outcomes. That's who we are. That's our culture.

The fact is, there is no organisation in the United Kingdom that delivers an emergency response that equals the broad scope of practice that we do. That's something we quietly take pride in.

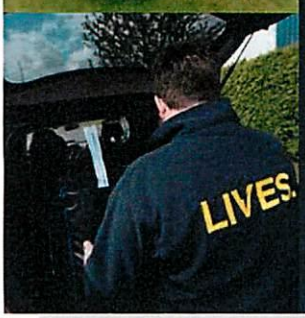
We are recognised as being a leader in pre-hospital emergency medicine and in the emerging world of community emergency medicine.

Quality is embedded in everything we do – training and equipping people with both the skills to make a difference and the confidence to use them.

Our governance systems are robust and allow us to evaluate and evidence the high standards that we set for ourselves and to put things right quickly where change is needed.








# OUR **VISION.**

**Our vision is that no person should suffer unnecessarily as a result of their illness, injury or their rural location.**

**Our mission is to provide equality and excellence of care to any person who suffers a medical or traumatic emergency within Lincolnshire.**

# OUR VALUES: **WHAT MATTERS TO US MOST?**

**INTEGRITY**

Our strength comes from working together and upholding shared values. We do the right thing, even when it's difficult.

**COMMUNITY**

This is where we're from, we're in this together. We're all united around a common purpose; to support the communities in which we all live.

**EXCELLENCE**

We strive to be the best we can in everything we do and to give all our people an equal opportunity to grow and flourish.

# JUST **CULTURE.**

LIVES is committed to fostering a Just Culture within the organisation. A Just Culture considers wider systemic issues where things go wrong, enabling professionals and those operating the system to learn without fear of retribution.

Generally, in a Just Culture inadvertent human error, freely admitted is not normally subject to sanction to encourage reporting of safety issues. In a Just Culture, investigators principally attempt to understand why failings occurred and how the system led to sub-optimal behaviours. However, a Just Culture also holds people appropriately to account where there is evidence of gross negligence or deliberate acts.



# OUR STRATEGY

**Partnership is key to LIVES delivery of services to the communities that we serve.**

> "I feel very happy to have LIVES on my doorstep and those volunteers who **devote their time doing a wonderful job.**

# OVER THE NEXT FIVE YEARS, **WE WILL CONTINUE TO.**

### 1. UNDERSTAND OUR IMPACT.

We know we make a difference but measuring that is sometimes difficult. We will improve our data collection and adopt new measures to demonstrate the difference we make. We will work with research partners to build an evidence base for the effectiveness of our emergency response activity. We will use this information to continuously improve the quality of care that we deliver to people in our communities.

### 2. GROW OUR PRESENCE

We want every community in Lincolnshire to have access to our response. We will increase the number of LIVES emergency responders in operation across Lincolnshire, with targeted recruitment in areas where there is less coverage. We will invest in the skills of these responders so they can meet the needs of their community. And we will identify opportunities to use our skills in different ways to support people in medical need.

### 3. FOCUS ON QUALITY

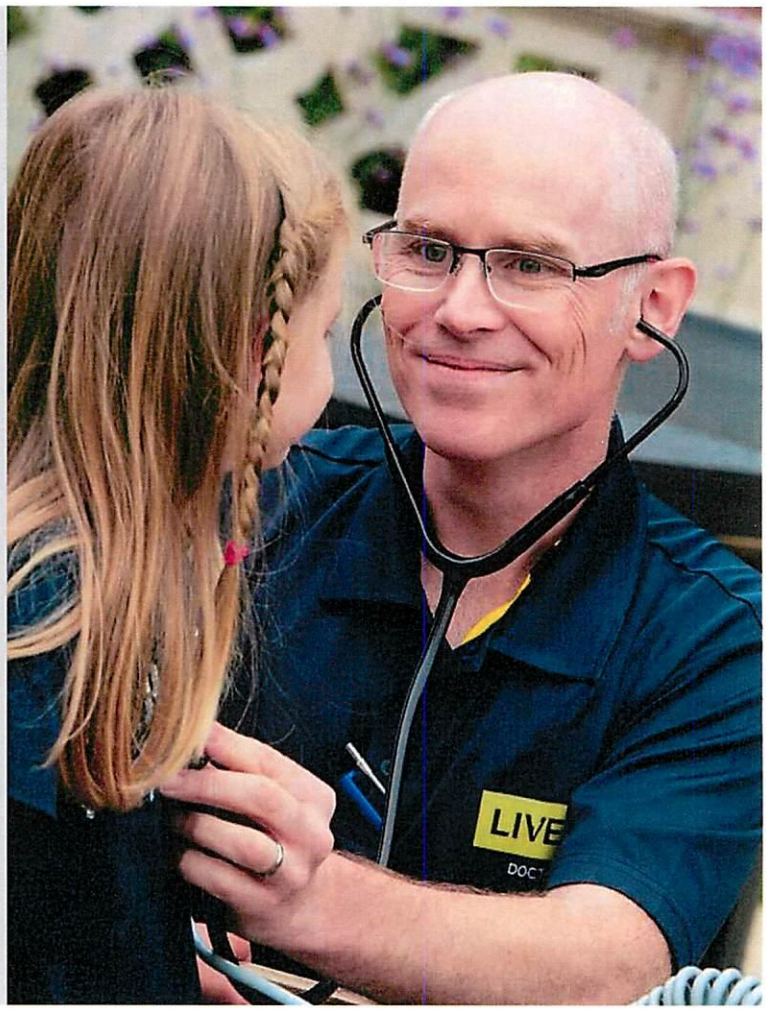
Our work is always based on evidence and we focus on delivering quality service and care – in our clinical activity, our training and the knowledge that we provide. We inspire and encourage all our people to be the best that they can be, at their chosen level.

### 4. SUSTAIN OUR GROWTHFINANCIALLY

We will develop and consolidate income streams that support the charity to deliver our aims. We will ensure that we have adequate reserves to weather unpredictable circumstances. And we will be transparent with our supporters, customers and funders, so they are clear on how we spend the funds that they trust us with.

### 5. ACHIEVE THE HIGHEST LEVELS OF GOVERNANCE EXCELLENCE

Doing the right thing is important to us, even when that is difficult. We will maintain robust and structured processes, in both clinical and charity governance. We will ensure that we are complaint with all regulatory requirements and that we are a model of best practice, in both leading volunteers and delivering prehospital emergency medicine.



# PROJECT **LIFESAVER.**

## An education facility without classrooms

Project Lifesaver is a unique and world-leading learning environment for Pre-hospital Emergency Medicine (PHEM). It's an education facility without classrooms that will train LIVES responders, people working in healthcare and the wider community to respond to a wide variety of medical emergencies through a state-of-the-art immersive learning experience.

Every year, PHEM responders save countless lives. These committed individuals deserve the very best facilities in which to learn and train; facilities that will test their skills in a wide variety of real-life, high pressure environments, encourage them to perform and reflect, an ultimately inspire and support them to become the very best that they can be.

## Project Lifesaver is LIVES plan to create a £6million purpose-built facility



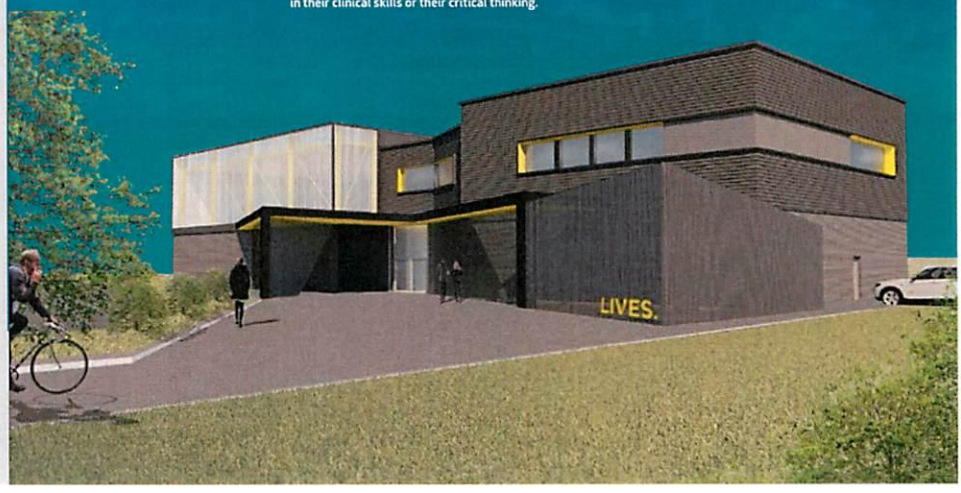
**Project Lifesaver is LIVES plan to create a £6million purpose-built facility that will use a combination of digital technology and 'real' stage settings to create an infinite variety of challenging scenarios to train and test the skills of people working in the most difficult of environments. From a city street, to a rural field, an offshore windfarm or an industrial quarry, the Centre will replicate all of the challenges of the environment whilst crucially keeping the learners safe.**

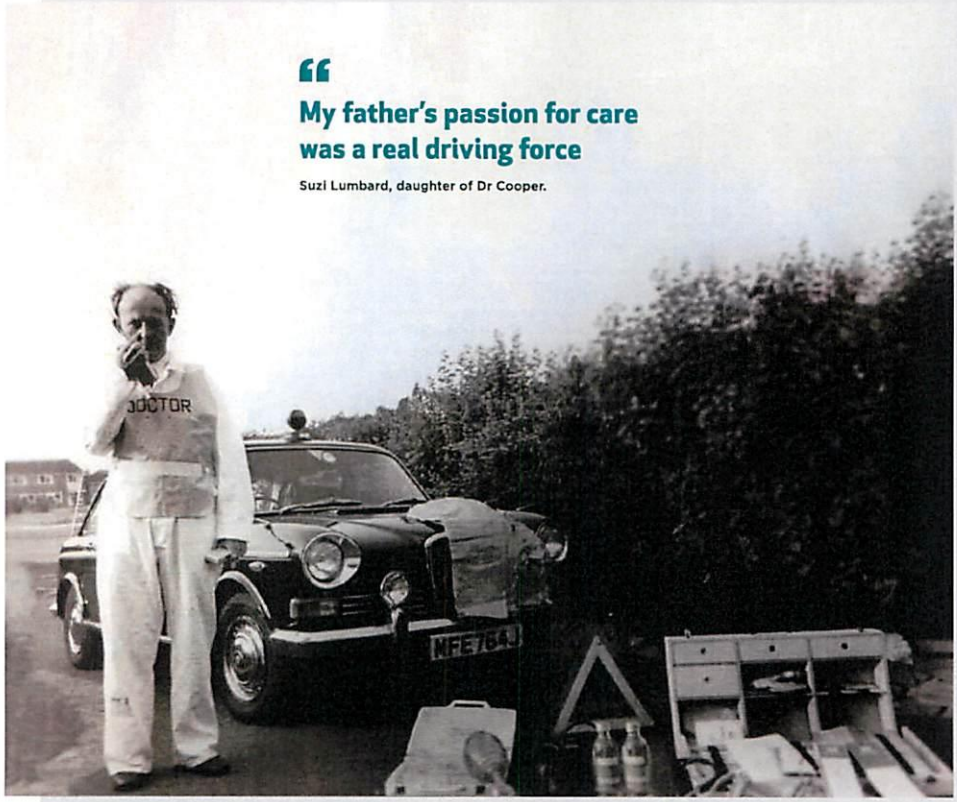
**All the action will be captured through a network of cameras. This footage will be reviewed and debriefed to ensure that all learning from each scenario is embedded with each learner. Drawing from elite sport and marginal gains concepts, we will encourage responders at all levels to be the very best they can be, be that in their clinical skills or their critical thinking.**

**Located in Lincolnshire, Project Lifesaver will build on the reputations of both the county and LIVES as a model of best practice in delivering PHEM in a rural location and establish Lincolnshire as the best place to train in this challenging area of medicine. It will advance LIVES aim to make Lincolnshire the safest place in the UK when suffering a medical emergency, despite the challenges of the geography and a growing, ageing population.**

**During 2020, LIVES has developed the plan and business case for Project Lifesaver and in 2021 is focused on acquiring land, planning permission and funding to deliver this exciting project.**

**We hope to be in our new home during 2023.**






**My father's passion for care was a real driving force**

Suzi Lumbard, daughter of Dr Cooper.

# OUR **HISTORY.**

## Beginning with two local doctors. Growing into an army of life-saving volunteers.

You may not have heard about our two founders, Dr Michael Cooper and Dr Richard Harper-Smith. But without them, many lives in Lincolnshire would have been lost over the last 50 years.

Back in the 1970s they built the LIVES concept upon a simple purpose: to provide expert emergency medical assistance for road traffic accident victims and trauma patients in our county.

From a standing start, the idea quickly gathered support from over a hundred local doctors, and so the LIVES journey began. The road ahead would not be easy though. In the beginning LIVES had no funds to speak of and the medical professionals who volunteered to help us provided not only their time, but their own equipment too.

Thankfully in those early days, local businesses and institutes initiated a culture of support that's still clear to see today.

They saw the value of LIVES. They recognised that something quite exceptional had been born. And we're proud to say community backing has continued to grow. Thanks to the generosity of local businesses, partners, members of the public and of course, our growing number of volunteers - we're still here. Getting stronger every year. Continuing to save lives in our community.

# AT A GLANCE:
# MILESTONES IN OUR LIVES.

## 1970s

Dr Michael Cooper from Nettleham and Dr Richard Harper-Smith of Tetford, devised the LIVES concept.

Communication system to improve the efficiency of call-out. A mixture of telephones and two-way radios were introduced with transmitters at Nettleham and Fulletby.



Further transmitters were installed at Barton, Boston and Sleaford employing three part-time operators Communications remained limited and additional transmitters were provided by charitable contribution, to a total of seven. Each transmitter was then connected to the control room at the Lincoln County Hospital by landline. These cost £10,000 a year in rental alone.

## 1980s



## 1990s

An invitation from the Lincolnshire Ambulance Service to base LIVES Control within the ambulance control centre was accepted and LIVES control was moved to the ambulance headquarters at Bracebridge Heath. This move greatly improved the efficiency of LIVES call-out and still operates as part of the computerised automatic dispatch (CAD) system to this day.

The Chief Executive of the Ambulance Trust invited LIVES to establish a community first responder service for suspected victims of cardiac arrest. It was envisaged that this would enable an equality of service to be extended across the rural areas within the county. LIVES saw this as an extension of their existing service and readily agreed to participate. This then became the LIVES First Responder Scheme.

## 2000s

As our First Responder Scheme grows, research by the Sheffield University School of Health and Associated Research (SHARR) shows that LIVES responds to over **25% OF CATEGORY A CALLS IN LINCOLNSHIRE.** For 60% of these calls, LIVES arrives **SIGNIFICANTLY FASTER, WITH AN AVERAGE RESPONSE RATE OF 5.2 MINUTES.** LIVES improves response time performance by **35% OVERALL, AND 55% IN RURAL AREAS.**

## 2010s

Nikki Silver is appointed as the first Chief Executive of the charity and Dr Simon Topham becomes Medical Director. This signals the beginning of a period of significant growth in the services offered to the people of Lincolnshire.

The now iconic brand of LIVES is launched in 2016, introducing our new bold yellow logo which we see today.

LIVES celebrates 20 years of working together with Lincolnshire Fire & Rescue and adding additional 999 medical response with LIVES Co-responders.

LIVES.

## 2020s

50 LIVES.

In 2020, LIVES celebrates its 50th year, although celebrations are curtailed by the Covid-19 pandemic.

New clinical response teams launch, including the ground-breaking Community Emergency Medicine Service (CEMS) teams and the LIVES Falls Response Service. These teams use LIVES emergency responding skills to bring care to patients who might not otherwise benefit.

Critical Care Car launches in 2021 to provide a critical care service, direct to the patient, supporting the most seriously ill or injured patients with advanced care and interventions that are only typically found within a hospital environment.

# OUR ACHIEVEMENTS

**Life can change in a heartbeat. It can hang in the balance in the blink of an eye**

And it only takes one unpredictable event to start the clock ticking: a swerve in the road, a debilitating fall, a heart attack in the middle of the night. These are the emergencies that have the power to turn lives upside down. They don't care if it's night or day. They don't care if you're alone. They don't care if time is against you. But LIVES responders do.

LIVES responders are qualified and skilled medical volunteers, living and working in the communities that they server. When a patient or bystander makes an urgent call for help, LIVES responders will be there.

LIVES responders share a commitment to saving life, whatever it takes. That's what unites all our responders, whether they're providing rapid first aid support on their doorstep, or highly specialised medical interventions around the clock and across the county.

For most of our people responding to emergencies isn't a job. This is a life choice that all LIVES' volunteers share.




> "A massive thank you from the bottom of my heart for everything your responders did for my Dad when he collapsed, the care and attention he received was wonderful. **They worked fabulously together and offered the best ever reassurance, care and attention to detail.**

# **EMERGENCY**
# FIRST RESPONDERS.

LIVES Emergency First Responders are ordinary people, doing extraordinary things. They come to us with little or no previous medical experience, just a willingness to learn life-saving skills and give up some of their time to be there to respond to calls for help in their community. They're trained and equipped to deal with a range of serious medical incidents. Whenever needed, they can be quickly on-scene to provide a range of treatments including:

- Delivering life-saving CPR and defibrillator shocks to a patient whose heart has stopped due to cardiac arrest.
- Giving oxygen to a patient who needs help with their breathing.
- Administering life-saving autoinjector medication to a patient suffering from a life- threatening allergic reaction.

If you ask our team of Emergency First Responders, they'll tell you it's almost second nature for them to use the skills we've helped them acquire, to step up, step in and do what we're trained to do, in the place they call home. We currently have 349 Emergency First Responders.

This year LIVES Emergency First Responders made themselves available to attend emergencies for 92,724 hours and attended 8,361 jobs. This is a significant reduction on previous years which can largely be attributed to the impact of Covid-19. Many LIVES responders had to make difficult decision as to whether to continue with their responding activity, taking into consideration their own health and the health of their family members. We respect the decision that each has made and have programmes in place to support all responders to return to activity as soon as they feel comfortable and able to do so. In order to keep our responders safe, we had to suspend our 'buddying' system in which two responders will pair up to attend jobs together. We know that many responders enjoy 'buddying' or find it useful for developing skills and confidence, and are aware that this also had an impact on activity levels. We were able to restore buddying with appropriate protections in place from November 2020.

Emergency First Responders focus on 'doing the basics well', often being the first to arrive on scene and deliver lifesaving interventions before more specialist resources arrive. During 2020/1, Emergency First Responders were first on scene at 83% of all jobs they attended. This is not surprising as our responders typically live and work in the communities in which they respond.








Training activity for Emergency First Responders was severely curtailed during 2020/21. In usual circumstances, our responders meet in district groups on a monthly basis for training. Covid-19 restrictions meant that face-to-face training sessions could not be held during most of the year and are only now beginning to resume in mid-2021. This created a challenge in keeping responders competent, engaged and supported. The LIVES Academy online learning platform was rolled out in mid-2020 following a very short development time and funding from Voctech. LIVES Academy has allowed us to deliver online learning packages of essential skills to responders to keep them competent and safe. Responders undertook 2,474 sessions in the first six months of the Academy deployment. Although we can now meet to train, online learning will remain a vital part of our education delivery in the future.

During 2020/21, we introduced formal training for clinical mentors across the LIVES organisation with a particular focus on how we support new Emergency First Responders and those who are struggling with confidence or skills. The first 18 responders are now enrolled on the course. We have recognised that the academic level of this programme may be inaccessible for some individuals, who would otherwise be excellent mentors. Therefore, we are revising the programme to ensure that it meets the needs of the organisation and the individuals taking part.




> **"I'd like to thank LIVES for saving our wonderful and special mother following a near fatal accident in October 2020. Without doubt the family are forever grateful and thankful that a LIVES paramedic was able to attend quickly and necessitate the correct procedures that undoubtedly saved our mother. Our family will be eternally grateful as without you, we wouldn't have seen our mother this Christmas.**

Recruitment of new responders was also halted during 2020/21 due to Covid-19 restrictions. This has had a significant impact on responder numbers, as a pause on recruitment had already been implemented in 2019 and recruitment activity had only resumed at the beginning of 2020 before it was paused once more. During this time, tailored recruitment events have been designed and pathways to support new responders implemented. We currently have 187 potential responders on a waiting list to join the charity and have recruited 62 new responders since restarting recruitment in December 2020. Our intention is to grow our Emergency First Responder cohort in a controlled and supported manner. We have a target to recruit and retain 100 new responders each year for the next five years. The recruitment plan prioritises the recruitment of responders in areas that are less served at present.

The pause in activity during 2020/21 gave us the opportunity to revisit our Responder Deal programme. This is an agreement between LIVES and our volunteers, setting out clearly what we can expect from each other. For the first time, we included an explicit commitment to a monthly 16 hours on call and participation in a minimum of two fundraising events per year, as well as education requirements for each Emergency First Responder. In return, LIVES commits to providing volunteers with nationally-recognised education and qualifications, appropriate uniform and equipment to undertake the role, development pathways, welfare and wellbeing support. As part of the rollout of the Responder Deal, LIVES has refreshed all uniform and PPE for responders at all levels and this has been rolled out across the organisation throughout 2021.

# MEDIC
# FIRST RESPONDERS.

When an emergency 999 call is made, the pace at which qualified medical professionals arrive on the scene can be pivotal. In some cases, it can be the difference between survival and a fatality.

That's where LIVES Medic Responders come in. They're trained doctors, nurses and paramedics, but beyond that, they also give up their time for free to respond for LIVES. Because for people like them, the dedication to saving life doesn't end when their shift does. Since the 1970s, volunteer medics have been bringing their skills to medical emergencies across the county, often brining more skills or experience than those possessed by a regular ambulance crew.

All our Medic First Responders are fully supported by LIVES. We provide them with specialist equipment and access to advanced training so they can further their skills. Everything needed to perform complex medical procedures, wherever and whenever they're called upon, including:

- Leading a cardiac arrest team, coordinating bystanders and healthcare professionals during a cardiac arrest.
- Providing pain relief such as morphine to patients who have suffered traumatic injuries.
- Travelling on the ambulance with the patient to hospital to enable treatments to continue enroute.

During 2020/21, our 29 LIVES Medics attended 219 jobs. This is a reduction on previous years and recognizes that many were very busy in their usual NHS jobs due to the pressures of the Covid-19 pandemic. For this reason, we suspended the requirements of the Medic Responder Deal and revalidation to ensure that no LIVES Medic was under excessive pressure to fulfil their volunteer role. We are very happy to see many of these volunteers returning to responding activities as the pressures of the pandemic ease.

Recruitment of new Medic Responders has been paused during Covid-19, and in the year prior whilst the model for delivering medic response was reviewed. A recruitment event was held in May 2021, in which nine volunteer applicants were assessed and five were offered volunteer Medic Responder roles. It is anticipated that recruitment will continue with a small number of Medic Responders joining the organisation each year, ensuring that each can be supported to develop their skills. Regardless of a medic's background, responding to an emergency in your community can be quite different from your usual work environment. This is why education and training remain important. Not all Medic Responders want to progress to delivering critical care, but for those that do, there is a defined pathway of education and experience to do so.

# CRITICAL
# CARE RESPONDERS.

Imagine the worst medical scenario you can. Now imagine it happening without warning. You're miles from a critical care facility. Your condition is on the brink of significantly worsening if you don't receive urgent medical attention. You're way beyond being helped by a paramedic. There's no time to transport you to hospital. Life-saving intervention is needed. It's needed now. This is a reality for the patients our Critical Care Responders attend to every day.

Our highly qualified volunteer Critical Care Responders specialise in delivering rapid, advanced treatments, often in locations which are miles away from the hospital facilities that the patient needs. For the people they give up their time to save lives through their selfless work with LIVES, they are literally a lifeline.

- Providing sedation at the roadside to straighten a badly broken leg and restore blood flow to the limb.
- Putting a critically injured or ill patient into a medically induced coma to manage their breathing and protect their brain from further damage.
- Undertake life-saving surgical procedures in the community such as opening a chest to stop bleeding after a stabbing.

**During 2020/21, the team attended 763 jobs.**

**29**
**EMERGENCY ANAESTHETICS DELIVERED**



**103**
**PATIENT ESCORTS OR ON 13.5% OF ALL JOBS**



**51**
**SURGICAL PROCEDURES UNDERTAKEN**



**76**
**SEDATIONS ADMINISTERED**



In 2019, LIVES began differentiating between the skillset of our volunteer Medic First Responders and our Critical Care Responders who deliver the very highest levels of pre-hospital interventions. In 2021, we have 19 volunteer responders performing at this level, delivering life-saving medical and surgical interventions that give patients the very best opportunity to arrive at hospital and onto recovery.

During 2020/21, the team attended 763 jobs. They undertook 51 surgical procedures, 76 sedations and administered 29 pre-hospital emergency anaesthetics. They travelled to hospital with the patient on the attending ambulance 103 times, or on 13.5% of all jobs to ensure that the patient received the best ongoing care.

We have recognised that the model of a single Critical Care Responder with equipment in their car and responding to emergencies alone does not appeal to all potential Critical Care Responders. Some of whom would prefer to work in a team, on a shift or from a central location. Therefore in 2021, we will be launching a LIVES Critical Care Car to serve the communities of the Lincolnshire Coast. These patients are often the furthest from the hospital facilities that they need in an emergency. The coastal area is a challenging area for recruiting medical staff and LIVES Critical Care Responders often travel extended distances from their homes or places of work to attend jobs along the East Coast. Locating a Critical Care Car and crew directly within the community will provide more timely and skilled response to those patients that need it the most.

The Critical Care Car will be staffed with a Doctor and Paramedic crew, who will work defined shifts and will carry extended capabilities including blood products. It will also provide an education platform to allow Medic First Responders who aspire to deliver critical care to develop experience and skills in an appropriately mentored environment.







# COMMUNITY EMERGENCY **MEDICINE SERVICE.**

Community Emergency Medicine (CEMS) is a service that's entirely unique to Lincolnshire and its residents. This is rapid response with a difference. The CEMS team are equipped, empowered and ready to alleviate the pressure on the hospital system through a unique blend of skills, diagnostics and decision-making ability.

CEMS offers something quite extraordinary. Where there is a medical need, we have the experience and equipment on-board our three CEMS response vehicles, to bring specialist medical procedures to the patient. We provide enhanced care, over and above the care accessed at a GP surgery, including blood testing and ultrasound at the scene. Right there and then, everything is sorted and the need for the patient to enter the healthcare system is minimised. Imagine the positive impact that makes on the individual and on NHS resources.

Unlike many of our other response teams, our CEMS Clinicians are not volunteers, they're all paid medical professionals. They're empowered by LIVES to make a judgement call as to which call-outs they attend, based on clinical need and the direct benefit to both the patient and the health service as a whole.

"

**Seeing the relief on the faces of the patients and their families when I arrive is so rewarding and that's what drives me to respond.**

We have three highly equipped response vehicles, ready and waiting. CEMS is supported solely by qualified medical specialists and experienced clinicians, including doctors, paramedics, and nurses.

The specialist skills within the CEMS team mean they can carry out many procedures, that often an ambulance crew cannot. This could be anything from stitching and treating a serious wound to diagnosing and treating complex diabetic emergencies in the patients' own home for example - removing the strain on A&E and freeing it up to focus on other emergencies. In short, CEMS facilitates optimum discharge on scene and tries to circumvent the need for a patient to attend hospital/A&E. It significantly alleviates workloads elsewhere in the health system.

The CEMS team is committed to:

- Bringing focused value to a medical emergency situation.
- Delivering mobile expertise and innovation right where it's needed
- Combining leading edge medical treatment with award winning tech innovation to radically improve patient outcomes.

2020/21 was the first full year of operation for the CEMS team. Much of the year was spent in establishing the service, recruiting staff and implementing working practices. The team were also faced with many challenges as a result of the ongoing Covid-19 pandemic.

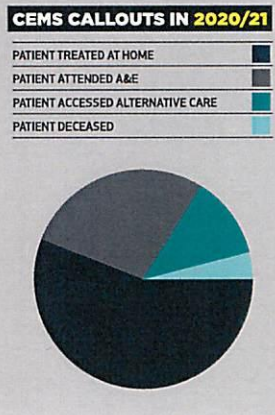
Twenty-nine CEMS medics were recruited to the team, specialising in a variety of disciplines and across a wide range of working patterns, from full-time to casual. Recruitment is ongoing during 2021/22, particularly to Doctor and Associate posts.

IT systems have been implemented throughout the charity, including access to GP and Ambulance Service records, ensuring the CEMS team have access to appropriate patient and activity data, as well as facilitating effective communication with other healthcare professionals.

During 2020/21, the CEMS team were called to 2,437 patients, with 56.12% of those patients remaining at home with no further treatment during this episode. 28.63% patients attended A&E, whilst 11.65% accessed another care pathway or service. 3.51% were deceased during the episode of care.



**CEMS CALLOUTS IN 2020/21**



# **FALLS**
# RESPONSE UNIT.

For many senior members living alone in our community, something as simple as a fall, could be the beginning of a horrific ordeal. Imagine a scenario: Someone you love falls at home. They're in an awkward position, or simply don't have the strength to get up. They're immobilised. They feel vulnerable, disorientated and scared.

The LIVES' Falls Response Unit meets a fundamental need for older members of society who suffer a debilitating injury at home; to know someone is there. We're on call to get to those low injury, yet potentially life changing events fast. We're there to ensure our elderly residents are never left alone for a second longer than necessary, following a fall that leaves them incapacitated.

When an elderly person falls, their needs potentially go way beyond treatment of an initial injury. That's why, when the call comes in, one of our experienced Falls Responders will be on the scene quickly, to:

- Conduct an initial patient assessment and help to remobilise.
- Provide early treatment to avoid permanent damage.
- Determine clinical need and refer for appropriate treatment.
- Undertake a 'frailty assessment', to determine if occupational health interventions are required and arrange short term care packages, where appropriate.
- Look beyond the initial 999 call made, take time to identify any social care concerns and try to make sure preventative measures are in place to minimise the chance of them falling again in the future.

The Falls Response team are there to meet an immediate medical emergency need, but they're also there to meet a human need too. Maybe that's as simple as popping the kettle on once the patient is comfortable and sitting with them for a while. Maybe it's providing practical help, such as moving their bed to ensure they have an accessible place to rest and recover. That's the 'Falls Response Unit.' That's what we do.




> **For many senior members living alone in our community, something as simple as a fall, could be the beginning of a horrific ordeal.**

The Falls Response Unit has been a pilot project in conjunction with partners since December 2018. In April 2021, we were pleased to confirm that it has been co-commissioned as a service by Lincolnshire County Council and NHS Lincolnshire. This support allows us to permanently recruit specialist Falls Responders to the team and to provide them with bespoke vehicles and equipment to support them to undertake the role most effectively. The team carries a range of equipment for manual handling of people, and additional skills such as the ability to take an ECG or deliver pain relief to a patient who has suffered injury.

A full dataset for the Falls Response Unit is not available due to the transition of commissioning. However, from August 2020 to year end, the Unit has attended 1,538 patients, an average of 6.74 patients per day. Of these, 54% have remained at home following their 999 call. Further developments of the service are planned, including increased wound assessment skills and integration with other falls and frailty related services across the county.

# RESPONDING **DURING COVID-19.**

**For responding activity, 2020/21 has been the most challenging year that LIVES has faced. Planning for responding to the Covid-19 pandemic began in early February 2020, with a review of the business continuity plan to ensure that it would meet the challenges that we anticipated.**

We sincerely thank all our staff and volunteers who have remained dedicated and flexible during the pandemic. They have all dealt with their own challenges and concerns and we are extremely grateful for the time and commitment that they have shown to their communities and to the charity.



An initial challenge that was shared across the health sector was securing supplies of personal protective equipment (PPE) to allow responders to continue to deliver safe care for both themselves and patients. We were grateful to several donors and business supporters who helped us to secure immediate stocks of equipment until usual supply chains were able to meet the demand. Furthermore, we had to train hundreds of responders to safely put on and remove new PPE, and to change responding practice in accordance with guidelines from Public Health England and other bodies. This was done through the rapid deployment of an e-Learning package and the training of operations staff as specialist fitters for Level 3 PPE.

Despite these efforts, volunteer responding activity was paused for a seven-day period during April 2020, a decision that was taken in the interests of responder and patient safety but is unparalleled in LIVES history. CEMS and Falls Response continued to respond throughout the period with no significant pandemic-related disruption to service availability.

Support activities were suspended including monthly face-to-face training sessions for all Emergency First Responders. We also suspended our 'buddying up' system, in which responders attend jobs in pairs. These suspensions had a significant impact on responder activity and confidence. This was reflected in the decline of job numbers we attended in the year.

# THE COMMUNITIES **WE SERVE.**

LIVES exists because our county is rural, the infrastructure is sparse, and yet our people suffer the same medical and traumatic emergencies every day as those living in cities or urban areas. We believe that no one in our county should suffer poorer outcomes from a medical emergency because they live or work far from the healthcare facilities they need.

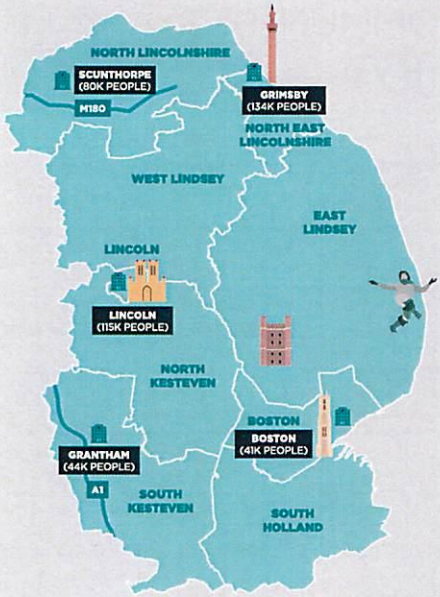
LIVES is a Lincolnshire charity. We operate over the historical area of Greater Lincolnshire, an area that extends from the Humber to the Wash and covers an area of 7,000 square kilometres or 2,700 sq. miles.

The area is largely rural and is sparsely populated, with an average of 150 people per sq. km compared with 411 per sq. km across England. In the most sparsely populated district of East Lindsey there are only 80 people per sq. km. Rural areas make up 95% of the land area of Lincolnshire.

We have one city, Lincoln, and around 30 market towns and coastal resorts with a fairly even distribution of villages across the area. Our largest centres of population are Lincoln (115,000), Grimsby (134,000), Scunthorpe (80,000), Grantham (44,000), and Boston (41,000).

In total the area covered by LIVES has just over 1 million residents. Approximately 90,000 people live in areas in the top 10 per cent most deprived in the country. Almost 25 per cent of our population are aged over 65 and this is predicted to grow further in coming years. The transport infrastructure in Lincolnshire is notably sparse, with the only motorway connection being the M180 into the north of the area. The A1 runs along the western edge of the county and facilitates access to the north and south. In total there are 850 miles of A roads that connect the main service centres of the Greater Lincolnshire area.






Our health system is complex, with multiple NHS trusts and commissioning groups and all subject to the challenges of funding. Lincolnshire is typical of many rural settings where 80% of rural residents live within 4km of a GP surgery, compared with 98% of the urban population, and only 55% of rural households, compared to 97% of urban households, are within 8km of a hospital.

The north and northeast of the county are served by hospital sites at Grimsby and Scunthorpe, with the remainder of the county accessing hospital facilities in Lincoln, Boston and Grantham. There is no Major Trauma Centre in Lincolnshire and our most ill or injured patients will often need to travel out of county to receive emergency care and treatment.

The Lincolnshire division of East Midlands Ambulance Service covers the same area as LIVES. The geography and infrastructure of the Greater Lincolnshire area creates challenges for delivering a timely and skilled response to medical emergencies. LIVES exists to help address these challenges.

## FATHER OF GIRL INJURED IN LOUTH HIT-AND-RUN PRAISIES LIVES VOLUNTEERS

**On 6th January 2020, Gary's twelve-year-old daughter Izzy was hit while on her way home from school by a vehicle that made no attempt to stop after the incident. Despite numerous injuries, she managed to make her way home.**

Once Izzy arrived home, Gary immediately called 999 and two LIVES Community First Responders were dispatched, arriving at Gary's house minutes later.

Rich and Liz, the two LIVES Community First Responders who attended Izzy, were initially confused when they arrived on scene, Liz said: "We knew we were going to a road traffic collision incident, so we didn't know what to expect when we arrived at a residential address."

Rich said: "As we didn't arrive at the scene of the incident, it can be difficult to comprehend what has actually happened as there is no scene to assess. We initially tried to understand exactly what had happened so we could assess the patient's injuries.

"My main concern was the injury to her head, but our years of training has also given us an understanding that children compensate a lot for their injuries and illnesses; the worry that she could also become more severely unwell had to stay in the back of my mind, luckily she didn't."

Rich and Liz spoke to Izzy and helped calm and reassure her, before assessing and treating her multiple injuries. The ambulance service arrived later and transferred Izzy to hospital. Gary's daughter is now recovering well, despite serious injuries including losing her front teeth, cuts and swelling to her forehead.

In a news article, published by the local press, Gary expressed how Rich and Liz acted "impeccably" while treating his daughter, and did everything they could to help reassure her and the rest of the family. "The level of care we received made the fact that they are volunteers even more unbelievable. We hope that most people will never need to see them in action, but we are relieved that if you do indeed need them, you will be in safe hands." He adds.

"We don't often receive praise, but we don't do this for the glory, we do this to help our community" Liz said.

"We hardly ever find out what happens to the patients we see a er handing over to the ambulance service so it was nice to know the outcome as Gary kept updating social media and we knew how his daughter was recovering.

"Although it was a horrible incident to attend, especially for Gary and his family, it's nice to know some positivity has come out of it and Izzy is recovering well." she added.



# SHARING OUR SKILLS
# LIVES EDUCATION.

**Every year, there are around 30,000 out of hospital cardiac arrests across the UK, but sadly less than 1 in 10 people survive. For every minute defibrillation is delayed, the chances of survival fall by approximately 10%. (Resuscitation Council UK, 2015).**

The rurality of Lincolnshire means that achieving early defibrillation needs public involvement. This is where minutes really do matter.

A population widely trained in CPR has the potential to double survival rates. Evidence from other countries suggests that providing training in CPR to members of the public has a significant impact and improves patient outcomes for those who suffer a cardiac arrest.

Training in CPR and how to use a defibrillator has been included in the school curriculum in Scandinavian countries such as Norway and Denmark for over 10 years and has been a steady improvement in patient outcomes (Global Resuscitation Alliance, 2018).

Therefore, knowing how to deliver safe and effective CPR is a basic skill that can save lives and one which is already taught to school-aged children in many parts of the world.

At LIVES, we believe that every young person in Lincolnshire should have the opportunity to learn life-saving skills before they leave school. In 2019/20, we launched our schools partnership programme to enable every school in Lincolnshire to access this life-saving education for their students. Sadly, the closure of schools and restrictions on social gatherings during 2020/21 have severely limited our ability to deliver this life-saving education. However, we have seen a resumption of activity during 2021 with more than 30 schools accessing the programme in the early part of the year and we look forward to a busy autumn delivering this life-saving education programme.

We also know that learning doesn't finish when you leave school. In a normal year, LIVES would deliver an extensive community education programme to teach life-saving CPR in sports clubs, faith groups and other organisations, as well as at community events throughout the year. However, the Covid-19 pandemic has restricted gatherings of people, and no community CPR has been taught during the 2020/21 year.

We look forward to resuming these vital community education activities in 2021/22.

# TOWARDS EXCELLENCE
# CLINICAL GOVERNANCE.

The quality of care that we deliver is fundamentally important to all at LIVES. Quality is embedded in everything we do at LIVES. Our core activity is training and equipping people with both the skills to make a difference and the confidence to use them.

We are proud of our governance systems that are robust and allow us to evaluate and evidence the high standards that we set for ourselves and to put things right quickly where change is needed.

Many people are unclear about what a Clinical Governance system is and there are numerous definitions, but that which we prefer in LIVES is "a system through which organisations are accountable for continuously improving the quality of their services and safeguarding high standards of care by creating an environment in which clinical excellence will flourish"

There are eight pillars on our clinical governance framework.

1. **OPENNESS** – being transparent and honest with casualties, their families and their representatives about the standard and type of care they receive and delivering a Duty of Candour when things do not go right

2. **CLINICAL EFFECTIVENESS** – basing all activity on evidence that supports that the activity being delivered is safe, effective and meets the needs of the individual receiving care

3. **CLINICAL AUDIT** – reviewing a percentage sample of activity to measure against key performance indicators. Also includes the review of significant events to ensure that lessons learnt to improve the healthcare provision are identified and disseminated within the organisation

4. **RESEARCH AND DEVELOPMENT** – Where possible, looking at the healthcare that is delivered to evidence concepts, trial new clinical activities and give opportunity for academic research to underpin further developments. Often involves collaboration with academic healthcare organisations and educational establishments

5 **EDUCATION, TRAINING AND CONTINUING PROFESSIONAL DEVELOPMENT** – ensuring that the standards that are defined to achieve Clinical Effectiveness

7 **INFORMATION MANAGEMENT** – ensuring that any clinical records of care are comprehensive, accurate and kept safely in line with GDPR principles and Medical Records Act

6 **RISK MANAGEMENT** – understanding, classifying and mitigating the risks that are associated with the delivery of healthcare, or indeed the risks of not delivering healthcare that should be

8 **PATIENT AND CARER EXPERIENCE AND INVOLVEMENT** – ensuring feedback is sought from persons who come into contact with the service as patients and that learning is shared across the organisation

## CARE QUALITY COMMISSION

LIVES has been registered as a health care provider with the CQC since August 2011 for the delivery of transport services, triage and medical advice provided remotely, and for treatment of disease, disorder or injury. In recognition of the expansion of both our skillset and available technologies, we expanded our registration in 2020 to include surgical procedures and diagnostic and screening procedures.

LIVES was most recently inspected by the CQC in January 2018 with the inspection focused on the provision of services using our ambulance, both patient transport and event first aid provision.

The report was very positive, identifying areas of good and outstanding practice and with no recommendations or actions.

During 2020/21 LIVES undertook several conversations with the CQC under the transitional monitoring arrangements as CQC visits were suspended due to Covid-19. No concerns about our governance or compliance were raised during these discussions.

LIVES values our CQC registration highly and continue to adhere to the standards required to ensure we remain compliant.

# WORKING WITH OTHERS **THE IMPORTANCE OF PARTNERSHIPS.**

Partnership is key to LIVES delivery of services to the communities that we serve. We have several partners when delivering both an emergency response and skills to our communities, as well as in advancing the cause of pre-hospital emergency medicine nationally.

LIVES works in close partnership with East Midlands Ambulance Service NHS Trust (EMAS). This partnership is key to the deployment of LIVES responders to medical emergencies across the county. LIVES responds to patients at the invitation of EMAS and volunteers are deployed by a dedicated team of dispatchers within the EMAS control room. Co-operation between EMAS crews and LIVES teams on the frontline is overwhelmingly positive and contributes to improved experience and outcomes for patients. The relationship between the organisations is governed by a service level agreement, which was renewed in 2020 for a further three-year term.

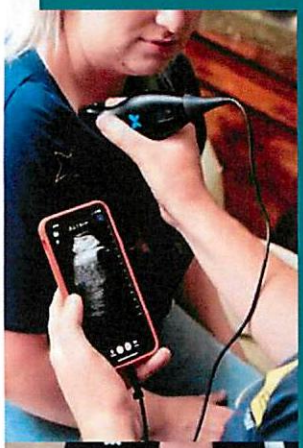
LIVES has worked in formal partnership with Lincolnshire Fire and Rescue (LFR) since the start of the Community First Responder Scheme in 1999 and has cooperated at the scene of incidents since our inception in 1970. LFR volunteer firefighters are trained as co-responders and attend medical emergencies in their communities under the training and clinical governance structure provided by LIVES. These co-responders make a significant contribution both to the charity and to their communities and we thank them for their dedication and commitment.

We look forward to working more closely with LFR into the future as we prepare to deliver trauma training to all Lincolnshire fire crews, and to clinically govern all LFR medical activity following the award of a contract for these services in 2021.

We welcome new partnerships and are proud to have further developed our relationship with the University of Lincoln (UOL). This has culminated in the signing of a Memorandum of Understanding between LIVES and UOL in 2021. We look forward to collaborating with UOL to deliver post-graduate qualifications, facilitate placements for students across the Medical School and the School of Health and Care, and collaborating on research to further the development of pre-hospital emergency medicine.

We are also delighted to continue developing our involvement with the National Centre for Rural Health and Care, and were particularly proud to be invited to give evidence to the Rural Health and Care Parliamentary Inquiry in December 2020. LIVES is a charity responding to the needs of our rural communities and it was an honour to be able to share learning from our operating model with the Inquiry.

## USING TECHNOLOGY TO ACHIEVE OUR AIMS.






The use of technology has become increasingly important to all aspects of LIVES activity, including the delivery of education programmes, the use of equipment for diagnostics and treatment of patients in the field, to the maintenance of patient records and communications with LIVES members. The Covid-19 pandemic made it necessary to accelerate technology investments through 2020/21 to ensure the ongoing operation of the organisation. This included investment in laptops for all operational staff, migration to Microsoft 365 to support remote and collaborative working, and the deployment of an online learning platform.

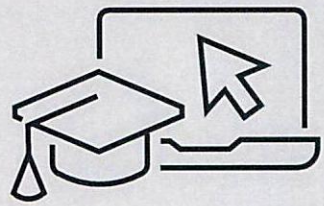
Technology has driven advances in clinical care delivered to patients. CEMS teams routinely use handheld ultrasound scanners and point of care blood testing technology to inform clinical decision making. During 2020, LIVES established a defibrillator replacement programme which will result in all defibrillators and advanced life support monitors being renewed to the Zoll platform. All devices are wireless enabled which allows us to capture real-time rescue data for sharing with clinicians in the patient's onward journey, and for review and audit with the attending responders to ensure the best quality clinical care.

In April 2021, LIVES implemented an online inventory management system to track the usage of medical equipment, consumables and drugs across the organisation. There are benefits in both cost saving through the more effective use of consumables and quality through the more robust and timely management of equipment or consumable recalls when advised by regulators. This system will be embedded in our operations from headquarters during the first half of 2021, before being rolled out to voluntary responders at district level.




## LIVES ACADEMY

**LIVES Academy is an e-learning platform that allows responders to access online learning content from wherever they may be. It also allows the sharing of webinars, podcasts etc and the tracking of learning outcomes and compliance. Although it was hastily implemented due to Covid-19 restrictions, it has proven a valuable platform for education and will be developed further in the coming years.**



# THANK YOU

**Volunteers are at the core of LIVES and without their skills, enthusiasm and dedication we could not provide life-saving care to the people of Lincolnshire**



We are sincerely grateful for the enormous contribution that these extraordinary people make to the care provided to people suffering a medical emergency in our county.

We depend on the generosity of our donor and supporters for providing vital funds to allow us to carry out our life-saving work. We thank each of them for their support. We hope you never need us, but the generosity of our supporters allows us to be there for so many people in Lincolnshire every year.

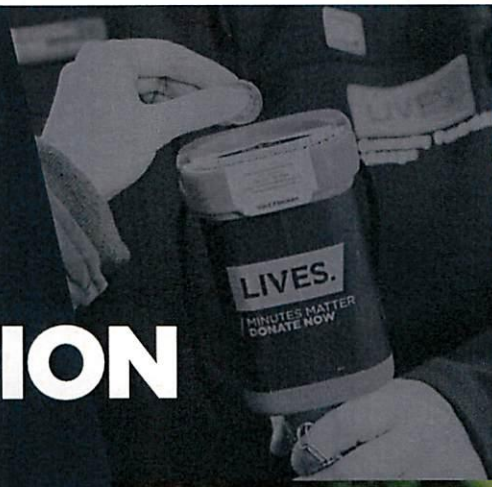
Our staff underpin the charity and allow our responders of all kinds to deliver care to patients in need. We thank each of them, be they clinical, education or support, for the extraordinary contribution they have made in the most trying of circumstances this year.








# OUR INCOME GENERATION









**This year has undoubtedly been one of the most challenging for income generation in the history of the charity**

2020 was the year of our 50th anniversary and a full year of celebrations and fundraising was planned to both recognise the contribution of our people and to generate income. The pandemic affected almost all of these and created a challenging environment for fundraising and income generation.

We are immensely proud that in these challenging circumstances, the Fundraising Team turned their hand to new income generating endeavours including virtual challenges, increased grants and trusts, and statutory giving income streams significantly.

Our total income was £3.15million compared with £2.48million in 2019/20, which represents an increase of 26.6%. The growth in income can be attributed to the expansion of the Community Emergency Medicine service which is commissioned by NHS Lincolnshire. Fundraising income remained steady over the year. This amazing achievement is only possible due to the generosity and commitment of our fantastic supporters to whom we are so very grateful.

# RAISING **FUNDS.**

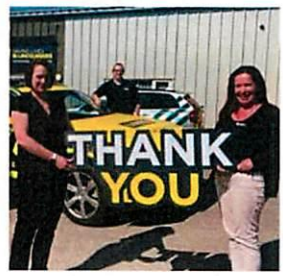
## COMMUNITY FUNDRAISING

Community Fundraising is an important income stream that both generates donations and raises the profile of the charity. However, during 2020/21 all community events have been cancelled. This has been frustrating for the Fundraising Team and we look forward to being back out in our communities at events, giving talks and teaching lifesaving CPR skills during 2021.

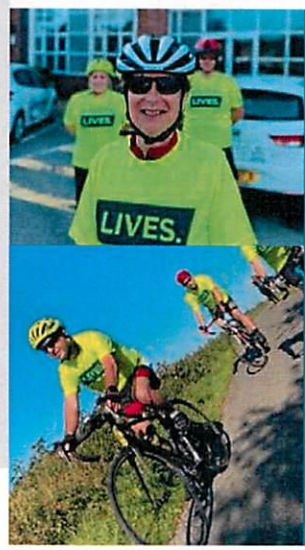
There was one bright spark in our events calendar in July. We were delighted to work with Doddington Hall to provide an evening tour of their famous sculpture trail for our responders and supporters to celebrate our 50th year. More than 200 people joined us for a summer evening and we were proud to take the opportunity to showcase our new CEMS response vehicles.




The Rotary Club of Skegness awarded LIVES £33,320 in 2021. The club have a long-standing partnership with LIVES, having previously worked on a community defibrillator project, purchasing and placing 25 lifesaving community access defibrillators in the Skegness area. This recent donation has allowed LIVES to fund a number of items that will allow us to reach more people. From educational tools that will teach lifesaving skills in our schools programme, to purchasing new technology to improve our training courses for our volunteers, every penny will help make a real difference. We are immensely grateful to The Rotary Club of Skegness and all community groups for their ongoing support through the year.




Our fundraising volunteers are crucial to the delivery of our fundraising activities and provide support across a range of activities in the community such as servicing our collection boxes, talking to local schools and community groups in order to raise the profile of the charity, attending local shows and events to support our stands. We know that many of these volunteers have been disappointed to be unable to take part in fundraising activities this year. We are immensely grateful for their ongoing support and look forward to seeing them again in 2021.



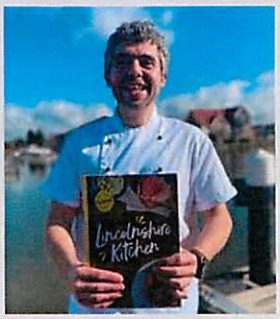

## CHALLENGE EVENTS

Many of our supporters like a sense of achievement whilst raising funds for LIVES. Providing a range of challenges has become an important mechanism to acquire new donors, whilst inspiring our existing database. This is still a new income stream for LIVES and one that we hope will grow in the coming years. However, with COVID restrictions leading to the cancellation or postponement of all mass gatherings, all challenges planned for 2020/21 could not take place.

To bridge this gap 'virtual' or online events had been provided, allowing individuals or teams to still take part in several challenges including a '51 miles in May' and the 'Tour de Europe' online events. This new approach saw some real appetite for cycling challenges and something the fundraising team are building upon going forward.

## LOCAL BUSINESS SUPPORTERS

2020/21 has been a difficult year for many businesses and this has had an impact on our ability to work with local business supporters. We value and continue to nurture our relationships with many local businesses and organisations to raise awareness of our services. Unfortunately, many plans for 2020/21 were curtailed by the COVID pandemic but we look forward to rescheduling these in 2021.




One highlight in the fundraising year was the new corporate relationships built through our Lincolnshire Kitchen Cookbook project. LIVES worked with 20 Lincolnshire businesses such as Belvoir Fruit Farms, Fairburns Eggs and Bottomley Distillers to showcasing their produce and skills in a high-quality cookbook. We thank all of those who supported the project and particularly chef Darren Rogan who cooked every one of the recipes that feature in the book.

We were very grateful to be chosen by Lincolnshire Co-op as the beneficiary of their county-wide Community Champions programme. Their donation of £35,359 (rrecognised in April 2021 management accounts) was a significant contribution towards our fundraising over the winter period.

We particularly thank those very generous businesses who donated personal protective equipment (PPE) during the early days of the coronavirus pandemic, which allowed our responders to safely respond to emergencies. Your generosity, enthusiasm and commitment has been very much appreciated.

## FRIENDS OF LIVES REGULAR GIVING PROGRAMME

In 2018, LIVES launched a regular giving programme, Friends of LIVES. Almost all donor acquisition is done face-to-face in community venues and has proved popular with donors and supporters. Development of the programme been curtailed by the pandemic with all activity suspended from March 2020. During this time, subscriber numbers fell by 18% as we were unable to recruit new Friends. However, income continued to grow based on donors signed up prior to suspension of the programme, with income rising from £72,679 to £96,828, an increase of 33.2%.

We have previously used the services of professional fundraisers to recruit Friends of LIVES members. However, this year we were informed that they were closing the business and would not resume trading after the pandemic. We are planning to restart the programme in 2021 and will be recruiting a Regular Giving Manager to deliver the programme in-house.

## GRANTS AND TRUSTS

During 2020/21, we have continued to build on the grants and trusts programme that we launched in 2018/19. We have identified grant funders who have an interest in our work and are extremely grateful to those who have supported our charity this year. Grant income for 2020/21 more than tripled, an increase from £57,138 in 2019/20 to £173,799 in 2020/21. This income stream now represents 5.5% of total income generated.

Their funding has helped us to continue to respond during the pandemic, supported the provision of life-saving training, equipment and supplies to responder groups, and supported the development of an e-learning platform to continue to deliver education to responders when responders were unable to train face-to-face.

Our sincere thanks go to the following organisations for their generous support:

**Anglian Water Positive Difference Fund**
**British Association of Immediate Care**
**Ecclesiastical Movement For Good**
**Groundwork UK - Tesco bags for Help**
**Julia and Hans Rausing Trust**
**Len Pick Trust**
**Medlock Charitable Trust**
**Moy Park Ltd, Grantham**
**RES Wind Farm Holdings Ltd**
**Souter Charitable Trust**
**The Gilbert Lane Trust**
**The Grange Wind Farm Community Fund**
**Voctech**
**Western Power Distribution**
**Worth Waynflete Foundation**

## LEGACIES

We are immensely grateful to those donors who have been generous enough to remember LIVES in their will and are very thankful for the contribution that they make to our charitable work.

Historically legacies have formed a very small income stream for the charity. Although we have started to see some growth in this income stream in recent years, it remains a relatively small and unpredictable contributor at 3.6% of total income for 2020/21.

Over the last two years, we began to promote LIVES as a potential beneficiary of legacy donations. This is a new area for the charity and we understand it will be many years before we see the benefits.

## COMMUNITY ENGAGEMENT AND SHARING OUR SKILLS

Every year there are around 30,000 out of hospital cardiac arrests across the UK. Sadly, less than 1 in 10 people survive. For every minute defibrillation is delayed, the chances of survival fall by approximately 10%. (Resuscitation Council UK, 2015) The rurality of Lincolnshire means that achieving early defibrillation needs public involvement, this is where minutes really do matter.

A population widely trained in CPR has the potential to double survival rates. Evidence from other countries suggests that providing training in CPR to members of the public makes a significant impact and improves patient outcomes for those who suffer a cardiac arrest. Training in CPR and how to use a defibrillator has been included in the school curriculum in Scandinavian countries such as Norway and Denmark for over 10 years and there has been a steady improvement in patient outcomes (Global Resuscitation Alliance, 2018).

Knowing how to deliver safe and effective CPR is a basic skill that can save lives and one which is already taught to school-aged children in many parts of the world.

At LIVES we believe that every young person in Lincolnshire should have the opportunity to learn life-saving skills before they leave school. In 2019/20, we launched our schools partnership programme to enable every school in Lincolnshire to access this life-saving education for their students. We have been unable to work with schools during the pandemic restrictions of 2020 but have restarted this activity in 2021 and look forward to continuing this vitally important work.

We know that learning doesn't finish when you leave school. We continue to work with community groups, sports clubs, faith groups and other organisations, as well as at community events to give every person who lives in Lincolnshire the opportunity to learn life-saving skills. The pandemic has curtailed our community CPR training during 2020/21 and we are hopeful of resuming activity during 2021. An evaluation of earlier programmes found that 85% of those who took part in a community training session reported that their confidence in performing CPR had improved following the training. Furthermore, 8% reported that they had actively used their CPR training, either in a medical emergency or to show others what do to.




# MARKETING AND COMMUNICATIONS

**Sharing the story of our LIVES responders and their activity is an important part of raising the profile of LIVES across the county and encouraging communities to support our work.**

## WEBSITE

LIVES has undergone significant growth in the last two years and a review of our communications strategy in 2020 identified that the website needed significant work to ensure it reflected the activity of the charity. Website donations have become a significant income stream and mechanism for driving traffic to the site, with almost £24,000 taken through the website in the past year. In order to ensure that the site covers all LIVES services and has the required functionality, the decision was taken to build a new bespoke website would be the best to tell the LIVES story. Designers and developers have been instructed and all website copy has been rewritten to ensure a consistent professional message regardless of the reason someone may be visiting the site. The new website will be launched in late 2021.

## SOCIAL MEDIA

Social media remains a key focus of our brand awareness and fundraising growth through 2020/21. Each social media channel – Facebook, Twitter, Instagram and LinkedIn - has grown in both number of followers and engagement since the previous year. While focusing on our organic growth, we also launched a number of new initiatives to identify and encourage new supporters. We recognise that there is now a clear age demographic of supporters for each platform that wasn't as prominent in previous years and requires us to tailor content and messaging to each audience. We also recognise that video content is increasingly needed to engage supporters on social media.

**8,278 Likes**
(11.6% increase)

**9,134 Followers**
(0.9% increase)

**1,259 Likes**
(22.5% increase)

We also saw growth on LinkedIn followers for the LIVES main page, with followers now over 450. We cannot measure growth from previous years as this has not been tracked but it is a positive sign that our corporate following is increasing. Donations through Facebook has also seen a considerable increase with £10,166 taken in 2020, almost £5,000 increase from 2019.

## TELLING OUR STORIES

**Whilst the pandemic curtailed much face-to-face activity, it did give us time to focus on proudly telling the story of our charity and our people.**

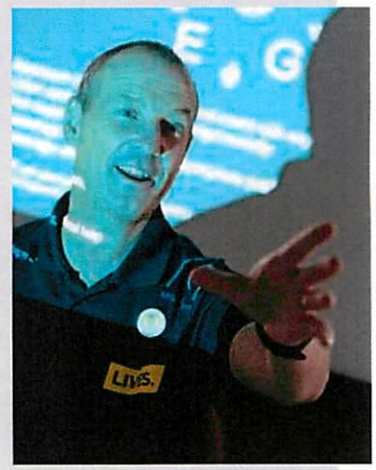
As we continued to respond to emergencies throughout the lockdowns, we were able to explain to local people via the media how we continued to operate, including less usual activity such as supporting the Lincolnshire Resilience Forum with food and medicine deliveries, and the vaccine roll out to some of the most vulnerable members of our communities in the east of our county. And we continued to tell the story of the incredible difference LIVES Responders make to 999 medical emergencies.

We have shared stories of success with local press covering Emergency First Responder, Bill Barber, who reached a milestone of 2,000 jobs, which was subsequently picked up by BBC Look North. His story and that of LIVES made lunchtime and evening news. LIVES was also featured on the front page and a double page spread of seven regional Lincolnshire newspapers in an organised campaign, giving exposure to over 300,000 Lincolnshire households.

We have also taken the opportunity during lockdown to increase our bank of case studies, speaking to supporters, responders and patients helping us support our campaigns and tell the life-saving story of LIVES.



## PROVIDING EDUCATION TO OTHERS.




**Knowledge sharing is a powerful thing. And never more so than when it equips individuals with the potential to change lives.**

LIVES provides first aid and medical training to individuals, businesses and industry across Lincolnshire and beyond. We teach people how to react in a spectrum of emergency situations. From treating a physical injury, to providing rapid interventions to an individual in a life-threatening condition or mental crisis. Training people with and without prior medical knowledge, passing on the life-saving skills we've gained over years and empowering them to be life savers too.

The provision of training has been a growing income stream for LIVES. However, all but essential delivery was halted during 2020 and income fell by 50%. We are anticipating a significant growth in this income stream in 2021/22 as businesses resume training and many catch up on training that has been missed during the 2020/21 year.

We deliver qualifications on behalf of three awarding bodies. We have delivered the Qualsafe suite of pre-hospital and first aid courses since 2016, and in 2019 added Mental Health First Aid courses to our capabilities. During 2020, we began delivering The ATACC Group range of high-fidelity pre-hospital courses. The variety of our education provision means that we can deliver training that meets the exact needs of the client or industry, underpinned by nationally recognised qualifications.

We are proud of our highly professional cohort of educators who delivery engaging, confidence-building, consistently high-quality training to every learner they encounter. We know that 2020/21 has been challenging for them and we thank them for their commitment and resilience.




# COMMUNITY **DEFIBRILLATORS.**

Early defibrillation is an important part of the Chain of Survival in cardiac arrest. LIVES supports communities to acquire community public access defibrillators (CPADs) including advising on the most appropriate device for their needs and the best location to ensure availability and access. During 2020/21, we sold 48 defibs for use in communities and businesses across Lincolnshire.

We are aware that purchasing a defibrillator is only the first step in the chain to saving a life. The defibrillator needs to be 'rescue ready' and available for use when it is needed to save a life. During 2019 we launched a defibrillator guardian service, taking responsibility for community defibrillators and ensuring they are checked and ready to be used at any time. During 2020/21, we signed nine new service level agreements to manage 41 community defibrillators across the county.

The Circuit is the national defibrillator network which connects defibrillators to ambulance services across the UK so that in those crucial moments after a cardiac arrest, they can be accessed quickly to help save lives. The Circuit provides a map showing where all defibs are located. During 2020/21, LIVES have been encouraging customers to register their community defibrillator on The Circuit to ensure it is accessible. We now have 231 defibs registered on The Circuit, with LIVES being the guardian of 41 of these. During the year we have transferred a further 51 defibrillators to a local guardian, with 190 awaiting transfer during the coming year. This is an important national initiative that we are happy to support.

# CLINICAL GOVERNANCE **CONSULTANCY.**

Any organisation or individual providing care above the level of First Aid at Work, is required to have a pre-established governance framework, with the aim of ensuring certain standards are kept to, while continually improving the quality of care they provide. **In essence, this means the right medical action, taken by the right person, at the right time.**

LIVES is a CQC-registered organisation. That means we have proven expertise in designing and embedding a robust Clinical Governance framework within our own pre-hospital emergency response services. We know what it takes to meet the required standards and we're able to share our knowledge with others. We work with clients to create Clinical Governance frameworks for companies, organisations, and individuals that give them the know-how to provide high-quality care.

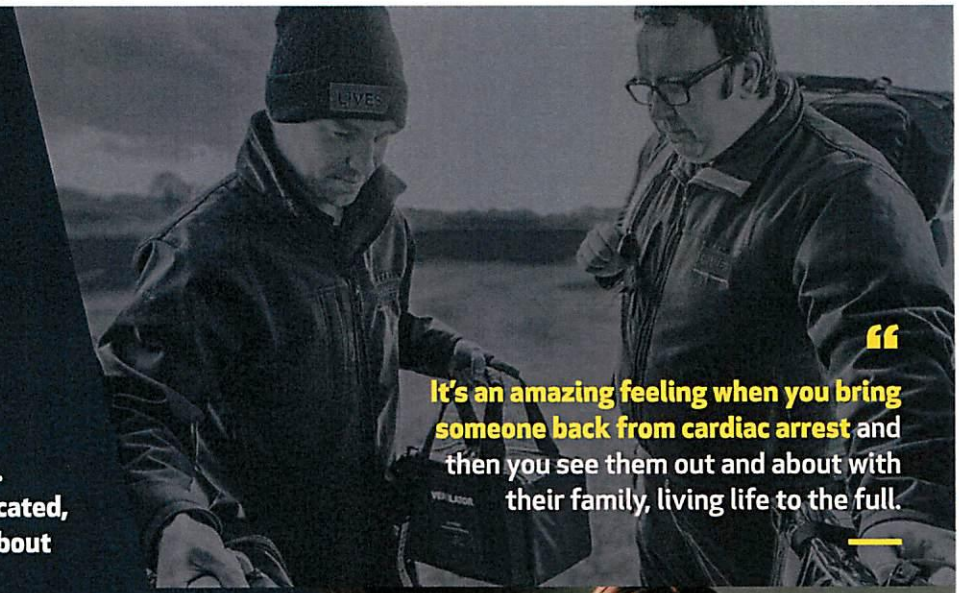
Over the last three years, LIVES has created a small income stream from sharing our knowledge of clinical governance systems with businesses who need to be able to provide assurance that they are operating a safe clinical system.

We are deliberately growing this income in a slow, controlled fashion, mindful of ensuring that we are working with clients who share our commitment to delivering quality care to patients. We currently have six clinical governance clients and envisage this growing slowly over the coming years.

> "**Nothing is ever unachievable.** LIVES has always seen my potential and supported me to drive forward.

# OUR PEOPLE

**LIVES is nothing without our people. LIVES people are unswervingly dedicated, committed professionals who care about their communities and patients**



> **It's an amazing feeling when you bring someone back from cardiac arrest** and then you see them out and about with their family, living life to the full.




Volunteer does not mean amateur. LIVES responders commit to developing the skills and confidence to deliver the very best care to patients every time.

LIVES people take many roles. They may be volunteers responding in their communities and supporting their local district, clinicians on our CEMS team or responders on our Falls teams, trainers delivering education programmes across the charity, fundraisers giving up their time to generate much needed income, or staff working in a wide variety of roles in our HQ.

Every individual is an important part of the team. It takes a team to save a life.

This year has been a challenging year for everyone involved in LIVES. The pressures of responding on the front line of medical emergencies during a pandemic have caused risk, uncertainty and fear for many. Many volunteers chose not to respond during the height of the pandemic to protect both themselves and their loved ones. We support their decision to step back from responding during this time and take a 'pause' in their LIVES activities.

# OUR **PEOPLE.**

We also recognised that many LIVES volunteers are key workers, with a significant number engaged in front line NHS roles. We recognise the pressure that these individuals were under and actively sought to not put them under further pressure to respond during this time.

We suspended the requirement for LIVES medics to complete a specified minimum number of jobs per year, and we delayed the introduction of a minimum requirement for hours on call for community first responders during the year.

Our focus for 2021/22 is supporting these dedicated responders to regain the skills and confidence to resume their responding activity.

Our HQ team had to adapt to the challenges of working from home. A skeleton team delivering essential support services remained in HQ throughout the pandemic.

We did not furlough any individuals throughout the pandemic and we did not disestablish any posts. Our clinical teams continued to deliver care to patients throughout the pandemic.

Our Sales team were re-purposed to support procurement and distribution of PPE in the early days of the response. Our Fundraising team were creative with their income generating activity and found new ways of engaging our supporters and raising our profile. Our Education team were quick to develop e-learning packages to fill some of the gaps left by the suspension of face-to-face training, and our Operations team were busy supporting responders from a distance.

We introduced a new wellbeing framework to support LIVES staff with managing their health and wellbeing, and their work-life balance. We recognise that the pandemic has created new and different pressures for members of the team and have put in place a programme to support this. Every member of the HQ team had the opportunity to undertake Mental Health Awareness training, with six mental health first aiders trained in full and a specialist mental health trainer employed by the charity. We've also introduced 'Amber Days', recognising that team members may not always be feeling 100%. These Amber Days give our staff the opportunity to flag how they're feeling whilst working from home.

## LIVES VOLUNTEER SURVEY

During December we undertook the annual LIVES Volunteer Survey. This is a chance to understand the views of our volunteers across the charity, and to understand levels of engagement with the charity.

2020 was a difficult year for many responders, both for those who have chosen to continue responding throughout the pandemic and for those who have chosen not to.

Usual mechanisms for keeping our responders in touch with the charity and engaged, such as face to face district training, was suspended. We wanted to understand the level of engagement that responders have with the charity, and how supported and confident they feel. The survey was restructured from previous years to have more focus on indicators of engagement and specific questions relating to COVID were asked.




We thank all volunteers who completed the survey for sharing their views. Actions have been taken in response to feedback including the development of new Education offerings and support mechanisms. The volunteer survey will be undertaken again in 2021 and a staff survey will be implemented.

LAG
LIVES. / ADVISORY GROUP

The LIVES Advisory Group or LAG is a vital channel for sharing information across the charity. Formed in 2019, it is a representative group of 14 LIVES members from across the county. Advisory Group members come from both medic and community first responder communities, and meet quarterly and act both as a sounding board for the Headquarters team.

They help to develop future plans, to understand the impact of the plans or projects, and as a voice for LIVES members to raise questions or concerns with the management team. Advisory Group representatives also attend each of the board committees where they have full committee member rights.

We'd like to take the opportunity to thank these dedicated people who give so freely of their time and expertise to support the charity and their responder colleagues.




# KEY MANAGEMENT **PERSONNEL.**

The management of LIVES is undertaken by our Chief Executive, Nikki Cooke supported by the LIVES Leadership Team who lead on strategic work in each of their Directorates. The team are listed below.

| | |
|---|---|
| **Chief Executive** | Nikki Cooke |
| **Medical Director** | Dr Simon Topham |
| **Head of Finance and Performance** | Stephanie Gibson (from 1st April 2020) |
| **Head of Fundraising and Communications** | Gemma Shaw |
| **Head of Operations** | Chris Cole |
| **Head of Sales** | Kirsty Raywood |

# BOARD **OF TRUSTEES.**

Our committed Board of Trustees are responsible for ensuring LIVES is effectively and properly governed and managed, and that we meet our overall purpose as a charity.

Some of our Trustees retired from their roles during this year. We thank them for their significant contribution to the charity over many years and wish them well for the future.

The Trustees who served during the year are as follows:

| | |
|---|---|
| **Chair** | Michael Adie |
| **Vice Chair** | Andrew Wilson |
| **Trustees** | Thomasin Nicholds |
| | Jonathan Teer |
| | Timothy Downing |
| | Hilary Gibb (appointed 19th July 2020) |
| | Jennifer Harper (appointed 19th July 2020 - resigned 10th May 2021) |
| | Peter Carlsson (resigned 30th April 2020) |
| | Dr Derrick Alan Sagar (resigned 30th April 2020) |
| | Dr John Benjamin Coyle (resigned 29th July 2020) |
| | Andrew Hill (resigned 31st July 2020) |
| | Dr Yvonne Owen (resigned 2nd September 2020) |

# OUR AMBITIONS **FOR THE FUTURE**

**LIVES is a forward-thinking organisation, grounded in our Lincolnshire communities and always looking for new ways to add value.**

LIVES is also outward-looking, committed to advancing the cause of pre-hospital emergency medicine, not only for the benefit of our own people but for those beyond our county borders.

We don't make change for the sake of it, but we are committed to growing to meet the needs of our communities. Our first priority is always the continuity of our core emergency response to those patients who need us most in our large rural county.

We are therefore delighted to share our plans for the coming years.



"The Community First Responders provided fantastic care for my daughter until the ambulance could arrive. **They were amazing in every way. They cared for her and relaxed her.** I was astounded to find out they were volunteers.

## CHARITY RESTRUCTURING

LIVES has grown significantly over the last five years and undertakes a broader range of activities across the charity than has previously been the case. It is also forecast that the charity will continue to grow in the coming years, both through the continued development of the education offering and through new opportunities that will arise.

Trustees have taken professional advice and reached the decision to create a trading company to undertake the trading activity of the charity. Initially this will be limited to education activity, but Trustees are minded that this may expand further as the charity grows. This subsidiary will be established during the 2020/21 year.

## PROJECT LIFESAVER

Project Lifesaver is LIVES plan to develop a purpose-built facility to provide Emergency Responders and others working and volunteering in pre-hospital emergency medicine with the very best facilities to train in.

Located in Lincolnshire, Project Lifesaver will build on the county's reputation as a model of best practice in delivering PHEM in a rural area and establish Lincolnshire as the place to train in this challenging area of medicine. Furthermore, it will advance LIVES' aim to make Lincolnshire the safest area in the UK to suffer a medical emergency, despite the challenges of the geography and a growing, ageing population.

The building will also house an operational base for LIVES clinical teams to operate from, and offices for charity staff.

The business case for Project Lifesaver was developed in 2019/20 and a funding pipeline has been identified in 2020/21. This year, project managers have been appointed and land acquistion is underway. It is hoped that planning permission will be secured during the early part of 2022, with building work undertaken in 2023.

Project Lifesaver will not only provide excellent facilities for LIVES responders to train in, but will also create new opportunities for income generation and will contribute to the long-term viability and resilience of the charity.



## VOLUNTARY RESPONSE

LIVES responders are at the heart of our charity and our plans for the next three years are focused on supporting the growth and development of this service and the individuals who deliver it.

Recruitment of Emergency First Responders has been on hold during the pandemic but has now resumed. Our intention is to continue to grow the numbers of Emergency First Responders supporting communities, but in a controlled and supported programme that gives every individual the best chance of success. We will recruit 100 new Emergency First Respinders each year and target recruitment to meet the needs of the communities as we move closer to our goal of providing 24/7 coverage across the county.

In 2021 we will begin a five-year programme to replace our estate of defibrillators with state-of-the-art units manufactured by Zoll. This programme will cost £750,000 and be funded by grants and donations over a five-year period. In 2021, the first 80 defibrillators will be issued to Emergency First Responders and nine advanced life support monitors to critical care medics. The new defibrillators have a number of advantages including providing coaching and feedback to the individual carrying out CPR, standardising defibrillator consumables across the charity and reducing the need to hold different manufacturers supplies. Most importantly, all data relating to an incident is captured and stored electronically via WiFi and can be reviewed, audited and provided to healthcare professionals to guide future treatment for the patient.

We will continue an ongoing programme to deploy technology to responders that makes it easier for them to acquire skills, be safely deployed and keep in touch with the charity and each other. Building on the successful deployment of Workplace and the LIVES Academy e-learning platform, LIVES will implement a number of apps and platforms to support responders over the next two years. This begins with the upgrading of all mobile phones to smartphones during 2021, which will support the rollout of future apps and provide the WiFi hub for the new defibrillators. We will also deliver a new learner management system to capture volunteer information, education and currency dashboards as well as deliver educational content. We will deploy a system for capturing feedback, managing investigations, and sharing learning across the organisation. We will develop an electronic patient report form to capture patient data and interventions at scene. And we will work with our partners at East Midlands Ambulance Service to deploy the NMA Lite dispatch app to all responders to replace the current system of text messages and improve the quality of dispatch of our volunteers.



During 2021 we will launch a Critical Care Car, known as Medic 50, to support the communities on the east coast of Lincolnshire who are the most distant from the hospital facilities they might need in an emergency. By having a car with critical care capabilities located in the coastal area for the busy twilight and evening period, in which other critical care resources aren't always available, we can deliver enhanced care to patients in often life-threatening conditions. Funding for the vehicle has been secured from the HELP Appeal via the British Association of Immediate Care and is being sought for the remainder of the equipment.

Medic 50 will be staffed by volunteer medics from the existing LIVES cadre, as well as providing opportunities for suitably qualified healthcare professionals who prefer to volunteer on a sessional basis. The car will carry resources that are not usually carried by LIVES responders, such as blood products and infusion pumps, as well as advanced invasive monitoring including blood pressure, blood temperature and the ability to undertake pre-hospital blood testing.



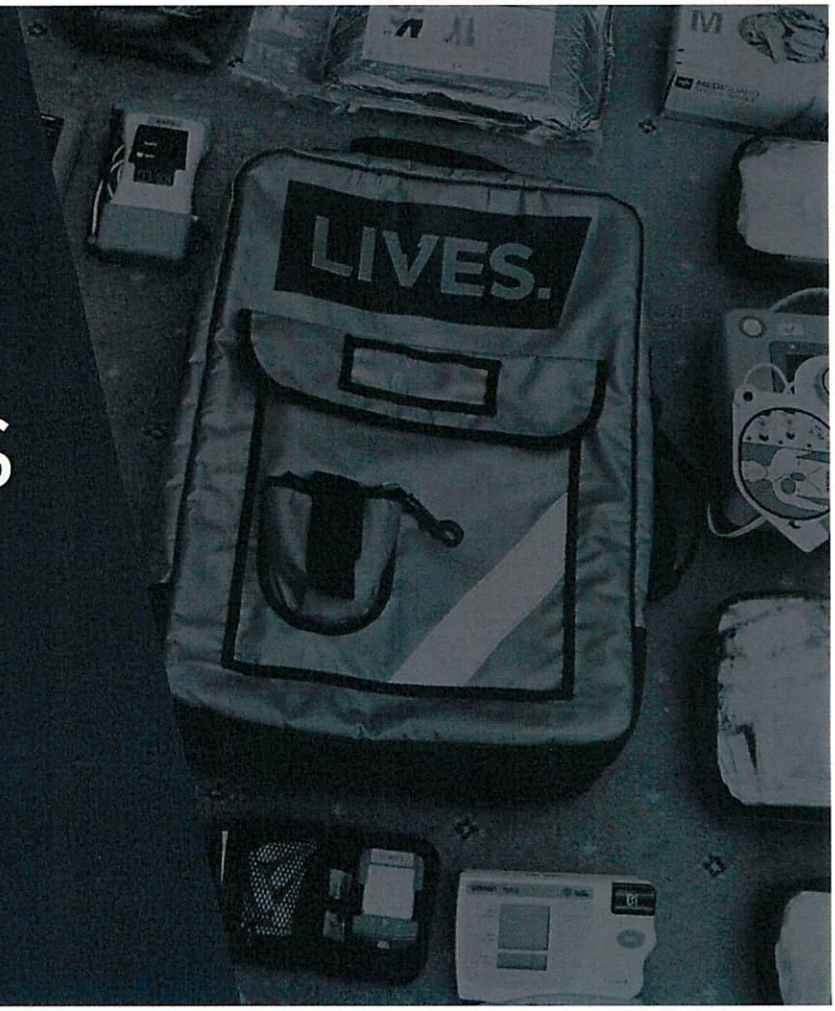

## COMMUNITY SKILLS

At our core we are a community-based charity that is committed to improving the outcomes for people in our communities. We will continue to develop our community education activities with schools and community groups with the goal of providing every young person with the opportunity to learn life-saving CPR before they leave school. We have begun to develop a model for an entry level LIVES responder that harks back to our roots as an initial response to cardiac arrests. This responder will only attend cardiac arrests in their immediate vicinity and will be equipped to deliver basic life support and defibrillation to patients in the first few minutes following their collapse. Our aim is to recruit a large number of these responders across the county so every person in Lincolnshire is never more than a couple of minutes away from a responder who can be deployed to them in this life-threatening situation. During 2021/22 we will pilot this model in the Louth area and undertake an evaluation to determine how to implement this model to best effect across the county.

## RESEARCH AND INFORMATION

LIVES has a charitable objective to advance the cause of pre-hospital care on a national basis. We want to contribute to the growing areas of research into the delivery of pre-hospital emergency medicine, as well as to research around human factors and marginal gains in medicine, and to the development of organisation and volunteer leadership models. During 2021 we will form a research group of members who have an interest in undertaking research projects in the future. We will further develop our relationships with the University of Lincoln and identify opportunities to build links with other research partners.

# FINANCE REVIEW AND ACCOUNTS




## INCOME AND EXPENDITURE

Financial sustainability is a key strategic objective for the charity. We can only deliver care to patients, education to our own responders and to communities, and plan for future growth if our income is secure and we understand and control our costs.

Historically LIVES relied on community fundraising to generate income to support the delivery of charitable activity. For the last four years our strategy has been to diversify our income streams, develop new sources of funding and mitigate the risks associated with income generation. This strategy has contributed to the sustainability of the charity through the last difficult year of operation and to the positive financial position.

## INCOME

Total income for the year was £3.150million, compared with £2.488million in 2019/20 which represents an increase of 26.6%, which is a pleasing result in a challenging environment in which many traditional income streams were adversely affected by the pandemic. 2020/21 was a difficult year for traditional fundraising activities and total fundraising income (including legacies) for 2020/21 was £572,248 - a drop of 1.7% from £581,995 in 2019/20. However fundraising income (excluding legacies) rose to £458,932 - an increase of 19.8% from £383,184 in 2019/20. Grant income for 2020/21 increased substantially from £57,138 in 2019/20 to £207,049 in 2020/21, a nearly four-fold increase.

Regular giving membership from the Friends of LIVES programme dropped by 18%. This was largely due to the restrictions on face-to-face recruitment of new members during the pandemic, however, actual income increased from £72,679 to £96,828 - an increase of 33.2%. This success in maintaining fundraising income is attributable to the resilience and creativity of our hardworking fundraising team and the generosity of our supporters and donors to whom we are very thankful. Income from non-fundraising activities reduced during the year. Community engagement income dropped from 13.9% of income in 2019/20 to 8.5%, education income from the sale of training almost halved as face-to-face training was paused for six months, and event medical support income fell to zero as all events were suspended. Income from clinical governance consultancy was £50,035 which is reported as a distinct income stream for the first time in 2020/21. However, the income from sale of goods including defibrillators decreased by 7.9% from the previous year. NHS contracted income increased with the commissioning of the Community Emergency Medicine service. This income stream now accounts for 60.6% of all income.

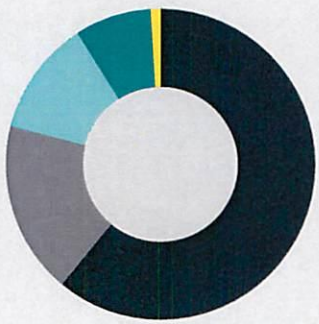
**Community Emergency Medicine**
£1,908,434

**Donations & Legacies**
£572,248

**Emergency Response**
£384,452

**Community Engagement**
£266,213

**Other Income**
£18,565



## EXPENDITURE

Total expenditure was £2.473million, an increase of 14.2% from £2.165million in 2019/20. This increase was anticipated given the growth in income and the additional costs associated with delivering the Community Emergency Medicine service. Prudent budgets were set in anticipation of the impact of the pandemic on charity activity.

Ongoing work to mitigate costs and ensure appropriate expenditure continues across the charity. Costs have been predictable through 2020/21 with increases in expenditure directly related to funded programmes of work. There have been reductions in costs associated with delivering Education. This has been in line with the reduction in income, due to restrictions on face-to-face delivery and the resulting fall in sales.

Whilst cost control is important to the prudent management of the charity, it should be noted that the quality of care delivered to patients is central to decision-making. The cost of fundraising reduced by 19% and return on investment increased from 71.9% in 2019/20 to 108.7% in 2020/21.

The total cost of charitable activities increased by 20%, however this is offset by an overall increase of 34.5% in related income.

The greatest proportion of expenditure is attributable to Community Emergency Medicine (51.3%). This also represents the greatest proportion of income (60.6%).

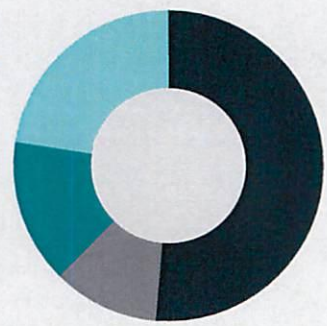
**Community Emergency Medicine**
£1,268,401

**Emergency Response**
£558,028

**Community Engagement**
£370,063

**Donations & Legacies**
£274,219

**Investment Management Costs**
£18,566



# MANAGING RISK

### Approach to Risk Management

LIVES operates in an environment with inherent risks both to the charity and in the delivery of its core charitable activities. The charity takes proactive steps to evaluate and mitigate these risks. This process is monitored through the Risk Management committee who meet quarterly.

LIVES management processes allow for both bottom-up and top-down risks to be identified, weighted, managed and mitigated. The objective is to quantify risk as accurately as possible and assess potential impact on strategic objectives. This in turn allows for the proper prioritisation of investment decisions and future operational activity. LIVES continues to invest in its risk management and compliance capabilities as part of an evolving process. In 2020, this included the appointment of a Clinical Governance Manager to support the Medical Director in managing the risks associated with clinical activity.

Our risk register records all risks which are separated into four domains – Strategic, Operational, Financial and Compliance - to ensure that the Board is always fully informed of the overall risk picture, its management and mitigations. All risks are reviewed and managed at an appropriate level by Risk Management Committee, and all significant risks are reported and reviewed at each Board meeting where management and mitigation measures are discussed and agreed.

This year, a separate clinical risk register has been developed in recognition of the additional risks faced by the charity due to the nature of its activity. This register is reviewed by the Clinical Governance committee, and an update is provided to the Risk Management committee who have overall ownership.

The charity is also aware that the development of Project Lifesaver and the plan to build a new LIVES Education Centre will expose the charity to risks that are new and previously unconsidered. Early mitigations include the appointment of specialist project managers to deliver the project within a defined governance framework and the development of a project-specific risk register.

### Key Risks

Key risks faced by the organisation are categorised as:

- Risks associated with operating during the pandemic and the impact on operational activity and income streams, as well as the risks to the health of staff and volunteers
- Breakdown of relationships with key operational partners including East Midlands Ambulance Service, Lincolnshire Fire and Rescue, or with NHS commissioning organisations making it difficult for LIVES to deliver services
- A reduction in income through the loss of NHS funding, decline in fundraising, or a sustained failure in one or more income streams
- Risks associated with the delivery of clinical services including risks associated with education, clinical compliance and the management of equipment
- A reduction in operational capacity due to a significant reduction in volunteer membership or staffing; or risks associated with the unplanned growth of activity or membership
- Threats to the health and safety of volunteers and staff through the predominance of lone working
- Competitive threats from other CFR schemes or similar and commercial services

The impact of the coronavirus pandemic on the charity and the wider economy is a significant risk that is under constant review given the emerging and evolving situation.

These risks as well as other risks identified by the board continue to be monitored and mitigated against, both in terms of likelihood of these situations occurring and the impact on LIVES if they were to happen.

# MANAGING OUR FINANCES

### Going Concern

Trustees have reviewed the forecasts and are of the view that the charity is a going concern and, although not fully compliant with the reserves policy, Trustees believe the charity has adequate reserves to sustain charitable activities should there be an unexpected decrease in income or increase in activity. The experience of the pandemic has demonstrated the resilience of the charity while responding to unexpected financial circumstances.

The charity has multiple diverse income streams and sufficient cash to meet its liabilities as they arise. The risks are mitigated by our diverse income sources, which include fundraising and donations, grants and trusts, income derived from commercial sales and contracted income from services provided to the NHS.

### Reserves

The total funds of the charity as of 31st March 2021 are £1,408,755 (2019/20 restated: £677,366) of which £142,288 are restricted and not available for general purpose.

The reserves the charity holds as of 31st March 2021 are £681,683 (2019/20 restated: £281,156).

Trustees reviewed the reserves policy during 2019/20, in recognition of the growth of the charity and changes in both income and risk profile. The charity's policy is to hold six months of non-commissioned service costs and a provision for covering the costs of winding up the charity if new income sources had not been found at that time. This will equate to £900,000 of unrestricted reserves and will, in the view of Trustees, provide a secure financial footing for LIVES to protect against any significant reduction in its normal income, or any significant unforeseen expenditures.

It is noted that during 2020/21, the charity made significant progress towards growing its reserves in line with this policy. However, it does not yet hold the required reserves to be compliant with this policy. The policy will be reviewed again in 2022 to reflect the continued growth of the charity.

## Investment policy and performance

Trustees are permitted by the Charity's Memorandum and Articles of Association to invest LIVES monies not immediately required for its own purpose in such investments, securities or property as may be thought fit. Trustees consider it appropriate to hold reserves in a combination of cash and balanced risk investment funds.

On 31st March 2021, LIVES portfolio had a value of £295,561 which as an in-year increase of 22.8%.

The LIVES investment policy is:

**a) General objectives**
The investments must be managed in such a way as to fulfil Charity Commission requirements to obtain a reasonable return on those investments without excessive risk to the capital.

**b) Capital growth and income requirements**
The investments need only to provide capital growth; there is no requirement for them to generate income.

**c) Acceptable risk**
A "moderate" approach is to be adopted in the management of the charity's assets. Further definition of this can be found in the JCH Investment Management document, "Attitude to Risk."

**d) Functions delegated to the Trustees' agent (Investment manager)**
The investments are to be managed on an 'advisory' basis within the bounds of the declared acceptable risk.

**e) Ethical restrictions**
The investments must avoid areas that may conflict with the overall aims of LIVES wherever possible, taking into account the large diversification of underlying holdings within the Investment Portfolio.

## Fundraising Approach

LIVES takes a responsible approach to fundraising and is both grateful and respectful towards all who support or donate to our charity. We hold ourselves to high standards and ensure that we meet or exceed the requirements of the fundraising regulations. Fundraising activities are predominantly carried out at public events and venues, static collection tins or through unsolicited donations.

The charity employed the services of professional fundraisers during 2019/20 who undertake the recruitment of regular donors to the Friends of LIVES programme. However, activity was suspended from March 2020 in response to the pandemic lockdown and has not resumed during the year. LIVES does not undertake door to door collections or telephone marketing campaigns to raise funds.

The charity works closely with its fundraising partners to ensure that best practice is always adhered to. LIVES has voluntarily registered with the Fundraising Regulator and is a member of the Institute of Fundraising. Our employed fundraising team regularly undertake training opportunities through the Institute to ensure they remain current with best practice and guidelines.

## Fundraising Promise

LIVES is committed to our 'Fundraising Promise' to our donors and supporters. We have never been, and will never be, involved in cold calling, direct mailing or any form of pressure selling. We take the protection of the personal data of all our supporters and donors extremely seriously and regularly monitor and review our fundraising policies and procedures to ensure we deliver 'best practice' within the sector.

- We will never share your data with any other organisation for marketing purposes
- We always aim to send you a personal thank you for your donation
- We only send marketing communications to those who have explicitly given us consent to do so
- We promise to provide information about our work so you can see how your money is being spent and the difference you're making. To do this though, we need your permission to send you marketing communications
- If you tell us that you don't want us to contact you in a particular way, we won't
- If you sign up to give us a regular monthly gift by direct debit, we won't ask you to increase that monthly gift for at least a year
- We work to best practice, and will take appropriate action promptly if we fail to meet our standards

## Qualifying Third Party Indemnity Provisions

Qualifying third party provisions made by the charity are in force for the benefit of the Trustees.

# OUR STRUCTURE, GOVERNANCE AND MANAGEMENT

### Governing document

LIVES is a charitable company limited by guarantee, incorporated on 27 February 2003 and registered as a charity on 4 July 2003. The company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association. A special resolution was passed at the Annual General Meeting held in October 2019 to adopt updated Articles in line with the current recommendations of the Charity Commission. In the event of the company being wound up, members are required to contribute an amount not exceeding £10.

### Charitable Objects

The provision of immediate medical care to any person injured in any accident or involved in any medical emergency in the area of Lincolnshire, North East Lincolnshire and any area reasonably close thereto.

To advance the principles of pre-hospital emergency care on a national basis;

Providing advice and guidance in all aspects of such care; including delivery of training and provision to approved emergency equipment when requested to do so.

### Area of Benefit

The area the charity can operate in Lincolnshire, North East Lincolnshire and the surrounding area.

### Recruitment and appointment of new Trustees

The charity at the time of this report has six Trustees.

Dr Alan Sagar retired from the board in April 2020 having served more than 30 years as a Trustee and as a LIVES Doctor. Mr Peter Carlsson also retired after more than 11 years of service. We wish them both well in their retirements and thank them for their many years of service to the charity and to Lincolnshire.

A board governance review undertaken in 2019 identified that further Trustee recruitment was required both to ensure the continuing skills of the board and to plan for anticipated future retirements. An ongoing annual recruitment programme resulted in the appointment of two new Trustees in 2020: Mrs Hilary Gibb and Mrs Jenny Harper. We welcome them to the board and thank them for their commitment. Further recruitment will be undertaken in 2021 to further grow our dedicated group of Trustees.

Three further Trustees resigned from the board during 2020. We thank Dr Yvonne Owen, Mr Andy Hill and Dr Ben Coyle for the contributions they have made to the charity during their time as trustees. Dr Owen has been involved with the charity for many years, originally as a responding Doctor before becoming Clinical Director. She then became a Trustee after standing down from her Clinical Director role. We wish her every success and thank her for the contribution she has made.

All LIVES Trustees undergo an induction process, which in addition to familiarisation with the objectives and operational activities of LIVES, also includes formal training in the role of a Trustee.

### Governance structure

The board delegates responsibility to committees in the areas of Clinical Governance, Finance & Performance, People & Organisation and Risk Management in order to strengthen the governance structure of LIVES, ensure informed effective decision making and mitigate risk. These committees are tasked with reviewing, monitoring and evaluating key areas of the organisation and its activities and making proposals or recommendations to the Board of Trustees based on their findings. Membership of the committees is drawn from the Board of Trustees and Senior Leadership Team. From 2020, a member of the LIVES Advisory Group has also joined each committee to provider a member's perspective. All committees operate within terms of reference approved by the board.

Trustees are responsible for:

- Delivery of LIVES Objects, as stated in the Articles of Association
- Setting the strategic direction of LIVES
- Upholding the core values of LIVES
- Monitoring performance and financial solvency
- Ensuring that LIVES complies with all relevant law and regulatory legislation
- Ensuring that policies, procedures and internal controls are effective and fit for purpose
- Protection of the assets and property of LIVES
- Reviewing and managing risk
- Upholding and applying the principles of equality and diversity and ensuring that LIVES is fair and open to all sections of the community

### Decision-making structure

There is a robust clinical governance framework in place within LIVES to ensure a consistent quality of delivery for all clinical aspects of the charity. These procedures are regularly reviewed by the Medical Director and the Clinical Governance committee to ensure that they continue to meet the needs of the charity and the communities it serves. LIVES is registered with the Care Quality Commission, which regulates the quality of clinical services delivered. An Equipment Working Group is specifically established to review the suitability of all clinical equipment in use or proposed and make recommendations to this committee.

The Finance & Performance committee ensures close financial monitoring and effective budgeting in LIVES, within terms of reference approved by the Trustees. This committee also scrutinises performance data from across the charity and is responsible for contract monitoring and delivery. There are robust internal systems within LIVES to ensure appropriate authorisation of all large financial transactions and projects and to guard against fraud.

People are of fundamental importance to LIVES. Our delivery model is focused on skilling and equipping volunteers to deliver in their communities, and it is of utmost importance that these people are supported to be the very best that they can be, whether they be volunteers or employees. The People & Organisation committee monitors recruitment, retention and development of both volunteers and staff and oversees the annual volunteer survey and action plans.

LIVES is aware that it faces several risks in the delivery of its activities and takes active steps to evaluate and mitigate these risks. These risks are monitored through the Risk Management committee and an organisational risk registered is maintained with risks stratified and regularly reviewed based on their risk rating.

### Management Structure

The LIVES organisation is supported by a headquarters team of 28 people. The headquarters staff provide leadership and support services to ensure that the organisation is managed safely, complies with all regulations, generates sufficient income to operate sustainably, and that volunteers are supported in education, development and provision of equipment.

The organisation is led by a Chief Executive who works alongside the Medical Director and reports directly to the Board of Trustees.

The Head of Operations is responsible for the quality and effectiveness of all activity delivered by LIVES. This includes the activity of First Responder districts and Medics, Community Emergency Medicine Services, the delivery of education, provision of equipment and of clinical governance consultancy to clients.

The Head of Fundraising & Communications is responsible for all marketing, fundraising, community engagement and communications activities. This includes the development and delivery of the fundraising strategy, development of new sources of income including a grant strategy and the delivery of effective communications campaigns.

The Head of Sales is responsible for the development of commercial activities as a source of income. This is predominantly through the sale of training and clinical governance services and equipment to corporate, community and public sector clients. This function continues to grow and provide a sustainable income stream for the charity.

The Head of Finance & Performance is responsible for ensuring the effective financial management of the organisation. This individual is also responsible for the production of management and performance information across the charity.

### Key management remuneration

All directors give their time freely and no director received remuneration in the year. Details of directors' expenses and related party transactions are disclosed in notes 12 and 29 to the accounts.

The pay of senior staff is reviewed annually and normally increased in accordance with average earnings. In view of the nature of the charity, the directors benchmark against pay levels in other charitable organisations of a similar size.

## STATEMENT OF TRUSTEES RESPONSIBILITIES

Trustees, who are also the directors of Lincolnshire Integrated Voluntary Emergency Service (LIVES) for the purposes of company law, are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires Trustees to prepare financial statements for each financial year, giving a true and fair view of the charity's state of affairs and of the incoming resources and application of resources. This includes income and expenditure of the charitable company for that period. In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far 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

The auditors, Duncan & Toplis, will be proposed for re-appointment at the forthcoming Annual General Meeting.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the Board of Trustees on 16 October 2021 and signed on its behalf by:

Mr M V Adie - Trustee

# REFERENCE AND ADMINISTRATIVE DETAILS

**Registered Company number**
04680981 (England and Wales)

**Registered Charity number**
1098364

**Registered office**
LIVES Headquarters
Units 5 - 8 Birch Court
Boston Road Industrial Estate
HORNCASTLE
Lincolnshire
LN9 6SB

**Trustees**

| | |
|---|---|
| Chair | Michael Adie |
| Vice Chair | Andrew Wilson |
| Trustees | Thomasin Nicholds |
| | Jonathan Teer |
| | Timothy Downing |
| | Hilary Gibb (appointed 19th July 2020) |
| | Jennifer Harper (appointed 19th July 2020 - resigned 10th May 2021) |
| | Peter Carlsson (resigned 30th April 2020) |
| | Dr Derrick Alan Sagar (resigned 30th April 2020) |
| | Dr John Benjamin Coyle (resigned 29th July 2020) |
| | Andrew Hill (resigned 31st July 2020) |
| | Dr Yvonne Owen (resigned 2nd September 2020) |

All of the above Trustees (who are also the Directors of the charity for the purposes of company law) held office during the year under review.

**Company Secretary**
Mr M V Adie

**Senior Statutory Auditor**
Timothy Godson FCA

**Auditors**
Duncan & Toplis
5 Resolution Close
Endeavour Park
Boston
Lincolnshire
PE21 7TT

**Bankers**
Natwest
27 High Street
HORNCASTLE
Lincolnshire
LN9 5XB

**Investment Advisors**
JCH Investment Management
1 Henly Way
Doddington Road
Lincoln
LN6 3QR

**Key management personnel**
Mrs N Cooke, Chief Executive Officer
Dr S Topham, Medical Director
Mr A Bateman, Head of Finance (resigned 30 April 2020)
Mrs S Gibson, Head of Finance (appointed 1 April 2020)
Mr C Keeble, Head of Operations (resigned 4 April 2020)
Mr C Cole, Head of Operations
Mrs K Raywood, Head of Sales
Mrs G Shaw, Head of Fundraising & Communications

## INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE

### Opinion

We have audited the financial statements of Lincolnshire Integrated Voluntary Emergency Service (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

### 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

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

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

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



INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE

### Other information

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

We have nothing to report in this regard.

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

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustee's Report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

### Responsibilities of trustees

As explained more fully in the Trustee's Responsibilities Statement, 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.

### Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 145 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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

We have identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial experience, knowledge of the sector, a review of regulatory and legal correspondence and through discussions with Trustees and other management obtained as part of the work required by auditing standards. We have also discussed with the Trustees and other management the policies and procedures relating to compliance with laws and regulations. We communicated laws and regulations throughout the team and remained alert to any indications of non compliance throughout the audit.

The potential impact of different laws and regulations varies considerably. The charitable company is subject to laws and regulations that directly impact the financial statements (for example financial reporting legislation) and we have assessed the extent of compliance with such laws as part of our financial statements audit. This included the identification and testing of unusual material journal entries and challenging management on key estimates, assumptions and judgements made in the preparation of the financial statements. These key areas of uncertainty are disclosed in the accounting policies.

Additionally, the charitable company is subject to laws and regulations in the industry in which they operate, including health and safety and employment law requirements. These are areas where the consequence for non compliance could have a material effect on the amounts or disclosures in the financial statements.



INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF LINCOLNSHIRE INTEGRATED VOLUNTARY EMERGENCY SERVICE

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. This inspection included a review of legal fees for any evidence of non compliance, discussions around whether any incidents occurred in the year and a review of the health and safety policies in place. Through these procedures, if we became aware of any non compliance, we considered the impact on the procedures performed on the related financial statement items.

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. The further removed non compliance with laws and regulations 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. As with any audit, there is a greater risk of non detection of irregularities as these may involve collusion, intentional omissions 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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

### Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. 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 Auditors' 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

T.G. Godson

Timothy Godson FCA (Senior Statutory Auditor)

for and on behalf of Duncan & Toplis Limited,
Statutory Auditor
5 Resolution Close
Endeavour Park
Boston
Lincolnshire
PE21 7TT

Date: 18.10.21

## COMPANY INFORMATION

| | |
|---|---|
| Company registered number | 04580981 |
| Charity registered number | 1098364 |
| Registered office | LIVES Headquarters<br>Unit 5-8 Birch Court<br>Boston Road Industrial Estate<br>Horncastle<br>Lincolnshire<br>LN9 6SB |

## STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2021

| | Note | Unrestricted funds 2021 £ | Restricted funds 2021 £ | Total funds 2021 £ | As restated Total funds 2020 £ |
|---|---|---|---|---|---|
| **Income from:** | | | | | |
| Donations and legacies | 4 | 374,573 | 197,675 | **572,248** | 581,995 |
| Charitable activities: | 5 | | | | |
| Emergency response | | 3,104 | 381,348 | **384,452** | 379,715 |
| Community emergency medicine | | 1,908,434 | - | **1,908,434** | 1,177,481 |
| Community engagement | | 266,213 | - | **266,213** | 344,864 |
| Other trading activities | 6 | 16,289 | - | **16,289** | 2,470 |
| Investment income | 7 | 124 | - | **124** | 32 |
| Other income | 8 | 2,152 | - | **2,152** | 1,847 |
| **Total income** | | **2,570,889** | **579,023** | **3,149,912** | **2,488,404** |
| **Expenditure on:** | | | | | |
| Raising funds | 9 | 266,451 | 7,768 | **274,219** | 338,621 |
| Charitable activities: | 9 | | | | |
| Emergency response | | 149,938 | 408,090 | **558,028** | 617,929 |
| Community emergency medicine | | 1,246,089 | 22,312 | **1,268,401** | 825,986 |
| Community engagement | | 340,998 | 29,065 | **370,063** | 379,963 |
| Investment management costs | | 2,678 | - | **2,678** | 2,674 |
| **Total expenditure** | | **2,006,154** | **467,235** | **2,473,389** | **2,165,173** |
| **Net income before net gains/(losses) on investments** | | 564,735 | 111,788 | **676,523** | 323,231 |
| Net gains/(losses) on investments | | 54,866 | - | **54,866** | (17,236) |
| **Net movement in funds** | | **619,601** | **111,788** | **731,389** | **305,995** |
| **Reconciliation of funds:** | | | | | |
| Total funds brought forward as previously stated | | 640,002 | 30,500 | **670,502** | 371,371 |
| Prior year adjustment | | 6,864 | - | **6,864** | |
| Total funds brought forward as restated | | 646,866 | 30,500 | **677,366** | 371,371 |
| Net movement in funds | | 619,601 | 111,788 | **731,389** | 305,995 |
| **Total funds carried forward** | | **1,266,467** | **142,288** | **1,408,755** | **677,366** |

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes form part of these financial statements.

## STATEMENT OF FINANCIAL POSITION
## AS AT 31 MARCH 2021

| | Note | | 2021 £ | | As restated 2020 £ |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Tangible assets | 13 | | **584,784** | | 365,710 |
| Investments | 14 | | **295,561** | | 240,695 |
| | | | **880,345** | | 606,405 |
| **Current assets** | | | | | |
| Stocks | 15 | **45,310** | | 24,923 | |
| Debtors | 16 | **249,996** | | 125,908 | |
| Cash at bank and in hand | | **961,796** | | 460,714 | |
| | | **1,257,102** | | 611,545 | |
| Creditors: amounts falling due within one year | 17 | **(626,371)** | | (394,309) | |
| **Net current assets** | | | **630,731** | | 217,236 |
| **Total assets less current liabilities** | | | **1,511,076** | | 823,641 |
| Creditors: amounts falling due after one year | 18 | | **(102,321)** | | (146,275) |
| **Net assets excluding pension asset** | | | **1,408,755** | | 677,366 |
| **Total net assets** | | | **1,408,755** | | 677,366 |
| **Charity funds** | | | | | |
| Restricted funds | 20 | | **142,288** | | 30,500 |
| Unrestricted funds | 20 | | **1,266,467** | | 646,866 |
| **Total funds** | | | **1,408,755** | | 677,366 |

The trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees on 16 October 2021 and signed on their behalf by:

**Mr M V Adie**
Trustee

The notes form part of these financial statements.

Company registered number: 10983642

## STATEMENT OF CASH FLOWS
## FOR THE YEAR ENDED 31 MARCH 2021

| | Note | 2021 £ | As restated 2020 £ |
|---|---|---|---|
| **Cash flows from operating activities** | | | |
| Net cash used in operating activities | 23 | **870,139** | 475,315 |
| **Cash flows from investing activities** | | | |
| Proceeds from the sale of tangible fixed assets | | **-** | 186,054 |
| Purchase of tangible fixed assets | | **(322,683)** | (277,188) |
| **Net cash used in investing activities** | | **(322,683)** | (91,134) |
| **Cash flows from financing activities** | | | |
| Repayments of hire purchase | | **(46,374)** | (10,595) |
| **Net cash used in financing activities** | | **(46,374)** | (10,595) |
| **Change in cash and cash equivalents in the year** | | **501,082** | 373,586 |
| Cash and cash equivalents at the beginning of the year | | **460,714** | 87,128 |
| **Cash and cash equivalents at the end of the year** | 24 | **961,796** | 460,714 |

The notes form part of these financial statements.

### 1. General information

Lincolnshire Integrated Voluntary Emergency Service is a private company, limited by guarantee without share capital, registered in England and Wales. The charitable company's registered number and registered office address can be found in the Trustee's annual report.

The presentation currency of the financial statements is the Pound Sterling (£).

### 2. Accounting policies

#### 2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

#### 2.2 Going concern

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

#### 2.3 Incoming resources

All income is recognised once the charitable company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the charitable company has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the charitable company, can be reliably measured.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Statement of Financial Position. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

No amounts are included in the financial statements for services donated by volunteers. 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.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

#### 2.4 Resources expended

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the charitable company to raise funds for its charitable purposes and includes costs of all fundraising activities events and noncharitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the charitable company's objectives, as well as any associated support costs.

Governance costs are those costs incurred directly with expenditure related to charity compliance and statutory requirements.

All expenditure is inclusive of irrecoverable VAT.

#### 2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charitable company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

#### 2.6 Taxation

The charitable company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charitable company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

#### 2.7 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost, or in cases where fixed assets have been donated, at valuation at the time of acquisition. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Short-term leasehold property - 10% or straight line over the life of the lease

Motor vehicles - Straight line over 5 years

Fixtures and fittings - Straight line over 3, 5 or 10 years

**2.8 Investments**

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Statement of Financial Position date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Statement of Financial Activities.

**2.9 Stocks**

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks.

**2.10 Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**2.11 Cash at bank and in hand**

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**2.12 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Statement of Financial Position date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charitable company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

**2.13 Financial instruments**

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

**2.14 Finance leases and hire purchase**

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the charitable company. Obligations under such agreements are included in creditors, net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Statement of Financial Activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

**2.15 Operating leases**

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

**2.16 Pensions**

The charitable company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charitable company to the fund in respect of the year.





**2.17 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustee in furtherance of the general objectives of the charitable company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

**3. Critical accounting estimates and areas of judgement**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The charitable company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. Upon review there are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

## 4. Income from donations and legacies

| | Unrestricted funds 2021 £ | Restricted funds 2021 £ | Total funds 2021 £ | As restated Total funds 2020 £ |
|---|---|---|---|---|
| Donations incl "in memory of" and anniversaries | 80,531 | - | **80,531** | 217,983 |
| Regular giving schemes | 96,828 | - | **96,828** | 72,679 |
| Collection tins | 7,952 | - | **7,952** | 8,859 |
| Statutory giving | 29,036 | - | **29,036** | 5,286 |
| Corporate | 37,536 | - | **37,536** | 21,239 |
| Legacies | 113,316 | - | **113,316** | 198,811 |
| Grants | 9,374 | 197,675 | **207,049** | 57,138 |
| | **374,573** | **197,675** | **572,248** | 581,995 |
| Total 2020 as restated | 534,563 | 47,432 | 581,995 | |

## 5. Income from charitable activities

| | Emergency response 2021 £ | Community emergency medicine 2021 £ | Community engagement 2021 £ | Total activities 2021 £ | As restated Total activities 2020 £ |
|---|---|---|---|---|---|
| Sale of goods | - | - | 113,833 | **113,833** | 123,628 |
| Clinical governance | - | - | 50,035 | **50,035** | - |
| Education | - | - | 101,199 | **101,199** | 199,716 |
| Commissioned services | 3,104 | 1,908,434 | - | **1,911,539** | 1,177,481 |
| Grants | 381,348 | - | - | **381,348** | 379,715 |
| Event medical support | - | - | 1,145 | **1,145** | 21,520 |
| | **384,452** | **1,908,434** | **266,213** | **2,559,099** | 1,902,060 |





## 6. Income from other trading activities

### Income from fundraising events

| | Unrestricted funds 2021 £ | Total funds 2021 £ | As restated Total funds 2020 £ |
|---|---|---|---|
| Fundraising events | 6,172 | **6,172** | 1,693 |
| Other trading activities | 10,117 | **10,117** | 777 |
| | 16,289 | **16,289** | 2,470 |
| Total 2020 as restated | 2,470 | 2,470 | |

## 7. Investment income

| | Unrestricted funds 2021 £ | Total funds 2021 £ | As restated Total funds 2020 £ |
|---|---|---|---|
| Interest received | 124 | **124** | 32 |
| | 124 | **124** | 32 |
| Total 2020 as restated | 32 | 32 | |

## 8. Other incoming resources

| | Unrestricted funds 2021 £ | Total funds 2021 £ | As restated Total funds 2020 £ |
|---|---|---|---|
| Profit on disposal of fixed assets | - | - | 1,187 |
| Miscellaneous income | 2,152 | **2,152** | 660 |
| | 2,152 | **2,152** | 1,847 |
| Total 2020 as restated | 1,847 | 1,847 | |

## 9. Total resources expended

| | Donations and legacies | Emergency response | Community emergency medicine £ | Community engagement £ | Investment management costs £ | Total funds 2021 £ | As restated Total funds 2020 £ |
|---|---|---|---|---|---|---|---|
| **Costs directly allocated to activities:** | | | | | | | |
| Staffing | 145,433 | 122,696 | 877,352 | 187,128 | - | **1,332,609** | 1,061,679 |
| Medical equipment & consumables | - | 140,027 | 35,490 | 1,306 | - | **176,823** | 193,478 |
| Clinical training | - | 2,223 | 9,960 | 326 | - | **12,509** | 2,650 |
| Responder training | - | 12,421 | - | - | - | **12,421** | 8,857 |
| Vehicle costs | - | 22,272 | 16,340 | - | - | **38,612** | 21,979 |
| Purchase of goods for resale | 5,532 | 493 | - | 39,385 | - | **45,410** | 92,481 |
| Provision of external training | - | - | - | 13,066 | - | **13,066** | 14,504 |
| Fundraising | 1,086 | - | - | 60 | - | **1,146** | 18,547 |
| **Support costs allocated to activities:** | | | | | | | - |
| Staff costs | 56,356 | 115,125 | 134,408 | 59,243 | - | **365,132** | 261,438 |
| Staff related expenses | 4,093 | 13,997 | 15,055 | 21,298 | - | **54,443** | 56,032 |
| HQ Premises | 6,156 | 12,412 | 21,071 | 6,294 | - | **45,933** | 45,471 |
| Office expenses | 6,740 | 38,935 | 15,429 | 6,003 | - | **67,107** | 88,532 |
| Advertising | 7,745 | 523 | 2,839 | 3,316 | - | **14,423** | 16,576 |
| Vehicle costs | 1,678 | 8,803 | 19,208 | 3,055 | - | **32,744** | 23,835 |
| IT costs | 13,658 | 11,107 | 16,752 | 9,009 | - | **50,526** | 34,670 |
| Insurance | 3,101 | 6,203 | 21,588 | 3,101 | - | **33,993** | 37,916 |
| Finance costs | 3,321 | 3,524 | 12,606 | 2,050 | 2,678 | **34,179** | 21,541 |
| Depreciation of tangible fixed assets | 8,526 | 28,927 | 48,157 | 4,802 | - | **90,412** | 48,619 |
| Legal and professional fees | 7,766 | 10,757 | 14,410 | 7,584 | - | **40,517** | 105,189 |
| Governance costs | 1,228 | 2,456 | 3,275 | 1,228 | - | **8,187** | 11,179 |
| Loss on disposal and reclassification of fixed assets | 1,800 | 5,127 | 4,461 | 1,809 | - | **13,197** | - |
| **Total expenditure** | **274,219** | **558,028** | **1,268,401** | **370,063** | **2,678** | **2,473,389** | 2,165,173 |



## 10. Auditors' remuneration

| | 2021 £ | As restated 2020 £ |
|---|---|---|
| Fees payable to the charitable company's auditor for the audit of the charitable company's annual accounts | **7,500** | 3,900 |
| Fees payable to the charitable company's auditor in respect of: All non-audit services not included above | **1,065** | 6,598 |

## 11. Staff costs

| | 2021 £ | As restated 2020 £ |
|---|---|---|
| Wages and salaries | **1,392,190** | 841,177 |
| Social security costs | **122,048** | 77,607 |
| Contribution to defined contribution pension schemes | **51,940** | 30,909 |
| | **1,566,178** | 949,693 |

**The average number of persons employed by the charitable company during the year was as follows:**

| | 2021 No. | As restated 2020 No. |
|---|---|---|
| Average monthly headcount | **62** | 35 |

**The average headcount expressed as full-time equivalents was:**

| | 2021 No. | *As restated 2020 No.* |
|---|---|---|
| Administration | 9 | *8* |
| Fundraising | 5 | *4* |
| Emergency response | 4 | *3* |
| Community emergency medicine | 19 | *8* |
| Community engagement | 4 | *3* |
| | 41 | *26* |

**The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:**

| | 2021 No. | *2020 No.* |
|---|---|---|
| In the band £60,001 - £70,000 | - | *1* |
| In the band £70,001 - £80,000 | 1 | *2* |
| In the band £80,001 - £90,000 | 2 | - |

The key management personnel, as listed in the Trustees' Annual Report, received employee benefits totalling £412,338 (2020 - £317,277) and consultancy fees of £nil (2020 - £48,438).

## 12. Trustee's remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2020 - £NIL).

The charitable company has purchased professional indemnity insurance on behalf of the Trustees for claims made by third parties arising from:

- Fidelity loss
- Loss of or damage to documents
- Pollution

The cost of this insurance is £763 (2020 - £251).

During the year ended 31 March 2021, no Trustee expenses have been incurred (2020 - £NIL).





## 13. Tangible fixed assets

| | Short-term leasehold property £ | Motor vehicles £ | Fixtures and fittings £ | Total £ |
|---|---|---|---|---|
| **Cost or valuation** | | | | |
| At 1 April 2020 (as previously stated) | 37,417 | 30,897 | 1,241,352 | **1,309,666** |
| Prior Year Adjustment | - | 185,400 | 11,464 | **196,864** |
| At 1 April 2020 (as restated) | 37,417 | 216,297 | 1,252,816 | **1,506,530** |
| Additions | 8,541 | 69,780 | 244,362 | **322,683** |
| Disposals | (330) | (35,042) | (725,298) | **(760,670)** |
| Transfers between classes | (6,602) | 118,790 | (124,802) | **(12,614)** |
| **As at 31 March 2021** | **39,026** | **369,825** | **647,078** | **1,055,929** |
| **Depreciation** | | | | |
| At 1 April 2020 (as previously stated) | 11,563 | 24,945 | 1,098,715 | **1,135,223** |
| Prior Year Adjustment | - | 5,310 | 287 | **5,597** |
| At 1 April 2020 (as restated) | 11,563 | 30,255 | 1,099,002 | **1,140,820** |
| Charge for the year | 8,537 | 48,161 | 33,714 | **90,412** |
| On disposals | (311) | (34,097) | (713,761) | **(748,169)** |
| Transfers between classes | (2,513) | 93,798 | (103,203) | **(11,918)** |
| **As at 31 March 2021** | **17,276** | **138,117** | **315,752** | **471,145** |
| **Net book value** | | | | |
| **At 31 March 2021** | **21,750** | **231,708** | **331,326** | **584,784** |
| *At 31 March 2020 (as restated)* | *25,854* | *186,042* | *153,814* | **365,710** |

The net book value of tangible fixed assets includes £153,041 (2020 - £191,267 (as restated)) in respect of assets held under hire purchase contracts.

## 14. Fixed asset investments

| | Listed investments £ |
|---|---|
| **Cost or valuation** | |
| At 1 April 2020 | **240,695** |
| Revaluations | **54,866** |
| **At 31 March 2021** | **295,561** |
| **Net book value** | |
| **At 31 March 2021** | **295,561** |
| At 31 March 2020 | 240,695 |

## 15. Stocks

| | 2021 £ | As restated 2020 £ |
|---|---|---|
| Finished goods and goods for resale | **45,310** | 24,923 |

## 16. Debtors

| | 2021 £ | As restated 2020 £ |
|---|---|---|
| **Due within one year:** | | |
| Trade debtors | **156,173** | 27,562 |
| Other debtors | **-** | 3,886 |
| Prepayments and accrued income | **93,823** | 94,460 |
| | **249,996** | 125,908 |





## 17. Creditors: Amounts falling due within one year

| | 2021 £ | As restated 2020 £ |
|---|---|---|
| Trade creditors | **187,722** | 102,996 |
| Other taxation and social security | **181,361** | 142,629 |
| Obligations under finance lease and hire purchase contracts | **37,574** | 39,994 |
| Other creditors | **7,928** | 5,481 |
| Accruals and deferred income | **211,786** | 103,209 |
| | **626,371** | 394,309 |

| | 2021 £ | As restated 2020 £ |
|---|---|---|
| Deferred income at 1 April 2020 | **44,326** | 25,319 |
| Resources deferred during the year | **154,545** | 44,326 |
| Amounts released from previous periods | **(44,326)** | (25,319) |
| | **154,545** | 44,326 |

Year end deferred income is for income received in the year relating to services and contracts that are being carried out in the 2021-22 financial year.

## 18. Creditors: Amounts falling after more than one year

| | 2021 £ | As restated 2020 £ |
|---|---|---|
| Net obligations under finance lease and hire purchase contracts | **102,321** | 146,275 |

Liabilities under hire purchase contracts are secured on the assets to which they relate.

## 19. Prior year adjustments

During the 2021 financial year there were some hire purchase agreements identified that had previously been classified as operating leases. There was a material impact on gross assets and gross liabilities so therefore the prior year figures have been restated. The impact on reserves was a net increase of £6,864.

## 20. Statement of funds

### Statement of funds - current year

| | As restated Balance at 1 April 2020 £ | Income £ | Expenditure £ | Gains/ (Losses) £ | Balance at 31 March 2021 £ |
|---|---|---|---|---|---|
| **Unrestricted income funds** | | | | | |
| General | 646,866 | 2,570,889 | (2,006,154) | 54,866 | 1,266,467 |
| **Restricted income funds** | | | | | |
| First Responders | - | 391,348 | (383,409) | - | 7,939 |
| Education Technology Fund | - | 49,334 | (21,298) | - | 28,036 |
| CFR Recruitment Fund | - | 19,460 | (7,144) | - | 12,316 |
| CEMS Vehicle Fund | - | 8,000 | (1,600) | - | 6,400 |
| Covid-19 Fund | - | 51,781 | (51,781) | - | - |
| Medic 50 Fund | - | 35,000 | (1,365) | - | 33,635 |
| Defibrillator Replacement Programme Fund | 30,500 | 16,600 | (638) | - | 46,462 |
| Interactive Education Fund | - | 7,500 | - | - | 7,500 |
| | 30,500 | 579,023 | (467,235) | - | 142,288 |
| **Total Funds** | 677,366 | 3,149,912 | (2,473,389) | 54,866 | 1,408,755 |

**Description, nature and purpose of restricted funds**

**First Responder Grant**

An annual grant is received from NHS Lincolnshire CCG, NHS North Lincolnshire CCG and NHS North East Lincolnshire CCG to fund the provision of First Responders across the county.

**Education Technology Fund**

Established to collect donations and grants towards the cost of technology and simulation equipment to ensure LIVES is at the forefront of education delivery to our external clients and to enable our Responders to maintain their competency during Covid restrictions.

**CFR Recruitment Fund**

Established to collect donations and grants to support the recruitment of new Community First Responders. This contributes to the cost of recruitment events, including wages and venue hire, and the training/equipping of new CFRs.

**CEMS Vehicle Fund**

BASICs provided a grant towards the blue light installation of three vehicles for the Community Emergency Medicine Service. This cost is incorporated in the overall cost for the vehicles which are depreciated over 5 years.





**Covid-19 Fund**

Established to collect donations and grants towards the purchase of additional resources to equip Responders with appropriate PPE to allow them to continue responding safely during Covid.

**Medic 50 Fund**

BASICs provided a grant of £35,000 to fund a new vehicle for the Medic 50 service which provides critical care cover to the East Coast of Lincolnshire.

**Defibrillator Replacement Programme Fund**

Established to collect donations and grants towards the cost of replacing defibrillators for all First Responders within LIVES.

**Interactive Education Fund**

Established to purchase interactive display equipment to engage audiences of all ages, show our audiences how important it is to learn CPR skills and inspire those who are more interested to become a LIVES community first responder.

### Statement of funds - prior year

| | *As restated Balance at 1 April 2019 £* | *Income £* | *As restated Expenditure £* | *Transfers In/out £* | *Gains/ (Losses) £* | *As restated Balance at 31 March 2020 £* |
|---|---|---|---|---|---|---|
| **Unrestricted funds** | | | | | | |
| General | 433,911 | 1,980,996 | (1,538,784) | (212,021) | (17,236) | 646,866 |
| **Restricted funds** | | | | | | |
| Groundwork UK Grant | - | 7,500 | - | - | | 7,500 |
| BNA Charitable Organisation Grant | - | 23,000 | - | - | | 23,000 |
| First Responders | - | 379,715 | (612,418) | 232,703 | | - |
| Community Grant | 9,750 | - | - | (9,750) | | - |
| CDS Action Grant | - | 3,152 | - | (3,152) | | - |
| TSB Local Community Fund Grant | 3,000 | - | (3,000) | - | | - |
| Help for Health Grant | 4,971 | - | (4,971) | - | | - |
| Rugby Group Benevolent Fund | - | 7,780 | - | (7,780) | | - |
| Gay and Peter Hartley's Charitable Trust | - | 1,000 | (1,000) | - | | - |
| North Lincs County Council | - | 5,000 | (5,000) | - | | - |
| | 17,721 | 427,147 | (626,389) | 212,021 | - | 30,500 |
| **Total of funds** | 451,632 | 2,408,143 | (2,165,173) | - | (17,236) | 677,366 |

## 21. Summary of funds

### Summary of funds – current year

| | As restated Balance at 1 April 2020 £ | Income £ | Expenditure £ | Gains/ (Losses) £ | Balance at 31 March 2021 £ |
|---|---|---|---|---|---|
| General funds | **646,866** | **2,570,889** | **(2,006,154)** | **54,866** | **1,266,467** |
| Restricted funds | **30,500** | **579,023** | **(467,235)** | **-** | **142,288** |
| **Total of funds** | **677,366** | **3,149,912** | **(2,473,389)** | **54,866** | **1,408,755** |

### Summary of funds – prior year

| | *As restated Balance at 1 April 2019 £* | *Income £* | *As restated Expenditure £* | *Transfers in/out £* | *Gains/ (Losses) £* | *As restated Balance at 31 March 2020 £* |
|---|---|---|---|---|---|---|
| General funds | 433,911 | 1,980,996 | (1,538,784) | (212,021) | (17,236) | 646,866 |
| Restricted funds | 17,721 | 427,147 | (626,389) | 212,021 | - | 30,500 |
| **Total of funds** | **451,632** | **2,408,143** | **(2,165,173)** | **-** | **(17,236)** | **677,366** |



## 22. Analysis of net assets between funds

### Analysis of net assets between funds – current year

| | Unrestricted funds 2021 £ | Restricted funds 2021 £ | Total funds 2021 £ |
|---|---|---|---|
| Tangible fixed assets | 470,251 | 114,533 | **584,784** |
| Fixed asset investments | 295,561 | - | **295,561** |
| Current assets | 1,229,347 | 27,755 | **1,257,102** |
| Creditors due within one year | (626,371) | - | **(626,371)** |
| Creditors due in more than one year | (102,321) | - | **(102,321)** |
| **Total** | **1,266,467** | **142,288** | **1,408,755** |

### Analysis of net assets between funds – prior year

| | *Unrestricted funds 2020 £* | *Restricted funds 2020 £* | *As restated Total funds 2020 £* |
|---|---|---|---|
| Tangible fixed assets | 335,210 | 30,500 | **365,710** |
| Fixed asset investments | 240,695 | - | **240,695** |
| Current assets | 611,545 | - | **611,545** |
| Creditors due within one year | (394,309) | - | **(394,309)** |
| Creditors due in more than one year | (146,275) | - | **(146,275)** |
| **Total as restated** | **646,866** | **30,500** | **677,366** |

## 23. Reconciliation of net movement in funds to net cash flow from operating activities

| | 2021 £ | *As restated 2020 £* |
|---|---|---|
| Net income for the year (as per Statement of Financial Activities) | **731,389** | *305,995* |
| **Adjustments for:** | | |
| Depreciation charges | **90,412** | *48,620* |
| Loss/(gain) on investments | **(54,866)** | *17,236* |
| Loss/(profit) on the sale and reclassification of fixed assets | **13,197** | *(1,187)* |
| Increase in stocks | **(20,387)** | *(8,574)* |
| Decrease/(increase) in debtors | **(124,088)** | *15,717* |
| Increase in creditors | **234,482** | *97,508* |
| **Net cash provided by operating activities** | **870,139** | *475,315* |

## 24. Analysis of cash and cash equivalents

| | 2021 £ | As restated 2020 £ |
|---|---|---|
| Cash in hand | **961,796** | 460,714 |
| **Total cash and cash equivalents** | **961,796** | 460,714 |

## 25. Analysis of changes in net debt

| | At 1 April 2020 £ | Cash flows £ | At 31 March 2021 £ |
|---|---|---|---|
| Cash at bank and in hand | **460,714** | **501,082** | **961,796** |
| Hire purchase | **(186,269)** | **46,374** | **(139,895)** |
| | **274,445** | **547,456** | **821,901** |

## 26. Pension commitments

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable by the charitable company to the fund and amounted to £51,940 (2020 - £30,909). £7,734 (2020 - £5,481) were payable to the fund at the balance sheet date and are included in creditors.





## 27. Operating lease commitments

At 31 March 2021 the charitable company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

| | 2021 £ | As restated 2020 £ |
|---|---|---|
| Not later than 1 year | **86,499** | 28,118 |
| Later than 1 year and not later than 5 years | **185,991** | 45,357 |
| Later than 5 years | **-** | 384 |
| | **272,490** | 73,859 |

The following lease payments have been recognised as an expense in the Statement of Financial Activities:

| | 2021 £ | As restated 2020 £ |
|---|---|---|
| Operating lease rentals | **27,500** | 24,283 |

## 28. Members' liability

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £10 for the debts and liabilities contracted before he/she ceases to be a member.

## 29. Related party transactions

Consultancy fees amounts to £nil (2020 - £48,438) were paid to Doctor Simon Topham during the year, he is part of the key management personnel as listed in the Trustee's Annual Report.

The charitable company purchased management training/consultancy services amounting to £2,590 (2020 - £nil) from Taking Charge of Your Success Ltd, a company in which Hilary Gibb is a director. The balance owed at the year end was £1,170 (2020 - £nil), which is the balance of the monthly instalments still to be made.

## 30. Controlling party

There is no ultimate controlling party.

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