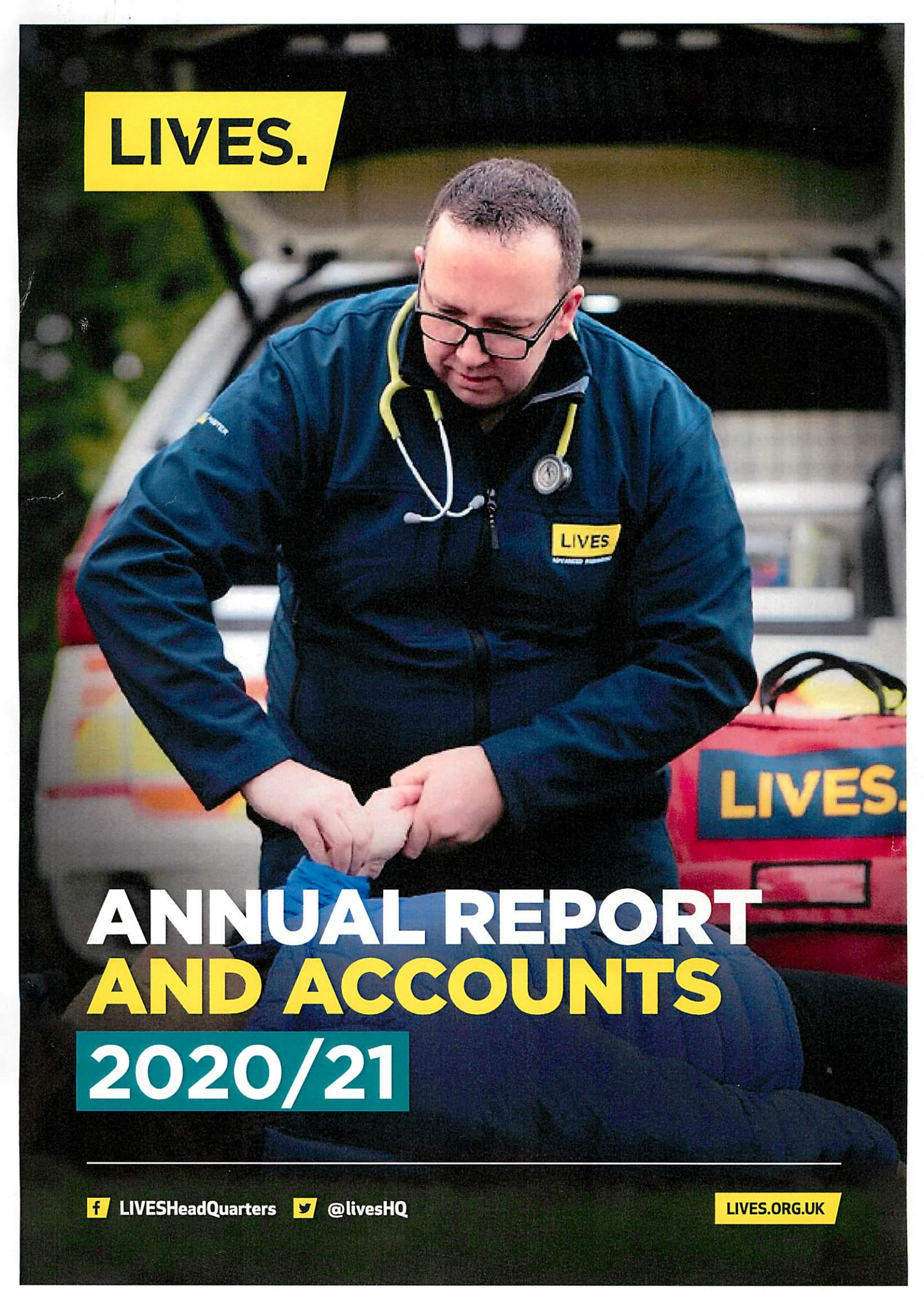




LIVES.

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
Michael Adie, Chair



Nikki Cooke
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.

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 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.



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

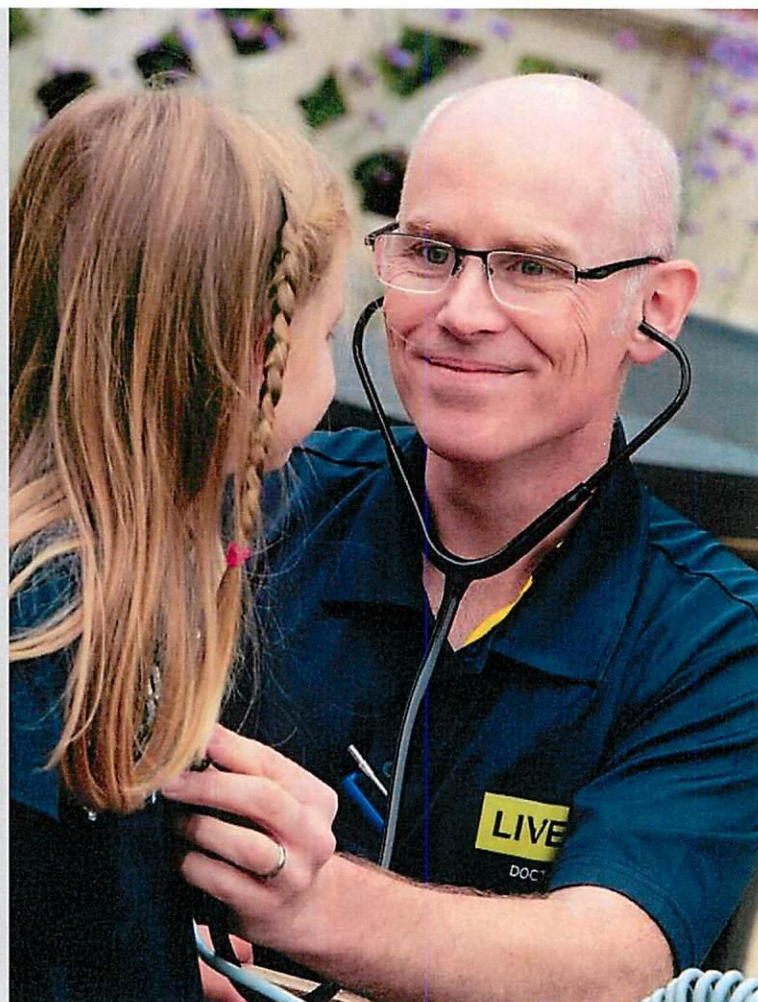
Our work is always based on evidence and we focus on delivering quality service and care – in our clinical activity, our training and the knowledge that we provide. We inspire and encourage all our people to be the best that they can be, at their chosen level.

4. SUSTAIN OUR 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.



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 Lombard, 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**.

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.

2010s

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 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 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.

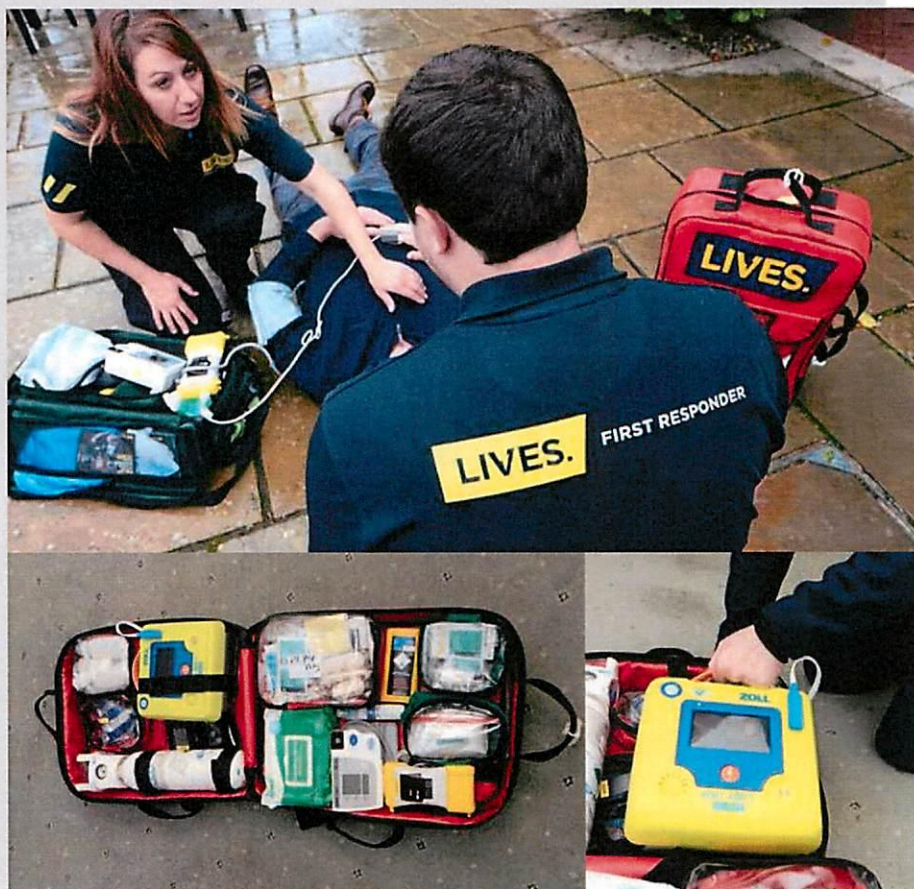
LIVES Emergency First Responders are ordinary people, doing extraordinary things. They come to us with little or no previous medical experience, just a willingness to learn life-saving skills and give up some of their time to be there to respond to calls for help in their community. They're trained and 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 8,351 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 bringing 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.

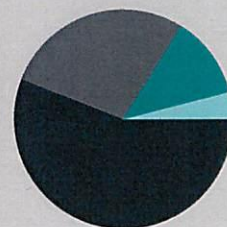
IT systems have been implemented throughout the charity, including access to GP and Ambulance Service records, ensuring the CEMS team have access to appropriate patient and activity data, as well as facilitating effective communication with other healthcare professionals.

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

PATIENT TREATED AT HOME	56.12%
PATIENT ATTENDED A&E	28.63%
PATIENT ACCESSED ALTERNATIVE CARE	11.65%
PATIENT DECEASED	3.51%



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.

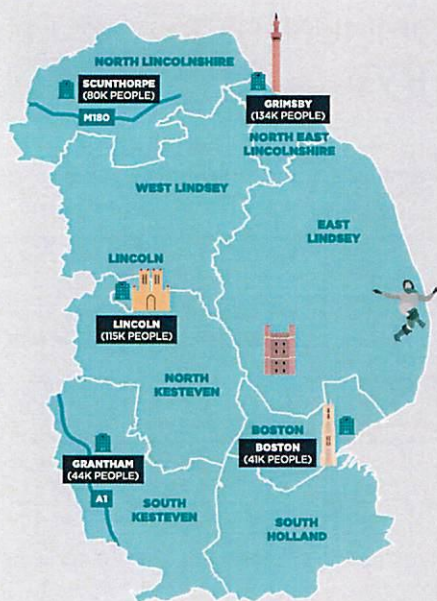
LIVES is a Lincolnshire charity. We operate over the historical area of Greater Lincolnshire, an area that extends from the Humber to the Wash and covers an area of 7,000 square kilometres or 2,700 sq. miles.

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 PRAISES 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 or 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.



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.



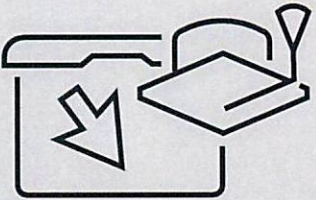
USING TECHNOLOGY TO ACHIEVE OUR AIMS.

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. CFM5 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 on 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 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 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.

LIVES ACADEMY



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.



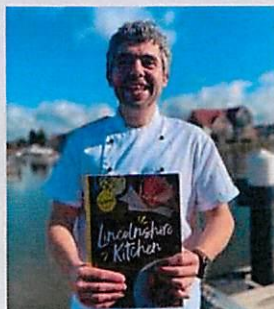
CHALLENGE EVENTS

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 (recognised 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 55% 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 to do.



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 which 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 £10,165 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.

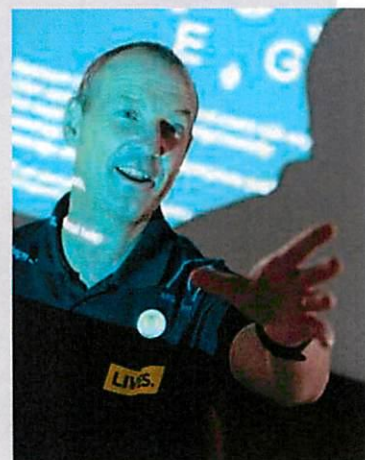
We have also taken the opportunity during lockdown to increase our bank of case studies, speaking to supporters, responders and patients helping us support our campaigns and tell the life-saving story of LIVES.

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 Quasafe 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 deliver 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 unwaveringly dedicated, committed professionals who care about their communities and patients

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.

“
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.

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.

80%

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



58%

Volunteers said they were responding less due to Covid-19



80%

Volunteers said they would still be a responder in 12 months' time



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.



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 acquisition 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 Responders 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.

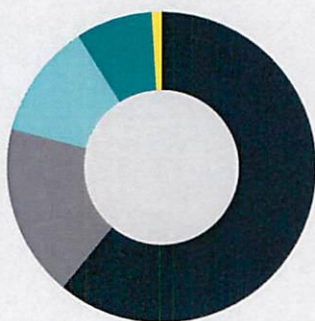
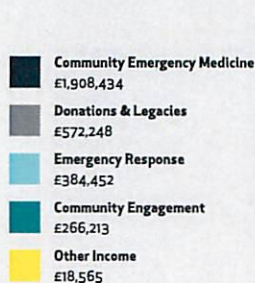
Historically LIVES relied on community fundraising to generate income to support the delivery of charitable activity. For the last four years our strategy has been to diversify our income streams, develop new sources of funding and mitigate the risks associated with income generation. This strategy has 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 £72,579 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.



EXPENDITURE

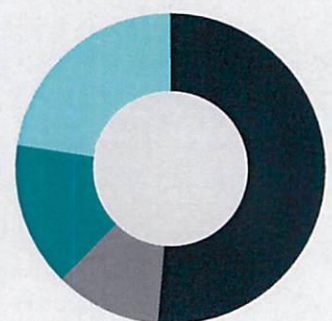
Total expenditure was £2.473million, an increase of 14.2% from £2.165million in 2019/20. This increase was anticipated given the growth in income and the additional costs associated with delivering the Community Emergency Medicine service. Prudent budgets were set in anticipation of the impact of the 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%).



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 is 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 provide 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 register 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 & Topliss, 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 Y 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 & Topliss
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.

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

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.

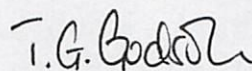
Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. The further removed non-compliance with 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.



Timothy Godson FCA (Senior Statutory Auditor)
for and on behalf of Duncan & Topliss 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 Unit 5-8 Birch Court Boston Road Industrial Estate Horncastle Lincolnshire 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		1,245,089	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.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

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 356 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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

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.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

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.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

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	1,777,481
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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

6. Income from other trading activities

	Unrestricted funds 2021 £	Total funds 2021 £	As restated Total funds 2020 £
Income from fundraising events			
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	

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

9. Total resources expended

	Donations and legacies	Emergency responses	Community emergency medicines	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	1,305	-	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	21,579
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	6,240	38,935	15,429	6,003	-	67,107	88,532
Advertising	7,245	523	2,839	3,316	-	14,433	16,576
Vehicle costs	1,678	8,803	19,208	3,955	-	33,744	23,835
IT costs	13,658	11,107	16,752	9,609	-	50,526	34,670
Insurance	3,101	6,203	21,588	3,101	-	33,993	32,916
Finance costs	3,321	3,524	12,606	2,050	2,678	24,179	21,541
Depreciation of tangible fixed assets	8,516	28,927	48,157	4,802	-	90,412	48,619
Legal and professional fees	7,266	10,757	14,410	7,584	-	40,017	105,489
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	274,319	558,028	1,258,401	374,083	2,678	2,473,389	2,165,173

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

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 £50,000 was:

	2021 No.	2020 No.
In the band £50,001 - £70,000	-	1
In the band £70,001 - £90,000	1	2
In the band £90,001 - £99,000	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).

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

13. Tangible fixed assets

	Short-term leasehold property £	Motor vehicles £	Furniture 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.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

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	-	3,866
Prepayments and accrued income	93,823	94,460
	249,996	125,908

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

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.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

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	(2,005,154)	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.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

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)	15,777
Increase in creditors	234,482	97,508
Net cash provided by operating activities	876,139	475,315

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

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.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

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.

LIVES.