

# ANNUAL REPORT

Year ending  
31<sup>st</sup> March 2020



**Air Ambulance**  
Kent Surrey Sussex

# 30 YEARS OF SERVICE

## Celebrating 30 years of Kent, Surrey & Sussex Air Ambulance Trust (KSS)

This year celebrates the completion of thirty years of service since our charity was founded in 1989. We serve 4.8 million residents across South East England and are a world leader in the provision of Helicopter Emergency Medical Services (HEMS). We are the only Air Ambulance service in the UK to fly 24 hours a day, seven days a week. We are renowned for leading in the research and innovation of pre-hospital emergency care. From the introduction of new medical techniques, design of the medical interior helicopter cabin, to the introduction of a new operational model, Team KSS continuously strives to improve patient outcomes. Since our inception, we have treated more than 30,000 patients.

As part of our 30-year celebrations, Her Royal Highness The Princess Royal visited our Redhill Aerodrome base in February 2020 to meet our team, view our new technology and training facilities, and hear about our vision for the next 30 years.

***“Over the last 30 years, KSS has been on an incredible journey and achieved so much; however, we still have an ambitious vision which is to continue to introduce innovation to our service that ultimately results in us delivering best-in-class emergency services, saving more lives and improving many more patient outcomes.”***

(David Welch, CEO)



Her Royal Highness The Princess Royal visited our Redhill base in February 2020, marking 30 years of KSS





Over the last 30 years, Team KSS have made a difference to so many lives and we will continue to do so for the next 30 years and more.



# OUR YEAR IN REVIEW

- We began the process of reviewing our culture and strategic infrastructure by consulting with our key stakeholder groups to develop The KSS Way
- We achieved an Outstanding Rating from the CQC in all five lines of enquiry
- We made the necessary arrangements to protect our staff whilst continuing to provide our life-saving service during the Coronavirus pandemic

**We  
performed  
2,633  
missions**

**We treated  
1,626  
patients**

**We  
published  
10  
research  
papers**

**We had  
the amazing  
support of  
211  
volunteers**

**We sold  
279,000  
raffle tickets**

Volunteers  
gave **453** talks to  
community groups  
across Kent, Surrey  
and Sussex





We had  
a record year for  
income; raising **£16.3M**  
of which **88%** was from  
generous donations and  
fundraising activity



We collected  
**£163,260** in loose  
change in our **2,947**  
collection pots housed  
in pubs, clubs, garages  
and shops across Kent,  
Surrey and Sussex



Our trading company  
(Air Ambulance Promotions Ltd)  
made a gift aided donation of  
**£6.8M** to **KSS** from lotteries  
and draws, paying out **£398K** in  
prizes to **704** winners



*All of this was  
possible thanks to the  
generosity, commitment and  
belief of our supporters  
and volunteers.*

*You truly are outstanding.*

**Thank  
you**

**1,848**  
people gave us a  
regular gift



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# WELCOME

## FROM OUR CHAIR AND CEO

**It has been a momentous year for Kent, Surrey & Sussex Air Ambulance Trust (KSS) in which we have come together as one organisation, driven by our purpose of saving lives and improving outcomes by bringing the best pre-hospital care to critical patients wherever they are, whenever they need it.**

Some time ago, we established a business continuity plan in response to a possible pandemic. This plan was put into action in February 2020 in anticipation of the challenges arising and the increasing number of Coronavirus cases in the UK. Consequently, our crews have operated throughout the Coronavirus pandemic and no single shift has been missed despite a higher than average staff absence and the challenges of delivering the service safely night and day. This has meant we have been able to treat and care for our patients as we always have, striving for their best possible outcome.

In December 2019, we began our 30<sup>th</sup> year anniversary celebrations with a carol concert in the beautiful Rochester Cathedral, a most appropriate context given that the original service, then Kent Air Ambulance, began operations at Rochester Airport. It was a pleasure to welcome some very special guests involved in founding the charity, including Kate Chivers, and very humbling to hear from former patients. Our patients have always been at the very heart of what we do, and we continue to be driven to improve the service we provide to enable their best possible outcomes.

In February 2020, we were delighted to welcome HRH The Princess Royal to our operational base at Redhill and to introduce key supporters, volunteers and former patients and

their families as well as our staff and trustees to our royal visitor. We were extremely honoured by the keen interest she took in all aspects of KSS and, in particular, in the medical and technological innovation which distinguishes KSS as a leader in pre-hospital emergency medicine.

In early March 2020, we received the wonderful news that, following a short notice inspection in January 2020, KSS had been rated Outstanding by the Care Quality Commission, both overall and across all five key lines of enquiry which are safe, effective, caring, responsive and well-led. This made KSS the first Air Ambulance in the UK to achieve an Outstanding rating across all five key lines of enquiry. This is an exceptional result and enormous credit is owed to each member of Team KSS from those who deliver our critical service to our dedicated teams fulfilling many different roles from logistics to fundraising, finance and more, to our incredible supporters and volunteers.

During the past year, we began the process of developing The KSS Way which will provide strategic infrastructure, capture our identity and ethos, and outline our vision for the future. We have undertaken a significant period of consultation with Team KSS and our key stakeholders to ensure The KSS Way captures the passion and world-leading nature of our



organisation. In the coming year, we will finalise The KSS Way and begin a process of embracing The KSS Way across all our operations and activity.

Our dedication and capacity to strive for excellence and continuously improve the care provided to patients depend, to a very large extent, upon the good will and commitment of our supporters. As a charity, we are almost entirely reliant on the generosity of our supporters and also the dedication of our volunteers who give their time and money in many different ways. Like many other charities, we are experiencing new demands upon our service at precisely the same time as tried and tested methods of fundraising have been taken away by the Coronavirus pandemic. But we remain utterly focused on our purpose and are exploring a range of new income generation streams to ensure our growth, resilience and financial sustainability.

We would like to take this opportunity to express our heartfelt thanks to everyone who supports us, including our wonderful volunteers. You have our assurance that your continued support will make an enormous difference to the quality of life of our patients and their families and contribute in no small way to the safety of our communities. We need it more than ever during these uncertain times.



**Dr Helen Bowcock OBE DL, Chair**  
**David Welch, CEO**

*David Welch, CEO and Dr Helen Bowcock OBE DL, Chair*



*We could never have anticipated, when we launched a recruitment campaign in early 2019 for our new CEO, just how eventful his first year in post would prove to be. We were very fortunate to find, in David Welch, an excellent match for our requirements, someone who brings considerable experience of leading medical charities with great compassion for patients and their families. Since his appointment on 1st August 2019, David has taken every opportunity to get to know staff, trustees, volunteers, former patients and many other stakeholders including NHS partners and colleagues from other Air Ambulance services as well as becoming a Board member of the newly formed representative umbrella body for the sector, Air Ambulances UK. His dedication and commitment to leading our organisation through challenging times have been instrumental in ensuring we strive continuously to improve, innovate and ultimately, provide the best possible treatment and care for our patients.*

Dr Helen Bowcock OBE DL, Chair





# STRATEGIC REPORT PART ONE

**Our purpose and  
achievements**



# OUR PURPOSE

Our purpose is to save lives and improve outcomes by bringing the best pre-hospital care to critical patients wherever they are, whenever they need it

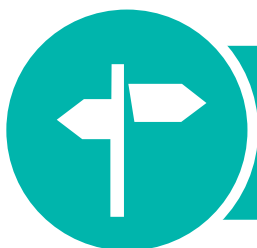


## About us

Operating out of Redhill Aerodrome and headquartered in Rochester, Kent, Surrey & Sussex Air Ambulance Trust (KSS) is an independent charity providing world class pre-hospital emergency medical treatment and care across South East England. Our purpose is to save lives and improve outcomes by bringing the best pre-hospital care to critical patients wherever they are, whenever they need it. Covering Kent, Surrey and Sussex (an area in excess of 3,600 square miles), we serve a population of 4.8 million plus a further 90 million people visiting or moving through it every year, making our service one of the busiest in the UK. Our crew of pilots, doctors and paramedics supported by dispatchers deliver life-saving interventions at the scene and utilise our state-of-the-art helicopters to transport patients to the most appropriate Major Trauma Centre or NHS Hospital. We are the first, and only, UK Air Ambulance to operate our helicopters 24/7, in response to patient need. We pride ourselves on being a people centred organisation, driven by our purpose, led by our values, and putting our patients, supporters, and staff at the heart of all we do. KSS fosters a culture of innovation and effective collaboration, as we continue to improve the scope and quality of the care we provide, and ensure we reach as many patients as possible.

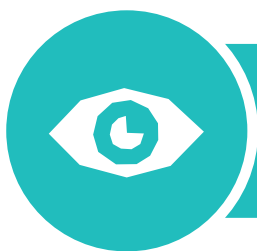


## Our strategy

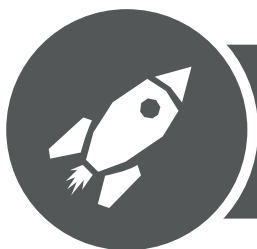


**Maximise our impact through sustained innovation and increased income generation so we can continue to deliver best in class emergency services and save more lives**

## Our vision and purpose



**We envision a society where no one dies following sudden, preventable unexpected trauma or medical emergency**

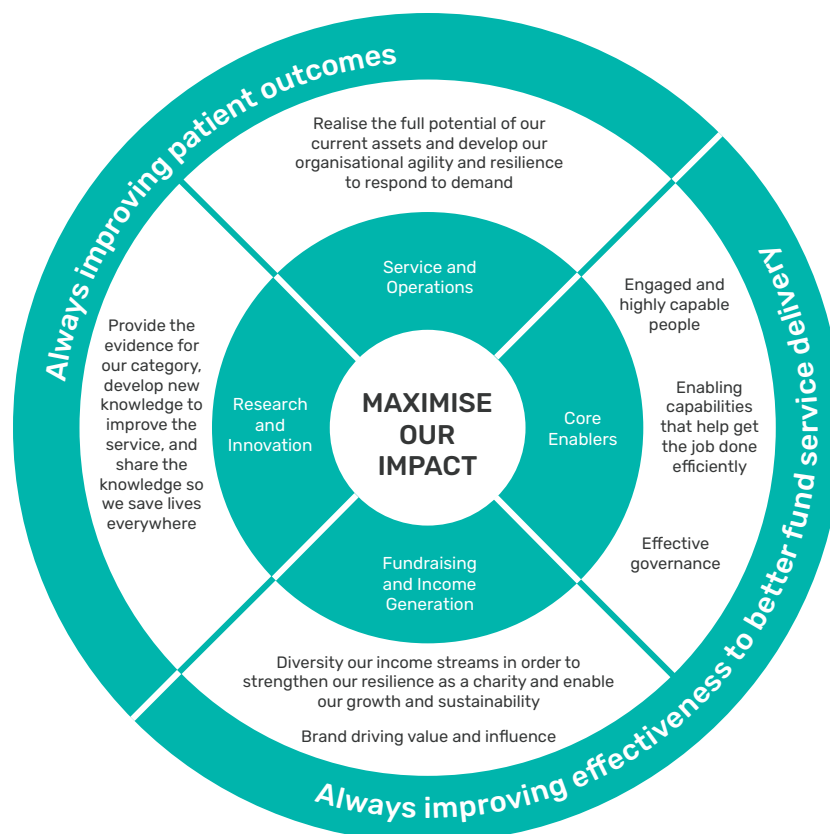


**We save lives and improve outcomes by bringing the best pre-hospital care to critical patients wherever they are, whenever they need it**



## Our goals

In order to achieve our purpose as an organisation, our goals drive our priorities and activities.



## Our values

Our values are embedded within KSS, to drive our behaviour and the way we treat people including our patients, volunteers, supporters and staff.

Caring	Innovative	Considered
We provide the best possible care to everyone who needs us, every minute of the day, every day of the year. We are passionate about this and so everything we do, every penny we raise, and every new idea we have underpin this passion. Because we are about more than saving lives – we are about giving everyone we treat the best possible chance of leading a full life. And that affects everyone.	Is there a better way we can work? How can we think differently to solve the problem? What more can we do to enhance our service at every stage of our planning and implementation? We never stand still and are always looking at how we can improve to be more effective and efficient. We constantly strive to maintain the very highest standards in everything we do. So, we question, we challenge, we innovate. We break new ground with our incredible level of expertise.	We can be trusted to focus everything all of us do, every day, on our patients – the people who need us. The integrity of our people ensures that a thoughtful and focused approach is taken to inform each and every decision. Through our commitment to training and development, we use our expert judgement to determine the direction of our service. Our donors and fundraisers can depend on us to use their contributions responsibly. And everyone can depend on us to be open, transparent and respectful.

# OUR ACHIEVEMENTS

## Strategic objective

To realise the full potential of our current assets and develop our organisational agility and resilience to respond to demand

*"I am incredibly proud to be a partner of KSS and the fact that the CQC have rated them so highly is absolutely no surprise to those of us who work closely with them. They are a team full of people who strive for excellence, are innovative, enthusiastic and tireless in their search to improve patient care. They are fantastic partners who always seek to maximise the effect of that partnership rather than seek organisational gain."*

Philip Astle, CEO of South East Coast Ambulance Service NHS Foundation Trust



## Care Quality Commission (CQC)

In March 2020, CQC published their inspection report of KSS following their visit in January 2020.

*“All seven patients we spoke to were overwhelmingly positive about the care that they had received. When talking about their feeling about the way the crew looked after them one patient told us “they are true superheroes.”*

(CQC Inspection Report)



KSS received an Outstanding Rating overall, as well as being rated as outstanding on all five key lines of enquiry – safe, effective, caring, responsive and well-led. We were genuinely overwhelmed by the scale of this achievement and so very, very proud of each and every member of Team KSS. Our staff, volunteers, trustees and supporters, including our donors, have all played their part in this remarkable achievement. This is a defining and outstanding moment in our history and our outstanding rating provides us with a strong platform from which to grow, innovate and make even more of a difference across the KSS communities that we serve.

This achievement can be attributed at least in part to our status as a self-governing, self-funding charity as this provides us with the freedom to embrace community philanthropy, innovate through research, invest in continuous improvement, introduce new evidence based procedures and motivate and empower staff to strive for excellence.

The table below provides a summary of the results we achieved in relation to each inspection criteria. The full report can be accessed at:

[www.cqc.org.uk/location/1-5827914989](http://www.cqc.org.uk/location/1-5827914989)

<b>Safe</b>	“People were protected by a strong comprehensive safety system, and a focus on openness, transparency and learning”
<b>Effective</b>	“Staff, teams and services were committed to working collaboratively and had found innovative and efficient ways to deliver more joined-up care to people who use services”
<b>Caring</b>	“Patients said staff treated them well and with kindness. One patient told us although they do not recall much of their care due to the nature of their injuries, they did remember one of the crew holding their hand in the aircraft which they said reassured them”
<b>Responsive</b>	“The involvement of other organisations and the local community was integral to how services were planned and ensured that services met the needs of local people and the communities served”
<b>Well-led</b>	“The service had strong leadership that supported their staff and created a culture supporting a thoroughly patient focused team”



## The service we provide

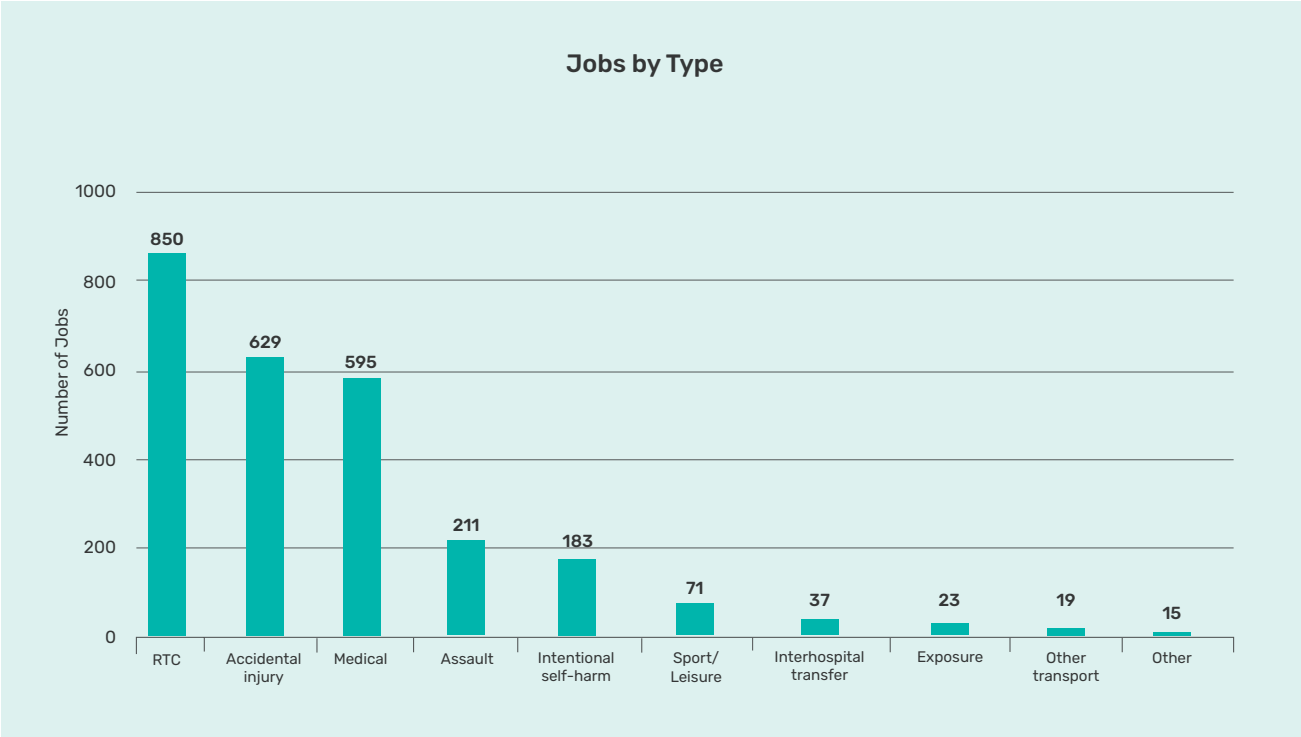
Delivering our Enhanced Care Teams quickly enough to meet the critical needs of our patients is essential and is best achieved through the use of our two advanced, state of the art AW169 helicopters which are capable of delivering our crews across the region in under twenty minutes. Alongside this, the rapid identification of the needs of the patients coupled with the provision of appropriate advanced interventions to meet those needs, is how our service enables the best possible outcomes for patients.

Number of missions: **2,633** (2019: 2,506),  
including **1,019** night time missions  
(2019: 862)

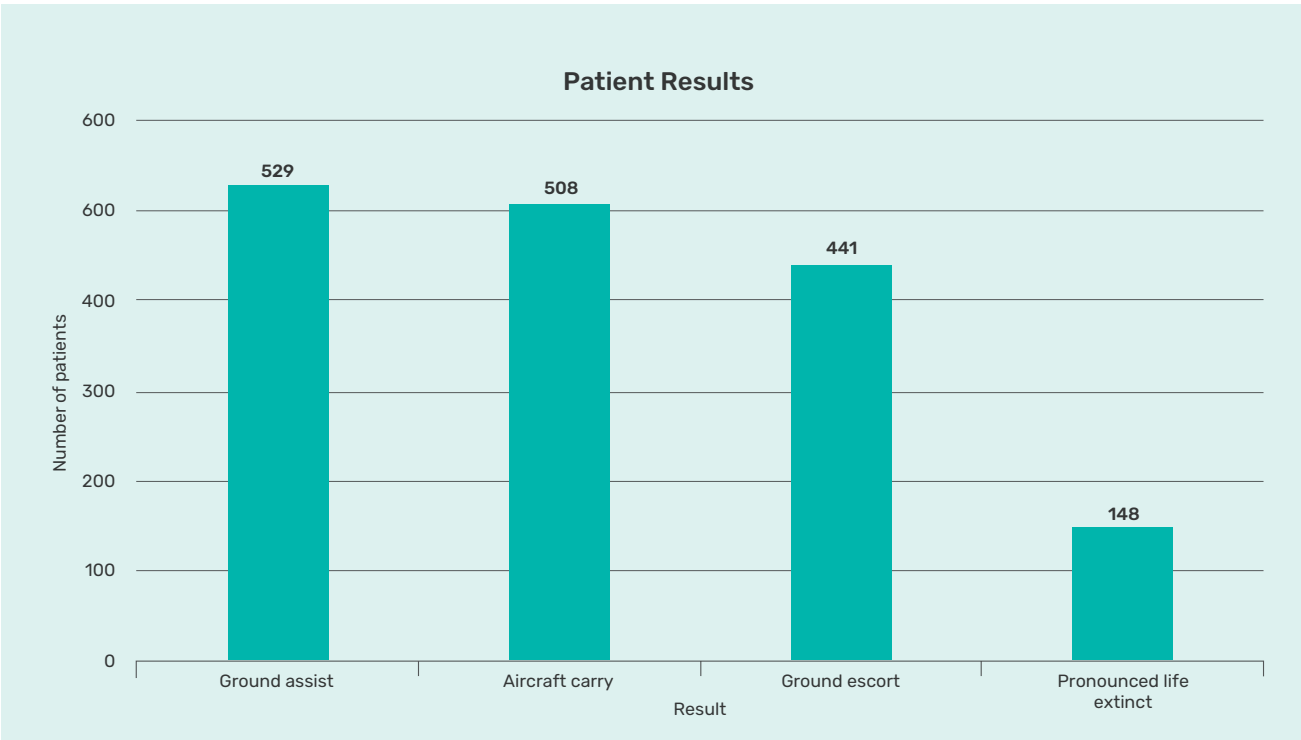
Proportion of missions by aircraft versus car:  
**66%** versus **34%** (same as in 2019)



Mission type



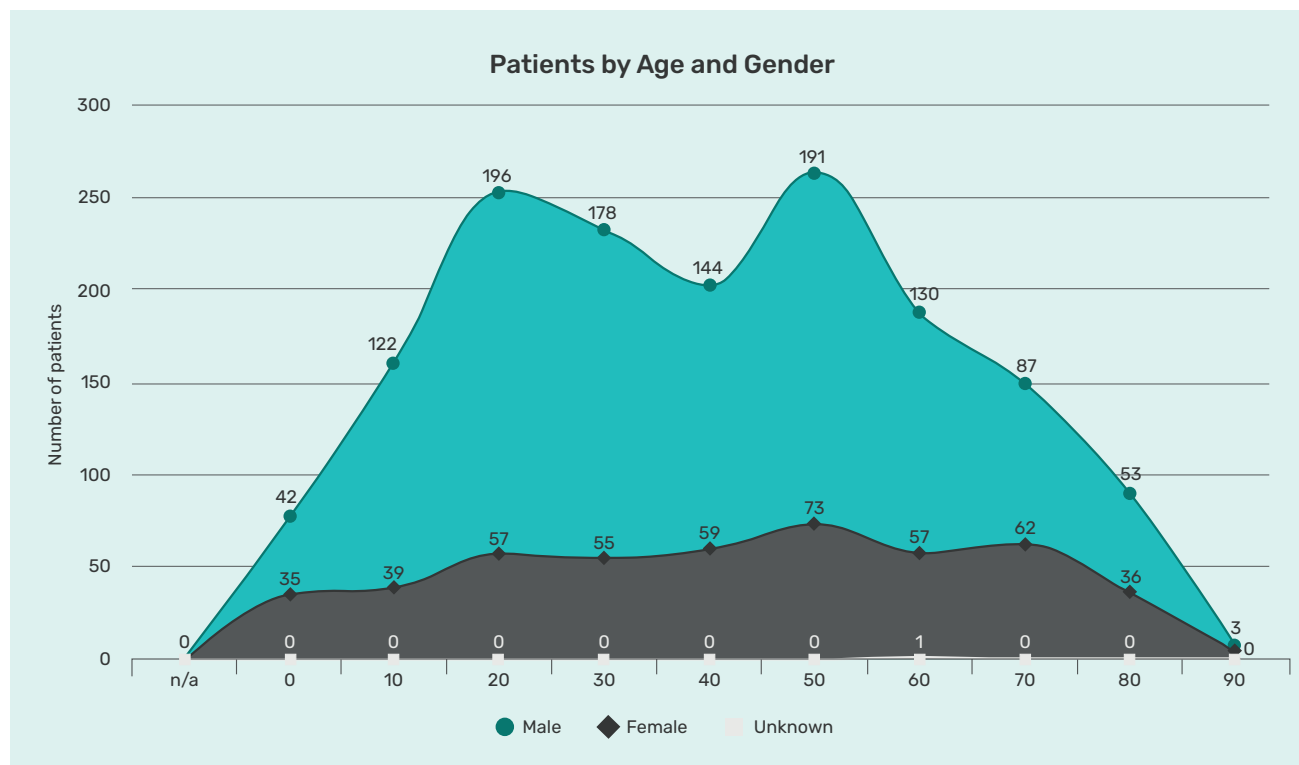
Mission outcome



## Our patients

1,626 patients treated (compared with 1,672 in 2019)

71% of patients were male (compared with 75% in 2019)



60 patients (compared with 96 in 2019) were classified as Code Red. This means that they have significant bleeding which may require the urgent administration of blood products, either during the pre-hospital phase of care or shortly after arrival at hospital.

893 patients defined as having a traumatic brain injury (30%)

296 patients (compared with 297 in 2019) in cardiac arrest when crew arrived on scene (18%)

327 patients requiring emergency anaesthetic (20%)

87 patients receiving blood products (5%)



## Maximising our impact through our service delivery

In order to achieve our objective of realising the full potential of our current assets and developing our organisational agility and resilience to respond to demand, we focused on four main areas in terms of our service delivery.

Area	Achievements in 2019/2020
<b>Medical, quality and safety</b>	
<p>Programmed development of in-flight procedures.</p> <p>Integration of research and innovation outputs into Standard Operating Procedures.</p> <p>Accommodation service for crews initially through East Surrey Hospital; explore on-base and off-base options for 20/21 and beyond.</p> <p>Maintain CQC inspection standards.</p>	<p>We successfully completed the second phase of our 3-step in-flight programme which has enabled us to operationally deliver enhanced medical procedures in the aircraft whilst on the ground.</p> <p>Unfortunately, the East Surrey Hospital model proved not to be viable, however an interim alternative solution using other commercial and private estate was implemented successfully.</p> <p>Outstanding Rating achieved (see section above).</p>
<b>Time Critical Transfer Trial</b>	
<p>Launching the time critical transfer trial which will add another dimension to our service.</p>	<p>The time critical transfer trial reached full operational status in October 2019 and has successfully delivered numerous time critical transfers. Transfer activity has increased more than threefold and work has continued since service launch to continue to expand the capability and reach of this service innovation.</p>
<b>Operationalising instrument flight</b>	
<p>Commencing multi-year initiative, working with the Civil Aviation Authority (CAA) to operationalise instrument flight, to enhance our resilience.</p> <p>Crew engagement plan and consultation, building change-readiness for instrument flight. 19/20 milestone: Instrument takeoff and landing from Redhill.</p>	<p>The early planning and scoping of this initiative has continued but the influence of a number of significant external factors have slowed the advancement of the project.</p> <p>Due to the slower than anticipated project development and the impact of the Coronavirus pandemic, the crew engagement milestone was not reached. This is an important element of the operationalisation of this innovation and must be undertaken when other elements of the project have been sufficiently developed to make this process meaningful.</p>
<b>Benefits realisation</b>	
<p>Exploring commercialising training capability and earning income across both sites.</p> <p>Retain one of the MD902 type helicopters within the aircraft fleet for longer than initially planned in order to maximise availability and service resilience.</p> <p>Supporting 24-hour helipad provision in London, initially funding King's and exploring options with St George's.</p> <p>Refining single base operating model and driving Rochester operational benefits.</p>	<p>The year one training programme was successfully rolled out with a small number of courses being delivered to external healthcare professionals. The course feedback was exceptionally good and overall, the programme achieved the year one objective of financial breakeven.</p> <p>The retained MD902 helicopter has been used in service as a dedicated back up aircraft covering periods of aircraft maintenance. As a result we have been able to generate an additional 3,480 hours of aircraft availability.</p> <p>We have continued dialogue with St George's as a result of the huge success of the 24/7 Kings helipad which allowed almost an additional 40 patients to be flown directly to a Major Trauma Centre than would have otherwise been possible.</p> <p>We have continued to gain the operational and logistical benefits of a single operating base whilst refining the model which has enabled us deliver average response times that are now marginally quicker than were achieved by the previous two base model.</p>

## Our patient stories

### Olivia

*"Our two-year-old son was saved by KSS in 2018. It was coincidentally just a month after we signed up to take part in their lottery scheme. A month later Michael and I were driving to our friend's wedding rehearsal. Our two-year-old, Isaac, was in the back of the car. I was 24 weeks pregnant at the time. As we came around the corner we had to stop abruptly, as the temporary traffic lights ahead had stopped working and a queue of cars had piled up...a car hurtled around the bend behind us and came into the back of our car.*

*I didn't feel anything, neither did Michael. It was then that I turned around and saw Isaac. He looked as though he was sleeping...but I realised that he'd been knocked unconscious in the collision.... we saw the dent in his head, on his frontal bone, which really shocked me. I can still picture it now. I later learnt that he'd suffered a depressed skull fracture.*

*Everything else went by in a bit of a blur – I wasn't aware of it at the time, but a road ambulance appeared and KSS arrived in their helicopter...KSS intubated Isaac at the side of the road. It was awful seeing him lying there, I had to turn my face away. Michael and I went in the helicopter with Isaac. I felt so reassured by the crew. I couldn't hear anything in the aircraft, but Ben Clarke, the Paramedic kept putting his thumb up to me. It was such a small thing, but it meant so much. It made me feel as though Isaac was completely safe. We were taken to King's College Hospital in London, where Isaac spent 24 hours in intensive care, till he'd had surgery on his skull. He spent 12 days in hospital in total. It was an incredibly difficult time, what with me being pregnant as well.*

*When he came home, Isaac had three months over the summer of not being allowed to go to places like the park or play centres. That Christmas Isaac had his first nativity play, and I couldn't stop crying as I watched him. There was one point after his incident that we didn't know what would be possible for him, but he's doing so well and is such a funny little boy. He's..turning five in September 2020 and is doing really well....He's so ready for school and can't wait to start. We've just been told to let the school know if they spot any behavioural or concentration problems.*

*Thankfully, Isaac doesn't remember the crash anymore, but he knows how much KSS helped him and understands what the charity does for people. We always wave and say thank you when we see the helicopters flying past. It's so emotional when I think back over the past few years... if it weren't for fundraisers..., KSS wouldn't exist and our son might not be alive today."*

Olivia Brockman, June 2020



Olivia (left) and Isaac (middle) visiting our Rochester base in July 2019

# Nichola

*"I remember that day very clearly. It was Easter Sunday 2019 and it was a really lovely day. I was on my way to visit my dad in Eastbourne...Suddenly, I saw a black car coming straight towards me on my side of the road. It was overtaking...suddenly the car clipped the one it was overtaking and came straight at me, hitting me head on. I heard the bang before I became unconscious.*

*I didn't realise it but I was unconscious for about 15-20 minutes...I woke up feeling warm and dizzy....I was struggling to talk... Paramedics, police and the fire brigade started to arrive and it got very busy around me. It took the fire brigade over an hour to get me out of the car....There was also a field with a gate onto the road right in front of where I had come to a stop, which meant KSS was able to land there and their team could reach me without too much difficulty.*



Nichola Beales in June 2020

*It was then that I realised my injuries were quite serious, but I never felt scared once. I am so grateful to the team who were completely calm around me. They explained everything to me carefully as they were doing it and reassured me that it would be okay... The decision was made to take me to the Royal Sussex County Hospital in Brighton by Air Ambulance.... The doctor, Dr Maja Gavrilovski, held my hand as we flew and touched my cheek occasionally just to let me know she was there. I remember it really clearly. I found it comforting and was grateful to her for taking the time to make sure I felt reassured.*

*When I got to the hospital, I was taken straight in to be operated on. It was a six hour operation....I was put in an induced coma after my operation to help control my breathing....In general my recovery was much quicker than expected; they had anticipated me being in hospital for six weeks but I was only there for two and a half. At the same time though it was difficult and painful.*

*My accident has definitely been life-changing, but I am lucky in many ways and I know that. I am so grateful to the people who helped me that day...KSS really is an incredible organisation that deserves recognition...they were there to help me when I needed them most. For that I will always be thankful."*

Nichola Beales, June 2020



## Research and Development (R&D)

### Strategic objective

To provide the evidence for our category, develop new knowledge to improve the service, and share the knowledge so we save lives everywhere

KSS operates a world-leading R&D programme which continues to grow and break ground in terms of innovative developments that influence our practice, and in fact shape the practice in the UK and beyond. We take seriously our commitment to share our experience and work with other emergency medical services around the world.

In order to achieve our strategic objective, KSS is delivering an increased ambition to change and influence practice in order to:

- Continue to ensure we deliver the highest quality patient care
- Better utilise the assets we already have (data, people, technology)
- Continue to proactively influence Helicopter Emergency Medical Service (HEMS) practice and protocols around the world
- Further shape the reputation of our service and maximise the external 'win' from our projects
- Attract and retain talent within pre-hospital care
- Support our culture of continuous learning



Our research strategy for achieving our strategic objective.

KSS continues to grow in the number and complexity of focused research projects which aim to answer specific research questions which will improve patient care, and also include novel research projects that have the potential to deliver next-generation pre-hospital care.

Area	Achievements in 2019/2020
Exploring more funding opportunities	
<p>Continue to support a part-time grant advisor to oversee funding strategy and opportunities.</p> <p>Create a grant pipeline for reporting and tracking grant progress and success rates, and internal engagement.</p> <p>Create capacity to bring into external research support consultancy (e.g. medical statistics, health economics) as required.</p>	<p>First HEMS PhD fellow has started her PhD at the University of Surrey.</p> <p>A research registry of over 30 projects that are both in progress and planned has been established. Two major submissions for grants have been submitted. We are through to the final stage of a research grant submission to support a randomised clinical trial of live video streaming from scene.</p> <p>We have appointed a HEMS Senior Lecturer to support R&amp;D.</p> <p>We are exploring links to Health Economists and Medical Statisticians to support current R&amp;D projects.</p> <p>Our established partnership with the University of Surrey is maximising our chances of grant bid success.</p>
Investing in additional roles	
<p>Replicate the PhD paramedic model of funding to bring research capacity up to 1.5 FTEs next financial year (three people).</p> <p>Make allowance for one additional 0.5 FTE per year over the life of the strategy.</p>	<p>We currently have 1.2 FTE dedicated to research and are looking at opportunities for expansion.</p> <p>We are exploring the idea of a rotating HEMS research fellowship.</p>
Creating the right internal environment	
<p>Implement a ring-fenced research and innovation budget for staff, equipment, publications and presentations.</p> <p>Implement research training into education strategies and invest in infrastructure at Redhill.</p> <p>Implement mechanisms for ideas to get surfaced and acted upon (pipeline, portfolio, interface between clinical and ops).</p> <p>Implement a communications process to maximise internal and external impact of research.</p>	<p>For the first time ever at KSS, we have a dedicated R&amp;D budget stream.</p> <p>Our state-of-the-art R&amp;D office is up and running and being used regularly to support projects.</p> <p>We have established regular R&amp;D virtual meetings to support projects.</p> <p>We are sharing draft results with the KSS Communications Team in order to maximise our research impact. We have successfully utilised the KSS followership on social media to directly support grant applications through lay person questionnaires.</p>

## Livestreaming patient data – GoodSAM

In a world first, KSS have become the first HEMS in the world to have the functionality to livestream patient data directly from the helicopter to the receiving hospital and consultants, due to a partnership with health technology leaders Philips RDT. GoodSAM has led the way in emergency remote video development. KSS is now equipped with the Philips RDT Tempus ALS and Philips IntelliSpace Corsium web-based software platform, developed in conjunction with the European Space Agency.

The collaboration allows doctors and paramedics to transmit medical data and advice from the scene to the receiving hospital, as well as the on-call Air Ambulance consultant back at base, meaning the receiving hospital can be better prepared for the patient's arrival. This provides a tremendous opportunity for the KSS team to improve the outcomes for our patients, given that in emergency situations, every second counts.

This provides a further example of KSS driving innovation in healthcare, by adopting this novel technology which is anticipated to lead to improved patient care which is expected to be adopted by other Air Ambulances and healthcare partners in the future.

We were honoured to receive the Air Ambulance Innovation of the Year Award, at the Air Ambulance Awards of Excellence 2019, in recognition of our work with the GoodSAM app. This was an especially pivotal achievement for us, being the first year we submitted an entry to these prestigious awards.





## Achieving excellence in our service delivery



### Clinical Governance

In order to enable excellence in service delivery and thus provide the best possible care to patients, KSS is committed to investing time and resource in a transparent, robust clinical governance programme. This includes the education and training of our staff to ensure they are prepared for their complex and challenging role, and to maintain and develop their skills. Ongoing training and development necessitate commitment, resilience, focus and hard work.

<b>Clinical Governance meetings</b>	KSS undertook 48 such sessions during the year, involving clinical and operational teams and including training sessions delivered to Emeritus Clinicians.
<b>Supervised shifts</b>	Crews often have 'supervised shifts' where a HEMS Consultant flies as an additional member of the team to assess performance and provide feedback and direction for improving patient care. 423 patient encounters representing 26% of all activity received direct supervision.
<b>Mission reviews</b>	KSS ensure that every mission is reviewed. Within the spirit of a 'no blame' culture, discussions take place in relation to key missions to identify possible areas for improvement against objectives and performance metrics as described below.
<b>Audit and performance</b>	In order to improve our clinical and operational performance, KSS continuously undertakes audit to allow us to benchmark our performance and highlight areas for improvement. Audits are undertaken by medical students, paramedics, nurses and doctors, within a culture of collaboration and continuous personal development.
<b>Objectives and performance metrics</b>	The KSS teams have clearly identified objectives and performance metrics (e.g. time to activate aircraft, reduction in missed cases normally warranting HEMS).
<b>Target of no unexpected deaths within 48 hours of care by our teams</b>	KSS consider it imperative to understand why patients die i.e. in order to review that every possible action to help that patient, and prevent their death, was undertaken. This process also allows for retrospective analysis from which patients may have benefitted had new treatments been available and helps to inform decisions about adopting new practice. Understanding the cause of death also plays a large part in shaping the nature and methods of training delivery to ensure the KSS teams are as prepared as possible for the type and nature of injuries they may face at the roadside. This is a complex area and one of focused ongoing research by KSS.
<b>Training</b>	<p>Each year, two cohorts of new doctors join KSS to work full time for up to one year. They begin with an intensive training programme delivered by our experienced doctors and paramedics during which they are continuously evaluated.</p> <ul style="list-style-type: none"> <li>• Training includes both classroom lectures and simulations or 'moulages' of the real situations that the crews encounter which is a very significant part of the training which helps build and cement the foundation of safe and effective pre-hospital care.</li> <li>• The doctors and paramedics are rigorously tested not only on their clinical knowledge, but on areas such as communication skills with other crew members and with the patient.</li> <li>• The base in Hangar 10 at Redhill includes a training centre offering classrooms and sufficient space to deliver the moulages.</li> <li>• In addition to our own staff, student paramedics from the University of Surrey, Canterbury Christchurch University and from South East Coast Ambulance Service (SECAmb) attend the courses.</li> </ul> <p>In 2019/2020, seven doctors and four paramedics successfully completed the training course, enabling them to progress to a 6-8-week period of clinical supervision to gather experience and hone their pre-hospital skills.</p> <p>All the staff that progressed directly into the direct supervision phase of their training met the required standards to fly as part of the crew without direct supervision. Throughout their time with KSS, they have received frequent ongoing supervision sessions, recorded and logged by their clinical supervisors.</p>

## Collaboration

Working in effective, strategic collaboration with the NHS Ambulance Service and our hospital network partners, including the three Major Trauma Centres that serve our region, is fundamental to ensure that together we achieve maximum impact, and the best possible outcomes for our patients and communities. The multifaceted and extremely complex needs of our critically ill and injured patients necessitates a coordinated, networked approach which supports patients through all aspects of their care journey – from the point of call for help through their time in hospital and beyond into rehabilitation and their return home. This collaborative approach enables the best possible patient outcomes.

KSS recognises the critical importance of collaboration and are committed to working beyond our formalised agreement in place with South East Coast Ambulance Service (SECamb) and the NHS Ambulance service that covers our region, to embrace opportunities for effective partnership working.

We have collaborated closely with other Air Ambulances during the Coronavirus pandemic to ensure lessons learnt are shared and to support each other's service delivery where possible.

## Research collaborations

Thanks to the generous support of Lion's International, we are collaborating with King's College Hospital, London, in evaluating a novel microwave brain scanner. We hope to use the scanner in future on the helicopters to accurately diagnose stroke and traumatic brain injury at scene.

We have a formal research collaboration with the University of Surrey and are currently undertaking several projects on trauma in the elderly and the effect of pre-hospital blood product transfusion.

We are involved in the steering group of a national UK trial aiming to explore using Whole Blood, as opposed to red cells and plasma, in pre-hospital trauma transfusion.





## Reacting to the Coronavirus pandemic

Our priority in responding to the Coronavirus pandemic was ensuring we could continue to respond to the most sick or critically injured across our regions in their hour of need. In addition to continuing our life saving, specialist emergency service, we are supporting the NHS and SECamb to make the best use of our existing resources – our state of the art helicopters, response vehicles and equipment – and the outstanding expertise of medics and crew to contribute to this national effort by supporting the transfer of critically ill Coronavirus patients across our regions, as and when required.



## Our plans for next year

We will continue our long term research project examining how we can best measure and demonstrate patient outcomes, and the impact of our service on our patients and communities, in order to develop and evolve our measurements methods and key performance indicators. This is an incredibly complex area, due to the nature of the patient journey which can involve multiple providers, and the often critical nature of the patient's injury or illness. However, we are utterly committed to further investment in this area, as without understanding the impact and contribution we make to the outcome of our patients, we cannot continue to evolve and improve our service to best meet the needs of our patients or deliver the necessary life-saving interventions that enhance the speed and potential for their recovery.

We are hosting a virtual meeting of the European Air Ambulance and Pre-hospital Research group (called EUPHOREA) in Autumn 2020, showcasing KSS as leader in HEMS research.

We plan to continue to deliver improvement to the responsiveness of our service by continuing to refine our operational model alongside our tasking and deployment plans. A key part of these plans includes the continued development of a performance-based navigation project.

As always, we continue to review and reflect upon our core service to explore how it can be improved or extended. This is more important now than ever, given the significantly challenging climate created by the Coronavirus pandemic and the limited resources available to the pre-hospital sector necessitating a collaborative approach. Work is underway to examine the effectiveness and sustainability of the KSS model, thinking differently about how current problems can be solved, and ultimately, how KSS could develop our core service to meet the needs of more patients. This includes exploring and developing the role we play in education, accident prevention, health promotion, and holistic patient and family aftercare and support. Prevention is fundamental to KSS achieving its vision, by working collaboratively to play a more proactive role in changing the pattern of death from traumatic injury.

# GENERATING SUPPORT



## Strategic objectives

To diversify our income streams in order to strengthen our resilience as a charity and enable our growth and sustainability.

To ensure our brand drives value and influence.





## Generating support

KSS has undergone an exciting year in growth and development of our Income Generation team to implement our ambitious strategy of significantly increased income generated from a range of diverse sources.

**Our total income was £16.269M, compared with £14.845M in 2018/2019 which represents an increase of 9.6%. This amazing achievement is only possible due to the generosity and commitment of our fantastic supporters to whom we are so very grateful.**

### Focus on our supporters

This case study embodies all the key qualities that characterise our inspirational supporters – generosity, determination, and a desire to make a difference. During 2019, Josh raised over £6K for KSS by undertaking a “**12 challenges in 12 months**” calendar of gruelling physical events including a 30k kayak challenge, the Redbull Quicksand event, a marathon row, a 24-hour rope climb and a tough mudder.



Josh Senior, KSS Supporter

*“As Spring approaches, I remember how lucky I am to be alive and who I have to thank for making that possible. In 2010, when I fell 35ft to the ground during a simulated parachute jump, my world changed, and I had no idea my life would soon be in the hands of KSS.*

*I suffered serious, life-changing injuries; not only had I badly broken my right arm and suffered head injuries, but I also broke my back in two places, was left paralysed from the waist down and had a badly broken ankle. The injuries to my right leg were so severe they ultimately resulted in my leg being amputated below the knee. After my accident, the KSS crew were with me within nine minutes of being dispatched. When they arrived they worked to stabilise my condition and, because of the specialist skills of the medical team, including Doctor Amy Hughes, they were able to administer extremely strong painkillers that I wouldn't otherwise have been able to receive until reaching hospital. I was awake for the whole flight to Royal London Hospital and felt reassured to have the Doctor and Paramedic at my side throughout. I spent a month there whilst my injuries were managed before being transferred to The Stoke Mandeville Hospital for rehabilitation in the spinal injuries' unit.*

*It's impossible to say whether or not I would have survived without KSS' help, but I do think it's incredibly likely they saved my life that day. It is because of them I am able to spend the future with my partner and three gorgeous children – something I will be forever grateful for.*

*I've always been an active sportsman and prior to my accident I was a keen rock climber and outdoor instructor. Thanks to the care and support I received from the KSS and rehabilitation teams, I was able to recover and go on to be invited to join the GB paraclimbing team and now compete internationally.”*

Josh Senior, KSS Supporter



Area	Achievements in 2019/2020
<b>Lotteries and draws</b>	
<p>Continue to recruit new lottery members as well as focus on understanding attrition and improving retention to deliver extended membership lengths, increased membership commitment and re-engagement with lapsed players.</p>	<p><b>Increase in numbers</b>  4% increase in number of players in our regular draw (from 96,372 to 99,953)  6% increase in our Superdraw players (from 56,029 to 59,135)</p> <p><b>Analysis project</b>  Results indicated that attrition was at a more than acceptable level and that our lottery supporters were incredibly committed to KSS with over 40% having been members for five years or more.</p> <p>We undertook the relevant analysis and plans are in place to deliver a reactivation campaign in 2020/2021 to encourage lottery supporters who have lapsed to re-engage with us.</p>
<b>Individual giving and events</b>	
<p>Deliver a new, predictable income stream by marketing individual regular giving through Direct Response TV advertising using a mix of linear, digital and on demand platforms</p> <p>Deliver three new events that can raise the profile of KSS to attract new, different types of supporters and raise money.</p>	<p>Multimedia brand campaign delivered across a number of platforms to support our fundraising activity.</p> <p>New response mechanisms, such as text donate and pushing towards digital platforms were explored.</p> <p><b>Open Air Cinema Event</b>  Due to an incredibly unseasonal storm and high winds, this event planned for August 2019 had to be postponed until 2020. We were delighted that 80% of the 450 supporters who had purchased tickets elected to transfer their tickets to the event planned for 2020 which also sadly had to be cancelled due to the Coronavirus pandemic.</p> <p><b>Christmas Carol Concert</b>  Our first Christmas Carol concert at Rochester Cathedral was a great start to our 30th anniversary celebrations and was attended by over 800 supporters. During the service, a previous patient shared the story of their accident and recovery, supported by the paramedic who had attended the accident.</p> 

	<p><b>Corporate Golf Day</b></p> <p>Our 2019 Corporate Golf Day, held at Westerham Golf Club, was a huge success, with 19 teams of four taking part. Including an auction on the day, hosted by Sky Sports presenter Peter Graves, the event raised over £15K for KSS.</p>  <p>From left to right (David Wright, Capt Blaine Ashurst, Mike Rose, Alan Cowley)</p>
<p><b>New acquisition channels and income streams</b></p> <p>Reinvigorate Trusts and Foundations (T&amp;F) efforts by undertaking a scoping exercise and needs assessment to inform our T&amp;F programme.</p> <p>Launch a new website alongside digital acquisition capabilities to diversify beyond face to face channels.</p> <p>Lay the foundations and processes for generation more income through legacy giving.</p>	<p>Work began to lay the foundations for the delivery of a future programme of T&amp;F fundraising which we hope to implement in 2020/21.</p> <p>Our new website was launched in November 2019 with greatly improved donation functionality, including the facility to set up regular gifts by Direct Debit.</p> <p>In February 2020, the website was enhanced further to enable lottery sign ups online.</p> <p>Compassionate and informative legacy marketing materials were developed and launched to support the efforts of our staff and volunteers when engaging with potential supporters, and to help demonstrate the importance and impact of legacy giving to KSS.</p> <p>In the reporting period, we received over 100 legacies totalling £2.670M.</p>
<p><b>Creating the right internal environment</b></p> <p>Embed a revised structure including experienced and capable leadership to identify areas identified for growth</p>	<p>The two main changes were:</p> <ul style="list-style-type: none"> <li>• The introduction of an additional, experienced leadership tier</li> <li>• The development of a Supporter Experience Team to ensure excellent stewardship and service to our supporters.</li> </ul>

## Focus on fundraising - the Air Aid Ball

The Air Aid Ball was launched by local residents in 2007, with the aim of raising awareness and much needed funding to support our vital work. This biennial event has become a 'must attend' event for businesses and residents of the Kent, Surrey and Sussex region. Organised by a committee of volunteer fundraisers, our seventh Air Aid Ball held in June 2019, welcomed 372 guests and raised £105,035 taking the total money raised since 2007 to £450,000. Guests enjoyed a dinner, presentations about our work and an auction hosted by Sky Sports presenter Pete Graves. Live music and dancing followed at the event which took place at Redhill Aerodrome in the historic Hangar 9, which had been transformed for the evening.



***"KSS is a charity which anybody, regardless of their age, background or location, might one day or night need the services of, which is why we're doing our bit to support their amazing work."***

Andy Farrant of White & Sons, Chair of the Air Aid Ball Organising Committee, and KSS Trustee





## Our volunteers

Our amazing volunteers are an integral part of Team KSS. We are a purpose-driven charity, and our volunteers form a key part in delivering our purpose. From our committed trustees to our fundraising volunteers, to those who help raise awareness and generate commitment to our cause by inspiring others and sharing the key impact of our service, they play such a fundamental role.

We are so very thankful and appreciative for their time and commitment. Put simply, we could not fund and deliver our outstanding, life-saving service without the generous support of our wonderful volunteers. We celebrate their individuality and generosity, and the critical contribution they make to the sustainability and impact of our service.



**211**  
**volunteers in 2021**  
**(2019: 201)**



## Volunteer stories

*"I have been (and still am) involved with some other charities but KSS is in a league of its own. Not only saving lives 24 hours a day 365 days a year but unbelievably supportive of its people, all of whom work as a team and all of whom are justifiably proud of being part of this world-leading Air Ambulance service."*

Kelvin Bossey



*"One of the reasons that I volunteer for KSS is because it's a charity that is relevant to absolutely everyone, and it is very reassuring to know that the Air Ambulance is there at a crucial time in someone's life. Volunteers do a variety of jobs - I give talks to various groups who often know little about the service and how it operates. I have also learnt a considerable amount of information myself about KSS and have answered many queries from the audience - from the minimum landing area for a helicopter to the meaning of moulage. It sometimes comes as a surprise to the groups to hear that KSS is a charity, and their generosity is one of the reasons why volunteering is such a rewarding activity".*

Shaida Dorabjee



*"KSS has always been a charity I've admired. I became a volunteer after I left school and I feel like it's opened up so many opportunities! I have met some amazing people and done so many wonderful fundraising opportunities, which I never would've done before. Now I've had friends and family who have been saved by KSS, it's never felt so rewarding giving something back! You feel very valued being a volunteer for KSS!"*

Leah Tavener





## Next year we will

- Further diversify our fundraising strategy, to focus on gaining the support of Major Donors and securing funding from Trusts and Foundations
- Look to engage with a different demographic of supporter by increasing our digital presence
- Continue to adapt our fundraising approaches and practice in the light of the ongoing Coronavirus pandemic including continuing our Coronavirus Emergency Appeal to meet our expected fundraising shortfall
- Deliver a reactivation campaign to encourage lapsed lottery supporters to re-engage
- Focus on donor stewardship and thanking our valued supporters
- Improve the ways in which we can utilise our evidence and impact stories to communicate our purpose and generate support and commitment to our cause
- Move forward with our volunteering strategy of ensuring we provide volunteers with the best possible experience, and also ensure our volunteering base mirrors our strategy





# OUR PEOPLE - TEAM KSS







## Strategic objectives

To enable engaged and highly capable people.

To enable capabilities that help get the job done effectively.

We are incredibly proud of our staff, who are so very committed to achieving the best outcomes for our patients, and providing the best possible experience for our volunteers and supporters. Our Caring value is embedded in all we do, which includes ensuring our staff team feel supported, engaged, inspired and valued.

KSS believes strongly in ensuring that the strategic direction of the organisation is coproduced by our staff, volunteers, supporters and stakeholders to ensure it captures the passion, commitment and world-leading nature of our organisation. As such, in 2019/2020, we began a long-term process of staff engagement and consultation to develop our new strategic infrastructure for our organisation – The KSS Way. This exercise also gathered their views on working for KSS, which will be used to inform our methods of developing and supporting staff moving forward.

# 88%

agreed that KSS provided them with the right support to undertake their role

# 66%

agreed that KSS provided them with opportunities for career/personal development

## Remuneration

The pay of all staff is reviewed annually although the remuneration of all clinical staff on NHS salaries is governed by public sector arrangements. In view of the nature of us being a charity, all operational and clinical staff directly employed by KSS are benchmarked against their equivalent NHS grades. The salaries of all non-clinical staff are benchmarked against similar sized organisations and charities delivering equally complex and demanding outputs.

## Our key management personnel

The management of KSS is undertaken by our Chief Executive (CEO), David Welch, supported by a Senior Leadership Team who lead on strategic work in each of their Directorates. The team are outlined below.

### CEO

A D Welch

### Senior Leadership Team

L Curtis – Executive Director of Service Delivery  
 L Harris – Executive Director of Income Generation, Marketing and Communications  
 D Hooton – Director of Marketing and Communications (resigned August 2020)  
 I Howick – Executive Director of Corporate Services (appointed July 2020)  
 J Lack – Director of Finance and Support (retired September 2020)  
 Prof. R Lyon MBE – Associate Medical Director  
 Dr M Russell MBE – Medical Director (stepped down October 2020)  
 Dr D Bootland – Medical Director (appointed November 2020)

## Our Board of Trustees

Our committed Board of Trustees are responsible for ensuring KSS is effectively and properly run and governed, and that we meet our overall purpose as a charity. Further details on their roles and our objective of ensuring effective governance is included in the chapter – How We Operate.

The trustees who served during the year were as follows.

### Chair

Dr H A Bowcock OBE DL

### Trustees

P J Barrett MBE  
 C M Blewett (resigned October 2019)  
 D H B Burgess (Vice Chair)  
 M J Docherty  
 A M Farrant  
 T S N Oakes (Honorary Treasurer)  
 Prof. A Rhodes  
 P D Stewart  
 Surgeon Commodore S W S Millar (resigned June 2019)

## Next year we will

Undertake a staff engagement exercise with Team KSS to

- Establish, monitor and evaluate the implementation of The KSS Way
- Establish their experiences and thoughts on working for KSS, including perceptions of support from management and colleagues, opportunities for development, and remote working
- Establish how KSS can continue to support their health and wellbeing during the Coronavirus pandemic and beyond

Review our Pay and Remuneration Policy to ensure it meets sector requirements and best practice

Review a range of HR policies in alignment with The KSS Way to ensure we can continue to attract and retain the best staff, and that we prioritise staff health and wellbeing, particularly in light of the challenging circumstances created by the Coronavirus pandemic



# AMBITION AND VISION FOR THE FUTURE

As always, in order to continue to meet the needs of our patients and communities, KSS is looking to the future to examine how we can refine and improve our service to have an even greater impact, and also how we can ensure our resilience and sustainability as an organisation in the face of the unprecedented challenges posed by the Coronavirus pandemic. As a resilient organisation, we are acutely aware of the uncertain, challenging times we are living through, but have real hope for the future in terms of how we can grow and innovate to help even more people.

## **Reacting to the Coronavirus pandemic**

As a people centred organisation, our priority is always the health and wellbeing of our patients, staff and volunteers and as such we have taken, and will continue to take, all the necessary measures to help ensure their safety. Our plans for next year involve the continuous monitoring of our practices to ensure our service continues to work as normally as possible, by continuing to offer the best possible pre hospital treatment and care for patients facing medical emergency as well as ensuring the health and well-being of our staff, many of whom are remote working. We will ensure the effective working arrangements of our teams in Income Generation, Marketing and Communications, Finance and Corporate Services so we are able to sustainably fund and operate our critical service and communicate and support our donors and supporters. This will involve being responsive, innovative and flexible in terms of how we continue to raise our much-needed funds. We will also continue to work in effective collaboration with our NHS colleagues including SECamb to ensure we provide support wherever needed.

## **Building on our strategy – The KSS Way**

As an organisation, KSS aims for excellence in all we do, and aspires to be a well-led, innovative, trusted charity which delivers the best possible service we can to as many people as we can, in order to make a real difference to the lives of our patients and communities.

We have begun the process of developing The KSS Way – a framework which will provide the strategic infrastructure for our organisation including our purpose, vision, goals and objectives, and values and behaviours. The KSS Way will define who we are and what we believe in.

We have undertaken a wide-ranging consultation process with all our key stakeholder groups to develop The KSS Way. Our plans for next year are to finalise this and began a process of Embracing

The KSS Way through our organisation by building this into our plans, activities and interactions. The deeply held core commitment iterated in The KSS Way provides us with a strong sense of identity, and a shared sense of purpose and thread of continuity which is never more important than in the current challenging times. It will provide a framework for how we will plan, execute and manage our work and how we will interact with others.



## Our vision for the future

Part of The KSS Way development involves thinking both innovatively and ambitiously about what KSS could achieve in the future, how it has to adapt and change to meet the needs of the community, and how to carve a place in a very busy market place. This includes considering how we can support patients and our communities by expanding our core services and including prevention activity, and holistic patient and family aftercare and support.

During the coming year, we will undertake an engagement exercise with staff to create detailed business plans which will outline both long and short-term objectives in relation to both core KSS activity, and new potential areas of activity. It is very much assumed that these potential introductions to service delivery will follow a staged approach involving identifying need, creating a co-produced approach, piloting and refining before rolling out and gathering impact.

# SAYING THANK YOU

We would like to offer a sincere and heartfelt thank you to all our wonderful supporters and volunteers as without your incredible support, we would not be able to save lives and enable the best possible patient outcomes across the communities we serve.





We thank you  
on behalf of every  
patient we treat  
and care for



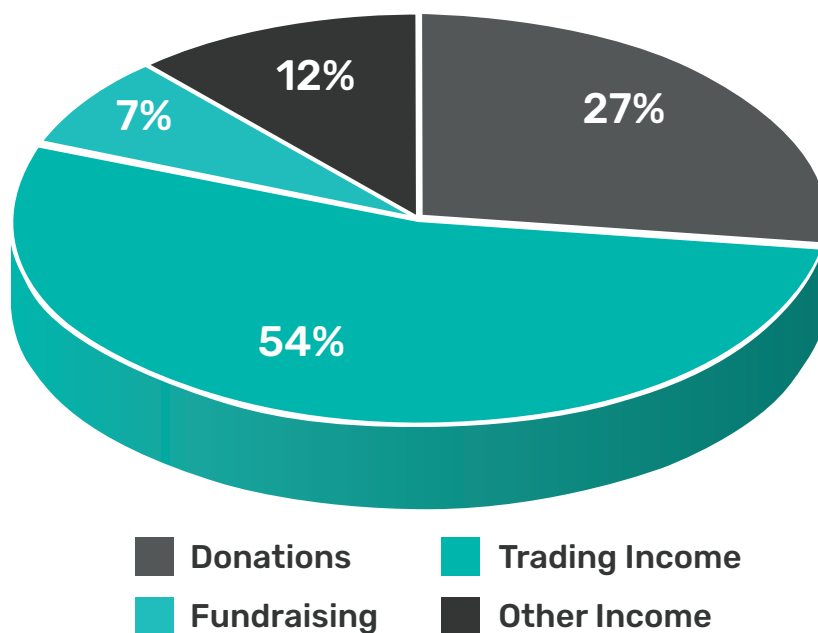


# STRATEGIC REPORT PART TWO

**Our financial review**

## Income

Our total income was **£16.269M**, compared with **£14.845M** in 2018/2019 which represents an increase of **9.6%**. Once again, our incredible donors and supporters are instrumental in contributing to our income, with **88%** (2019: 89%) of all income raised by the communities we serve.



Donations and legacies of £4.374M (2019: £4.129M) and our trading income of £8.733M (2019: £7.997M) predominantly from our well supported Lottery, represents 81% (2019: 82%) of our income. This would not be possible without the dedication and hard work of Team KSS including our staff, volunteers, lottery canvassers and most importantly, without the continued support and generosity from the communities we serve.

Income from Group Fundraising and Events of £1.191M (2019: £1.063M) increased by 12% on last year's figure. This was mainly due to the incredible success of Air Aid Ball which raised £105,305.

Fundraising events provide income from two sources.

- The majority comes from organisations ranging from large corporates to small clubs and groups as well as individuals who are authorised by KSS to raise funds in our name (these events are monitored by KSS, and staff or volunteers may well attend and support the occasion, but KSS is not involved in any direct cost)
- The second source is those major events organised, financed and operated by KSS



## Expenditure

Total expenditure increased by 9% to £15.427M (2019: £14.140M). Fundraising expenditure and Charitable expenditure increased, however, there was a reduction in the cost of trading activity as follows:

**1. The cost of raising funds increased by £0.471M (27%) to £2.208M (2019: £1.736m).** The Income Generation team was strengthened during the year by the creation of new posts to deliver the strategic objective of broadening KSS income streams so that it is ultimately less reliant on our lottery and draws, and legacies as our major income streams. This resulted in an increased staff cost of 22% to £1.048M. The design, development and marketing of the new website which forms the foundation to our future digital marketing strategy was completed during the year and therefore the costs of advertising, promotion and publicity increased by £308k (these were largely one-off costs).

**2. The increase in the cost of raising funds was largely offset by a decrease in the costs of the trading subsidiary by £0.443M (20%) to £1.738M (2019: £2.182M).** This was driven by the efforts to focus on membership retention and re-engage with lapsed players. This saw a reduction in door-to-door canvassing activity during the year, which was ultimately ceased indefinitely in March 2020 due to the Coronavirus pandemic. Lottery membership growth fell in the year to 4% (2019: 18%) with 99,953 plays in the weekly regular draw at the end of March 2020.

**3. Charitable expenditure increased by 12% to £11.481M (2019: £10.221M).** Direct charitable expenditure on the provision of the HEMS services increased by 10% to £10.061M (2019: £9.135M). Management and administration charges increased by 65% to £0.719M (2019: £0.434M) due to an increase in the support costs allocated to operations, in

particular marketing and communications, HR, facilities staff costs and governance and legal expenditure.

## Air Ambulance Promotions Ltd (AAPL)

KSS' trading company continued to achieve improved year on year results, with turnover of £8.734M (2019: £8.002M) an increase of 9%. Membership of the main lottery has increased by 4% to 99,953, with 59,135 (59%) of the members also entering the weekly Superdraw. The weekly draw known as "24/7" raises funds specifically for the night flying service and by the end of the year, there were 6,151 (2019: 4,743) regular players. Total sales from the three weekly lottery draws and raffles amounted to £8.689M; an increase of 9% on the previous year (2019: £7.952M).

Total merchandise and brand licencing sales amounted to £45.2k (2019: £49.8k) a decrease of 9% due to a fall in merchandise sales, royalties from logo usage and rags collections. The company ran another Christmas card campaign with sales of £35k (2019: £34k).

The directors of the company agreed with KSS to gift aid each year's taxable profit to KSS. This amounted to £6.822M during the year including the remaining taxable profits of £1.103M at the end of the year.

The company continued to closely monitor and manage the canvassing activities undertaken by its supplier Tower Lotteries, taking into account the requirements of our licence with the Gambling Commission, the requirements of the Fundraising Regulator. The governance process is subject to on-going review by the Company Directors and the Trust board via the Fundraising and Communications committee. Sadly, due to the Coronavirus pandemic lottery canvassing had to be suspended indefinitely.

## Managing risk

### How we manage risk

KSS' 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. KSS continues to invest in its risk management and compliance capabilities as part of an evolving process.

Our risk register (RADAR) 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 Audit and Risk Committee, and all significant risks are reported and reviewed at each Board meeting where management and mitigation measures are discussed and agreed.



## The most significant risks we faced last year

Operational resilience and sustainability are by far our most significant risk given, and so our strategic infrastructure and development has been designed and implemented with this in mind. As such, trustees have enabled the following actions to mitigate against particular risks relating to our overall operational resilience and sustainability.

<b>Reserves allowing for investment</b>	Our level of reserves allows for necessary investment in aircraft and infrastructure – the introduction of the new aircraft type (AW169) to replace the aging MD902s is intended to secure our aviation future for at least the next decade.
<b>Operational risks</b>	<p>The availability of our aircraft and pilots are essential elements in a number of key strategic service developments such in flight care, enhanced inter-hospital transfer, performance-based navigation and centralised operations. External factors affecting availability are the most significant risk to successful delivery of the operational strategy.</p> <p>The service as part of its development plan invested in additional aircraft capacity and resilience intended to drive up aircraft mechanical availability. This has had the result of largely negating the impact of aviation challenges encountered in terms of aircraft availability and has limited the impact to delays in service development programmes. The service is currently working with its aviation partner as a matter of high priority to develop a short to medium term improvements and benefits realisation programme supported by a revised and contractually underpinned service delivery approach.</p>
<b>Attracting and retaining the best staff</b>	We have designed our recruitment, selection, training and retention regimes to ensure we have the best possible people to deliver our outputs.
<b>Fundraising with integrity and maintaining our reputation</b>	<p>We continuously review the risks of our approach to fundraising and of changes in the charity sector's regulatory environment. We aim to always be completely transparent and open to scrutiny whilst continuing to preserve and maintain the confidentiality of all personal data that we need to hold.</p> <p>The significant majority of our income is derived from donations and the trading activities of Air Ambulance Promotions Limited, without which we could not continue to deliver our critical service. As such, we are forever mindful of the need to maintain our good reputation and standing with the community to continue to generate and inspire support.</p> <p>Given the significant funds we require to raise each year, our strategy involves diversifying our income streams to reduce the reliance on a particular income source, and also raise awareness of KSS among different audiences.</p>

## The most significant risks we face this year

As well as continuing to mitigate against the risks outlined above, this coming year we face the additional significant risks created by the Coronavirus pandemic including ensuring service continuity, the challenges faced meeting our predicted fundraising shortfall, and continuing to support and care for our staff, volunteers and supporters during these challenging times. We are working to implement new approaches and strategies that will ensure we mitigate against these risks, and protect the wellbeing of our staff, patients, volunteers and supporters.



# MANAGING OUR FINANCES

## Going concern

Trustees have reviewed forecasts that have been sensitised to reflect plausible downside scenarios as a result of the Coronavirus pandemic and its impact on income and expenditure. Trustees confirm that they consider the going concern basis to remain appropriate as the company has adequate resources to continue in operational existence for the foreseeable future. The risks are mitigated by our diverse income stream, with plans in 2020/2021 to maximise opportunities from Trust and Foundations income streams, and also the large membership of the lottery; and whilst face to face canvassing activity for new participants has been suspended alternative methods have been deployed which have delivered positive results. We also have had an incredible response to our Coronavirus Emergency Appeal, raising over £1.5M in six months, and have further plans in place to relaunch this campaign later on in 2020 to coincide with the second wave of the pandemic. We are also benefitting from the Air Ambulance forums, established by Air Ambulances UK, which are a powerful forum for sharing best practice and key learning to enable the financial sustainability of the sector.

## Investment policy and performance

The trustees are permitted by the Charity's Memorandum and Articles of Association to invest KSS monies not immediately required for its own purpose in such investments, securities or property as may be thought fit. The trustees consider it appropriate to hold reserves in a combination of cash, low risk investment funds (Ruffer – targeting to preserve capital and beat returns on cash deposits), and balanced risk investment funds (Smith & Williamson – targeting returns of CPI + 3%).

At the year end, KSS had £4.921M portfolio with Smith & Williamson which is managed based on a multi-asset Portfolio Strategy which aims to achieve a combination of capital growth and income distributions over the long term (5 years +). Dividends are rolled over and there is no entry in these accounts, therefore, for investment income from this source.

The trustees monitored Smith & Williamson's own total return as follows:

Investment Performance	Portfolio	MSCI WMA Balanced Index	CPI+3%
Since inception (May 18) to 31 March 2019	1.5 %	0.8%	3.92%
Since inception (May 18) to 31 March 2020	(2.83%)	(7.2%)	(8.76%)

From inception of the portfolio with Smith & Williamson (25 May 2018) to 31 March 2019, the portfolio returned a loss of (2.83%) compared to the chosen benchmarks of (7.2%) for MSCI WMA Balanced Index and (8.76%) for CPI +3%.

The trustees monitored Ruffer's own total return as follows:

Investment Performance	Portfolio	FTSE All-Share index	Bank rate
Since inception (Mar 19) to 31 March 2020	4%	(20%)	0.7%

From inception of the portfolio with Ruffer (29 March 2019) to 31 March 2020, the portfolio returned 4% compared to the chosen benchmarks of (20%) FTSE All-Share index and the Bank of England base rate of 0.7%.

KSS initially invested £4M with Ruffer LLP and the trustees decided to invest a further £2M on December 2019. The portfolio is invested entirely in one in-house fund with the aim of delivering positive returns regardless of how the financial markets perform and at a higher rate than would be achieved by depositing funds in cash. The Ruffer LLP benchmarking data for the period has not been included in this report as comparison with performance would be meaningless, given the very short period Ruffer LLP have managed our investment. At the 31 March 2020, the holding was valued at £6.189M.

Investments are also made as cash deposits with banks (NatWest, Scottish Widows, Charities Aid Foundation) on terms between three months and one year, ensuring that funds are maturing on a regular basis should KSS' short term cash flow requirements need supplementing. We constantly monitor interest rates, however these continued to be low during the year, resulting in a small increase of interest received to £16,359 (2019: £15,772).

The total unrealised loss from all investments amounted to (£0.030)M (2019: gain £0.237M).

On 8th February 2016, KSS entered into a secured loan agreement with SAS (Kent) Limited to lend SAS 50% of the purchase price, £3,078,876, for the new AW169 Helicopter (G-KSST) at an interest rate of 4.771% over a 10-year term. At the year end, interest of £127,128 (2019: £140,094) has accrued and the outstanding balance on the loan including amortised legal cost stood at £2,572,009 (2019: £2,862,704).

On 21st December 2017, KSS entered into a second secured loan agreement with SAS (Surrey & Sussex) Limited to lend 50% of the purchase price, £3,627,935 for a second AW169 Helicopter (G-KSSC) at an interest rate of 4.771% over a 10 year term. At the year end, interest of £164,213 (2019: £175,554) has accrued and the outstanding balance on the loan including legal costs stood at £3,325,121 (2019: £3,640,047).

## Reserves

The reserves policy is reviewed during the course of the year by the Audit & Risk Committee (A&R) and its proposals were adopted by the trustees in accordance with the reserves and investment matrix below:

Class of Reserve	Value at any time	Trustee Review	Permitted Investments
<b>Restricted</b>			
<b>Specific donations to include specific donations for equipment and long-term capital development</b>	Whatever sum has been given for a restricted purpose less actual expenditure made for that purpose	A quarterly schedule of fund movements is produced with the management accounts for review by the A&R the full Board of Trustees at each meeting.	<p>Cash and near-cash, i.e.: secure non/low-risk short-term notice bank deposits in reputable financial institutions</p> <p>Cash raised via a general appeal may be invested depending on the timeframe for the utilisation of funds.</p> <p>Cash raised for long-term capital expenditure can be invested depending on the time- frame for the utilisation of funds</p>
<b>Designated (Unrestricted Funds)</b>			
<b>Capital Projects</b>	Proposed capital expenditure projects as agreed and authorised by the full Board of Trustees.	Quarterly review by A&R.	Depending on the timeframe of the project, funds can be held in investments.
<b>Property Fund</b>	A significant capital sum deemed sufficient by A&R and approved by the full Board of Trustees that recognises KSS' reliance on a long lease at Redhill for service delivery and the consequent potential requirement to react to a break of lease	Full financial details relating to the calculation of this reserve to be reviewed annually by A&R and agreed by the full Board of Trustees.	This may be held in longer term investments (12 – 24 months' notice) provided that KSS has sufficient time to react to the nature of the lease break notice period. Whilst this should normally be held in reputable financial institutions, other reputable instruments should be considered including the ownership of a suitable property portfolio.
<b>Fixed Asset Reserve</b>	The net book value of fixed assets owned by KSS, except where these are matched by Restricted Reserves.	Ensures reserves already invested in long term fixed assets for charitable purposes cannot be used for other purposes.	Fixed assets owned by KSS.
<b>General (unrestricted funds)</b>			
<b>Operational Reserve</b>	An amount as calculated by A&R and agreed by the full Board of Trustees to cover deficits during a period of income degradation should income decrease below expenditure.	Full financial details relating to the calculation of this reserve to be reviewed annually by A&R and agreed by the full Board of Trustees.	At least 50% as cash or near-cash (accessible within three months' notice) in reputable financial institutions. 50% or less may be in longer term investments (12 – 24 months' notice) in reputable financial institutions provided that this is drawn down to match any use of the more liquid reserve.



Class of Reserve	Value at any time	Trustee Review	Permitted Investments
<b>Cash Flow</b>	An amount as calculated by A&R and agreed by the full Board of Trustees to cover routine cash flow requirements for the proper running of KSS.	Monthly review by A&R through the issuing of routine management accounts.	Cash
<b>Free Reserves</b>	Value of total funds less Restricted Reserves, Operational reserves, cash flow and all Designated funds listed below.	Quarterly review by A&R and allocated to whichever Unrestricted Reserves as required throughout the course of the Financial Year and as agreed by the full Board of Trustees where appropriate.	Depending on the timeframe of the project, funds can be held in investments.

In the case of all reserves classifications, funds are invested where planned expenditure is 2 or 3 years in the future, otherwise reserves are held in liquid or more liquid form. The general approach is to retain around 8 weeks' worth of expenditure in cash and at least 3 months' worth of expenditure available at a minimum of 3 days' notice from our invested funds. Total consolidated reserves increased by 3% to £26.836M and include restricted funds of £0.133M, general reserves of £13.599M and designated unrestricted funds of £13.104M.

The financial state of KSS is healthy, but trustees are very conscious of the significant liabilities incurred by KSS, especially in the leasing and operation of aircraft, and the fact that KSS is almost entirely reliant on public donations for its income. KSS received 12% of operational expenditure from NHS funding.

In order to be able to weather economic turbulence and honour the liabilities held, trustees deem it prudent to try to maintain at least twelve months expenditure in a General Reserve. This sum presently stands at £13.599M (2019: £12.561M) which represents 10.6 months expenditure (2019: 10.7 months).

### **Designated (unrestricted) funds**

A total sum of £13.104M has been designated as follows:

As part of its overall aircraft procurement programme, KSS loaned, at programme start, 50% of each new aircraft's costs to its aviation provider – Specialist Aviation Services – for a ten-year period at a commercial interest rate.

KSS loaned SAS £6.707M for the acquisition of two AW169 Aircraft and the loans are included in the future helicopters fund. As the monies are repaid over the term of the loan, the interest received will usually be reinvested in the future helicopters fund to allow KSS to prepare for future aircraft procurement. The Property fund for future helicopters stands at £7.780M (2019: £7.501M).

KSS also had Capital Reserves which were either committed to or designated for the review of branding and fundraising development via digital marketing £nil (2019: £0.250M). This project is complete.

The fixed assets reserves presently stand at £5.324M (2019: £5.517M) representing the net book value of assets utilised by KSS.

### **Restricted reserves**

KSS retained a Restricted Funds balance of £0.133M (2019: £0.196M). A full analysis is shown at Note 14.

### **Changes in fixed assets**

The movements in tangible fixed assets during the year are set out in note 7 to the financial statements.

# HOW WE OPERATE





## Our constitutional structure

<b>Our Registered Charity Name</b>	Kent, Surrey & Sussex Air Ambulance Trust
<b>Our Registration Numbers</b>	Registered Company No. 2803242 Registered Charity No. 1021367
<b>Our Registered Office</b>	<p>The company is incorporated and domiciled in the UK. The address of our registered office is as follows.</p> <p>Air Ambulance Building Rochester City Airport Maidstone Road Chatham Kent ME5 9SD</p> <p>Email: <a href="mailto:hello@aakss.org.uk">hello@aakss.org.uk</a> Website: <a href="http://www.aakss.org.uk">www.aakss.org.uk</a></p>

## Charitable objects

The principal activity of KSS is to relieve sick and injured people in South East England and surrounding areas by providing a Helicopter Emergency Medical Service (HEMS) and Air Ambulance service for the benefit of the community.

## Key advisors

### Principal Bankers

#### National Westminster Bank Plc

Chatham (A) Branch  
148, High Street  
Chatham  
Kent  
ME4 4DB

### Auditors

#### Crowe U.K. LLP

Riverside House  
40-46, High Street  
Maidstone  
Kent  
ME14 1JH

### Investment Managers

#### Smith & Williamson

25, Moorgate  
London  
EC2R 6AY

#### Ruffer, LLP

80, Victoria Street  
London  
SW1E 5JL

## Our fundraising approach

KSS is incredibly thankful to our fantastic donors, supporters and volunteers who continue to demonstrate their commitment and give so very generously to our cause. We truly value every contribution we receive, and are committed to ensuring this is reflected in the ethical, efficient way we manage donations which is evident in our range of policies and practices we have in place

We apply a diverse approach to raising our valued funds including community fundraising, events, funding from grant making Trusts and Foundations, direct marketing, and cultivating long-term support from the corporate sector. Our highly popular and successful lottery and raffles, undertaken by KSS' subsidiary trading company – Air Ambulance Promotions Ltd (AAPL) are a fantastic way to guarantee regular income for KSS which allows for strategic planning.

As well as these events and partnerships raising much needed funds, they also play a critical role in raising awareness and generating support towards KSS in the communities in which we serve, and beyond.

### How we work

Team KSS work incredibly hard to raise our much needed funds, and inspire and generate support in the community, as well as ensuring all our practice meets our regulatory requirements and our own ethical standards. We have a number of procedures in place to ensure this is the case.

- We are registered with the Fundraising Regulator, the independent regulator of charitable fundraising in England, Wales and Northern Ireland. We embrace the Code of Fundraising Practice and strive for excellence in all our supporter interactions.
- Our team is supported by carefully selected professional fundraisers, commercial participators, and a professional canvassing agency whom we engage to promote our lotteries.
  - We work very closely with these agencies to ensure both compliant fundraising practices and procedures are in place and are adhered to, and that they behave in manner which aligns with the KSS Code of Ethics, thus representing the charity in a positive light.
  - Our representatives become an extension of Team KSS, and so we insist that they adopt our high standards of practice. All representatives, in addition to their induction from the professional canvassing agency, receive a full and comprehensive induction to KSS, as well as regular updates and bi-annual engagement sessions to receive updates, feedback and further training.
  - We also undertake monitoring of our canvassers, and in reporting period we ensured that 66% of new sign ups were contacted and invited to give feedback on the representative. 97% of this feedback was positive.
  - We also have a mystery shopping programme where our volunteers visit a venue where our representatives are promoting the lottery and assess their compliance to our standards.
- Engagement with business and corporate supporters are subject to our due diligence principles, to ensure we engage the support of organisations who align with our purpose as a charity and our values and ethical standards.
- Where appropriate, we engage with businesses through Commercial Participation Agreements. Great care is taken to ensure that we have the correct contractual arrangements in place to set out the standards and obligations that must be met and ensure the reputation of KSS is upheld.

- In terms of supporters raising funds on our behalf, these activities are both supported and monitored by the Income Generation team to ensure alignment with the Fundraising Codes of Practice.
- KSS is a people centred organisation and ensuring the wellbeing of our supporters is a key priority. We are committed to protecting individuals who may be potentially vulnerable; our staff or those individuals working for us receive regular, appropriate training and guidance on how to manage donations carefully and sensitively from potentially vulnerable individuals. In addition, the lottery canvassers we engage complete a registration to become Dementia Friends to broaden their understanding and their ability to recognise this.

## Our fundraising promise

We are registered with the Fundraising Regulator and as part of our Fundraising Promise we strive to ensure that all our fundraising is conducted in a fair and responsible way and in line with The Code of Fundraising Practice principles and standards.

Our Considered value is applied to all our fundraising activity; we are committed to transparency and openness for our donors and supporters and welcome scrutiny in relation to how are funds are managed and spent to the benefit of all who may need our service. Our Fundraising Promise is published on our website (<https://www.aakss.org.uk/about-us/our-fundraising-promise/>), and our engagement and activity with donors and supporters is embedded in our practices and processes for ethical fundraising and the highest levels of governance. We comply with data protection regulation and make it easy for people to choose how we communicate with them, what they receive, and to also tell us if they no longer wish to hear from us.

## Managing complaints

We strive to be a trusted, ethical organisation which offers fairness and transparency to our donors and supporters. However, within our culture of continuous improvement, we acknowledge there may be times when we fail to meet our own high standards. When this does occur, our priority is ensuring that we deal with the situation as quickly and effectively as possible, and that we learn from the experience and put measures in place to prevent a recurrence.

We take complaints very seriously and treat them as an opportunity to improve. We are always very grateful when we hear from people who are willing to take the time to help us make these improvements.

- Processed **£14.298M**
- **2.036M** transactions
- Received **150 complaints** about our fundraising

Each complaint was fully investigated and resolved in line with our Complaints Policy which is published on our website to aid transparency ([aakss.org.uk/complaints-procedure](https://www.aakss.org.uk/complaints-procedure)).

Our learning and reflection from these complaints help refine and shape our practice.

### Next year we will

Review our Income Generation Policies in light of The KSS Way to ensure they are best practice and reflect our value base

Review methods of evaluating our approaches through research with key stakeholder groups and analysis of feedback



# GOVERNANCE

The trustees maintain an on-going review of governance with reference to guidance from the Charity Commission, the Fundraising Regulator and the Charity Commission Governance Code. KSS have recently appointed a Head of Governance and Compliance to further strengthen our governance processes.

## **Board meetings**

Our Board of Trustees meets four times per year and is responsible for providing governance for, and leadership to, KSS. The CEO and Senior Leadership Team attend all Board meetings.

## **Trustees' responsibilities**

Trustees are individually answerable to the Charity Commission with regard to the management of funds, and are duty bound to ensure that all money, within their responsibility, is spent in accordance with the wishes of the donor and the objectives of KSS.

## **Trustee appointment**

KSS is committed to an open, transparent and fair appointment process for applicants. A Board skills audit is undertaken annually and trustee vacancies to fulfil the specific skills needed are widely publicised. Candidates are selected based upon the relevance of their skills and experience and their enthusiasm for serving as a KSS Trustee.

The appointment of new trustees follows a nomination process involving a Nominations Sub-Committee comprising the Chair, the relevant Sub-Committee Chair, the CEO and one or two other trustees. The process is as follows

- Applicants are required to submit a CV and attend an informal meeting at one of our bases to allow the individual to gain a real sense of KSS and our work, to determine whether they wish to proceed with their application.
- Selected candidates proceed to a formal interview with the Nominations Committee, which makes its recommendations to the Board.
- The Nominations Sub-Committee makes recommendations to the Board, where appointment is by a majority vote.

## **Declaration of interest**

Trustees have a legal obligation to act in the best interests of the charity in accordance with the charity's governing documents. KSS ensures a register of trustees' interests is maintained and updated each year. This requires trustees to declare their current, and previous employment in which they have a financial interest, any appointments including other trusteeships or directorships, significant investments or shareholdings and any notable gifts or hospitality received in relation to KSS. They are also asked to declare any conflicts of interest both on this register and at the beginning of each Board meeting.

All trustees give of their time freely and no trustee received remuneration in this period year. Details of trustees' expenses and related party transactions are disclosed in note 17 to the accounts.

## Public benefit

The trustees have taken into account the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning our future activities.

## Scheme of delegation

Our Scheme of Delegation, which was approved by the Board in December 2019, sets out the extent to which the Board has delegated responsibilities to its Committees and to the CEO, and which decisions are reserved for the Board. The Scheme of Delegation empowers and enables timely and effective action by staff working in partnership for the benefit of the KSS and its patients. It ensures an appropriate level of delegation from the Board of Trustees so that there is effective input into decision-making. It also ensures that Trustees can fulfil their legal and constitutional duties, through levers which enable them to delegate, monitor and if necessary, withdraw the delegated authority if it is considered in the interests of the charity and its service users.

## Our decision-making structure - our committees

KSS operates an effective Committee Structure which reflects our strategic approach and key areas of activities, and which allows for effective governance. All trustees are required to be a member of at least one committee which meet quarterly, within a few weeks of our Board meetings.

Our Committees are outlined in the table below alongside the trustees who attend these committees. Terms of reference for each of the Committees were adopted during the reporting period.

<b>Audit &amp; Risk Sub-Committee</b>	Purpose is to support the Board in executing its responsibilities around risk management, internal controls, governance and compliance, coordinating financial scrutiny and oversight of all KSS funds, budgets and financial performance.	D H B Burgess (Chair) T S N Oakes P D Stewart
<b>Clinical Governance &amp; Service Delivery Advisory Committee</b>	Purpose is to provide oversight to the Board of Trustees in relation to Clinical Governance and Service Delivery. The committee supports the Service Delivery team in developing and delivering strategies and plans and makes recommendations to the Board on behalf of its members. The Committee also maintains financial oversight of relevant budgets.	Prof. A Rhodes (Chair) Dr H A Bowcock OBE DL
<b>Income Generation, Marketing and Communications Advisory Committee</b>	Purpose is to provide oversight to the Board of Trustees in relation to the charity's Income Generation, Marketing and Communications strategies and plans. The committee supports the Income Generation and Marketing and Communications teams in developing and delivering strategies and makes recommendations to the Board on behalf of its members. The Committee also maintains financial oversight of all Income Generation, Marketing and Communications budgets.	M J Docherty (Chair) A M Farrant P J Barrett MBE
<b>AAPL Board</b>		M Boucher D Mantz L Harris

## Next year we will

- Undertake a Board Skills Audit which is informed by The KSS Way and related strategic plans
- Develop specific objectives for the Board of Trustees against which the charity can assess its performance
- Continue our ongoing process of ensuring alignment with the Governance Code

## Statement of trustee responsibilities

**The trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.**

Charity law requires the trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of affairs of the Charity and of the profit or loss of the Charity for that period.

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

- Select suitable accounting policies and then apply them consistently
- Make judgments and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue to operate.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charity's website.

## Disclosure of information to Auditors

Insofar as each of the trustees of the Charity at the date of approval of this report is aware, there is no relevant audit information (information needed by the company's auditors in connection with preparing the audit report) of which the company's auditors are unaware and each trustee has taken all of the steps that he/she should have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

This report was approved by the Board on 10<sup>th</sup> December 2020 and signed on its behalf.



**Dr H A Bowcock OBE DL**  
Chair of Trustees





# INDEPENDENT AUDITORS REPORT

# Auditors Report

## Opinion

We have audited the financial statements of Kent, Surrey and Sussex Air Ambulance Trust for the year ended 31 March 2020 which comprise the consolidated statement of financial activities, consolidated balance sheet, charity balance sheet, cashflow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102. The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2020 and of the group's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

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

## Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the charitable company's ability to continue

to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

## Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

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

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

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

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

In light of the knowledge and understanding of the group and the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the director's report included within the trustees' report.

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

- the parent company has not kept adequate accounting records; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

## Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 60, 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.

### Responsibilities of trustees (continued)

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

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

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

*Crowe U.K. LLP*

**Darren Rigden**  
**Senior Statutory Auditor**

For and on behalf of

**Crowe U.K. LLP**

Statutory Auditor

**Riverside House**  
**40-46 High Street**  
**Maidstone**  
**Kent**  
**ME14 1JH**

October 2020



# OUR ACCOUNTS

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**  
**(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)**  
**YEAR ENDED 31<sup>st</sup> MARCH 2020**

	Notes	Unrestricted Funds	Restricted Finds	Total Funds 2020	Total Funds 2019
<b>Income from:</b>		£	£	£	£
Donations and legacies	3	4,315,676	58,495	4,374,171	4,128,826
Charity activities	3	1,661,503	1,383	1,662,886	1,324,300
Trading activity	3	8,589,663	143,464	8,733,127	7,996,564
Investment income	3	307,700	-	307,700	331,419
Other income	3	1,190,731	-	1,190,731	1,063,492
<b>Total income</b>		<b>16,065,273</b>	<b>203,342</b>	<b>16,268,615</b>	<b>14,844,601</b>
<b>Expenditure:</b>					
Raising funds	5	2,207,958	-	2,207,958	1,736,421
Charitable activities	5	11,284,682	196,234	11,480,916	10,221,912
Cost of sales trading subsidiary	5	1,738,317	-	1,738,317	2,181,926
<b>Total expenditure</b>		<b>15,230,957</b>	<b>196,234</b>	<b>15,427,191</b>	<b>14,140,259</b>
<b>Operating surplus</b>		<b>834,316</b>	<b>7,108</b>	<b>841,424</b>	<b>704,342</b>
Unrealised gains/(losses) on investments	8	(30,113)	-	(30,113)	236,991
<b>Net income</b>		<b>804,203</b>	<b>7,108</b>	<b>811,311</b>	<b>941,333</b>
<b>Transfer between funds</b>		<b>70,444</b>	<b>(70,444)</b>	<b>-</b>	<b>-</b>
<b>Net movement in funds</b>		<b>874,647</b>	<b>(63,336)</b>	<b>811,311</b>	<b>941,333</b>
<b>Reconciliation of funds:</b>					
<b>Fund balances brought forward</b>	<b>14</b>	<b>25,827,822</b>	<b>196,399</b>	<b>26,024,221</b>	<b>25,082,888</b>
<b>Fund balances carried forward</b>	<b>14</b>	<b>26,702,469</b>	<b>133,063</b>	<b>26,835,532</b>	<b>26,024,221</b>

The above statement contains all the gains and losses recognised in the current and proceeding year

All operations are continuing

The notes on pages 70-87 form part of these financial statements.



**CONSOLIDATED BALANCE SHEET**  
**(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)**  
**YEAR ENDED 31<sup>st</sup> MARCH 2020**

	Notes	Total Funds 2020	Total Funds 2019
<b>Fixed Assets:</b>		£	£
Tangible assets	7	5,323,815	5,516,672
Investments	8	17,131,431	15,831,132
		<b>22,455,246</b>	<b>21,347,804</b>
<b>Current Assets:</b>			
Stocks	9	3,492	3,121
Debtors	10	1,074,955	1,276,265
Cash at bank and in hand	11	4,768,238	5,290,298
		<b>5,846,685</b>	<b>6,569,684</b>
<b>CREDITORS:</b> amounts falling due within one year	12	1,466,399	1,893,267
<b>NET Current Assets</b>		<b>4,380,286</b>	<b>4,676,417</b>
<b>NET Assets</b>		<b>26,835,532</b>	<b>26,024,221</b>
<b>Reserves:</b>			
Designated Funds	14	<b>13,103,803</b>	13,267,294
General Funds	14	<b>13,598,666</b>	12,560,528
Restricted Funds	14	<b>133,063</b>	196,399
		<b>26,835,532</b>	<b>26,024,221</b>

Approved by the Board on 10<sup>th</sup> December 2020  
and signed on its behalf:



**Dr H A Bowcock OBE DL**  
Chair of Trustees

The notes on pages 70-87 form part of these financial statements.

**BALANCE SHEET**  
**YEAR ENDED 31<sup>st</sup> MARCH 2020**  
 (Registered no. 02803242)

	Notes	Total Funds 2020	Total Funds 2019
<b>Fixed Assets:</b>		£	£
Tangible assets	7	5,323,815	5,516,672
Investments	8	17,131,433	15,831,134
		<b>22,455,248</b>	<b>21,347,806</b>
<b>Current Assets:</b>			
Debtors	10	1,679,833	1,250,898
Cash at bank and in hand	11	3,592,625	4,790,333
		<b>5,272,458</b>	<b>6,041,231</b>
<b>CREDITORS:</b> amounts falling due within one year	12	892,172	1,364,814
<b>NET Current Assets</b>		<b>4,380,286</b>	<b>4,676,417</b>
<b>NET Assets</b>		<b>26,835,534</b>	<b>26,024,223</b>
<b>Reserves:</b>			
Designated Funds	14	<b>13,103,803</b>	13,267,294
General Funds	14	<b>13,598,668</b>	12,560,530
Restricted Funds	14	<b>133,063</b>	196,399
<b>Total Reserves</b>		<b>26,835,534</b>	<b>26,024,223</b>

Approved by the Board on 10<sup>th</sup> December 2020  
 and signed on its behalf:



**Dr H A Bowcock OBE DL**  
 Chair of Trustees

The notes on pages 70–87 form part of these financial statements.

## CONSOLIDATED CASH FLOW STATEMENT

### YEAR ENDED 31<sup>st</sup> MARCH 2020

Reconciliation of NET Income Resources to NET Cash Inflow from Operating Activities	Total Funds 2020	Total Funds 2019
	£	£
NET Incoming Resources	841,424	704,342
Investment Income	(16,359)	(15,772)
Interest accrued on loan to SAS	(291,341)	(315,647)
(Profit)/Loss on disposal of Fixed Assets	(10,493)	51,736
Amortisation	11,975	9,069
Depreciation	487,732	383,756
(Increase)/Decrease in Stock	(371)	(808)
Decrease/(Increase) in Debtors	201,310	229,154
(Decrease)/Increase in Creditors	(426,868)	18,979
<b>New Cash Inflow from Operating Activities</b>	<b>797,009</b>	<b>1,064,809</b>
<b>Returns on Investment</b>		
Interest Received	16,359	15,772
<b>Capital Expenditure and Financial Investments</b>		
Purchases of Tangible Fixed Assets	(304,166)	(1,192,288)
Proceeds from Disposal of Tangible Fixed Assets	19,784	33,278
Investments made in year	(2,000,000)	(9,000,000)
Proceeds on disposal of investment	63,966	6,735,298
Loan repayments received	884,988	688,253
Investment in Loan to SAS	-	(14,320)
<b>NET Cash Flow from Capital Expenditure and Financial Investments</b>	<b>(1,335,428)</b>	<b>(2,749,779)</b>
<b>NET Cash Inflow</b>	<b>(522,060)</b>	<b>(1,669,198)</b>
<b>Cash in Bank in Hand</b>		
Opening Balance at 1 April 2019	5,290,298	6,959,496
NET Cash Inflow for the year	(522,060)	(1,669,198)
<b>Closing Balance at 31 March 2020</b>	<b>4,768,238</b>	<b>5,290,298</b>



# Notes forming part of the financial statements

## 1. Accounting Policies

### General information

The principal activity of the charity is to relieve sick and injured people in South East England and surrounding areas by providing a Helicopter Emergency Medical Service (HEMS) and Air Ambulance service for the benefit of the community.

The company is incorporated and domiciled in the UK. The address of its registered office is

**Air Ambulance Building  
Rochester City Airport  
Maidstone Road  
Chatham  
Kent  
ME5 9SD**

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

### a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS102) - (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) and the Companies Act 2006.

KSS 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 note.

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 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.

### b) Basis of consolidation

The Statement of Financial Activities (SOFA) and Balance Sheet consolidate the financial statements of KSS and its subsidiary undertaking, Air Ambulance Promotions Limited. The results of the subsidiary are consolidated on a line by line basis.

In accordance with Section 408 of the Companies Act 2006, KSS has not presented its statement of financial activities. The shortfall of income over expenditure of KSS was (£0.291m) (2019: excess of income over expenditure £1.844m).

### c) Fund accounting

<b>Designated Funds</b>	Unrestricted funds that are earmarked for a particular purpose by the Trustees. The aim and use of each designated fund are set out in note 14.
<b>General Funds</b>	Unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of KSS and which have not been designated for other purposes.

<b>Restricted Funds</b>	Funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The cost of raising and administering such funds is charged against the specific fund. The aim and use of each restricted fund are set out in note 14.
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Investment income and gains are allocated to the appropriate fund.

#### d) Incoming resources

All incoming resources are included in the SOFA when KSS is legally entitled to the income and the amount can be quantified with reasonable accuracy. For legacies, entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received.

Gifts donated for resale are included as income when they are sold. Donated facilities are included at the value to KSS where this can be quantified, and a third party is bearing the cost. A corresponding charge is made to the relevant overhead account. No amounts are included in the financial statements for services donated by volunteers.

#### e) Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs are not directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of

the resources.

Fundraising and publicity costs are those incurred in seeking voluntary contributions and do not include the cost of disseminating information in support of the charitable activities. Governance costs are those costs incurred directly with expenditure related to charity compliance and statutory requirements. Charitable expenditure is that expenditure directly in connection with the objects of the Charity and includes management and support costs.

#### f) Tangible fixed assets and depreciation

Tangible fixed assets are capitalised and included at cost including any incidental expenses of acquisition. Depreciation is provided on all tangible fixed assets at annual rates calculated to write off the cost, less estimated residual value, of each asset evenly over its anticipated useful life, as follows: -

<b>Leasehold improvements</b>	straight line over the term of the respective lease
<b>Plant and equipment</b>	10% on cost
<b>Office equipment</b>	20% on cost
<b>Computer equipment</b>	25% on cost
<b>Helicopter equipment</b>	20% on cost
<b>Motor vehicles</b>	25% on cost

#### g) Investments

Listed investments are stated at market value at the balance sheet date. The SOFA includes the net gains and losses arising on revaluations and disposals throughout the year.

Unlisted investments (including Investments in subsidiaries) are measured at cost less accumulated impairment.

Loans and other accounts receivable and payable, are initially measured at present value of the future cash flows and subsequently at amortised cost using the effective interest method.

#### h) Stock

Stock consists of purchased goods for resale. Stocks are valued at the lower of cost and net

realisable value. Items donated for resale or distribution are not included in the financial statements unless they are sold or distributed.

#### **i) Value added tax**

Irrecoverable value added tax is included within the expenditure to which it relates.

#### **j) Operating leases**

Rentals applicable to operating leases are charged to the SOFA over the period in which the cost is incurred. Details of operating lease commitments are as shown in note 5.

#### **k) Pensions**

KSS operates a defined contribution pension scheme for its employees. Contributions to this scheme are charged to resources expended as they fall due. KSS has no potential liability other than the payment of these contributions.

#### **l) Corporation Tax**

No provision has been made for corporation tax, as KSS is able to claim full statutory exemption subject to the proper application of all its charitable reserves.

#### **m) Liabilities**

Liabilities are recognised when KSS has an obligation to make payment to a third party.

#### **n) Scratch cards prizes**

Scratch card prizes are recognised as a percentage of ticket sales in line with the theoretical prize pay-out for that game.

#### **o) Financial instruments**

KSS 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 loans which are subsequently measured at amortised cost using the effective interest method.

### **2. Judgments in Applying Accounting Policies and Key Sources of Estimation Uncertainty**

The company may be required to make estimates and assumptions concerning the future. These estimates and judgements are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The resulting accounting estimates will, by definition, seldom equal the related actual results. The principal areas where judgement was exercised are as follows:

- i) Tangible and intangible fixed assets: the directors annually assess both the residual value of these assets and the expected useful life of such assets which is currently judged to be up to 10 years, based on experience.
- ii) Recoverability of trade debtors: the directors annually assess whether a bad debt provision is required or doubtful debtor balances.
- iii) Stock provisions: the directors regularly assess the age and quality of stock and will make necessary provisions based on the net realisable value of the stock held.



### 3. Incoming Resources

	Unrestricted Funds	Restricted Funds	Total Funds 2020	Total Funds 2019
	£	£	£	£
<b>Donations and Legacies:</b>				
Donations (not arising from events)	1,145,987	46,987	1,192,974	1,241,372
Legacies & in Memorium	3,006,429	11,508	3,017,937	2,573,192
Collection Boxes	163,260	-	163,260	304,512
Waiver on Rent	-	-	-	9,750
	<b>4,315,676</b>	<b>58,495</b>	<b>4,374,171</b>	<b>4,128,826</b>
<b>Charitable activities:</b>				
Intangible income - cars loaned by sponsor	4,366	-	4,366	4,201
Intangible income on drugs & medical consumables	17,347	-	17,347	13,519
Intangible income - Armed forces, Doctors salaries	80,898	-	80,898	-
Clinical staff funded by NHS	1,400,000	-	1,400,000	1,200,000
Traded income and Trust	-	-	-	74
Lease income	148,392	-	148,392	151,369
Student placements, Seminars and Research	-	1,383	1,383	6,931
Profit (Loss) on disposal of fixed assets	10,492	-	10,492	(51,736)
Exchange rate gains/(loss)	8	-	8	(58)
	<b>1,661,504</b>	<b>1,382</b>	<b>1,662,886</b>	<b>1,324,300</b>
<b>Income from Trading Subsidiary</b>	<b>8,589,663</b>	<b>143,464</b>	<b>8,733,127</b>	<b>7,996,564</b>
<b>Investment income</b>				
Bank deposit interest	11,425	-	11,425	12,362
Interest on loan	291,341	-	291,341	315,647
Bank deposit interest - Trading subsidiary	4,934	-	4,934	3,410
	<b>307,700</b>	<b>-</b>	<b>307,700</b>	<b>331,419</b>
<b>Fundraising events</b>				
Group fundraising and events	<b>1,190,731</b>	<b>-</b>	<b>1,190,731</b>	<b>1,063,492</b>
<b>TOTAL INCOME</b>	<b>16,065,273</b>	<b>203,342</b>	<b>16,268,615</b>	<b>14,844,601</b>

#### 4. Net Income from Trading Activities of Subsidiary

KSS has one trading subsidiary that is incorporated in the UK, Air Ambulance Promotions Limited (registered no. 02674568). KSS owns 100% of the issued share capital of the company. A summary of its trading results is shown below:

	<b>Total Funds 2020</b>	<b>Total Funds 2019</b>
	£	£
Turnover	<b>8,734,277</b>	8,001,883
Cost of Sales	<b>(1,574,812)</b>	(2,060,659)
<b>Gross Profit:</b>	<b>7,159,465</b>	5,941,224
Interest receivable	<b>4,934</b>	3,410
Less overheads	<b>7,164,399</b>	5,944,634
Administrative expenses	<b>(163,505)</b>	(121,267)
<b>Income from subsidiary</b>	<b>7,000,894</b>	5,823,367
<b>Comprising:</b>		
Designated Funds	<b>5,718,936</b>	5,122,747
General Funds	<b>178,975</b>	168,009
Restricted Funds	<b>1,102,983</b>	532,611
<b>Total income from subsidiary</b>	<b>7,000,894</b>	5,823,367

The turnover includes £1,150 (2019: £5,319) relating to sales of merchandise to KSS. External trading therefore amounted to £8,733,127 (2018: £7,996,564) and is included in the consolidated Incoming Resources note 3.

Air Ambulance Promotions Limited gift-aided the year-end profit of £1,102,983 to the charity and this was paid on 23 July 2020.

## 5. Analysis of Total Resources Expended

	Unrestricted Funds	Restricted Funds	Total Funds 2020	Total Funds 2019
<b>Raising Funds:</b>	£	£	£	£
Staff Costs	1,048,975	-	1,048,975	858,577
Consultancy Fees	36,277	-	36,277	71,280
Advertising Promotion and Publicity	395,936	-	395,936	86,912
Other Costs	726,770	-	726,770	719,652
	<b>2,207,958</b>	<b>-</b>	<b>2,207,958</b>	<b>1,736,421</b>
<b>Direct Charitable Expenditure:</b>				
Air Ambulance running costs	6,749,529	165,638	6,915,167	6,126,600
Paramedics Costs	1,037,066	-	1,037,066	928,813
Clinical Managers	423,616	-	423,616	424,192
Doctors	1,006,326	-	1,006,326	1,007,969
Operational Employees	503,871	-	503,871	497,530
Research and Education	-	30,596	30,596	57,409
Dep'n of Helicopter Equipment	143,978	-	143,978	92,469
	<b>9,864,386</b>	<b>196,234</b>	<b>10,060,620</b>	<b>9,134,982</b>
<b>Management and Administration</b>				
Staff Costs	330,517	-	330,517	134,122
Professional Fees	100,326	-	100,326	37,137
Other Costs	287,984	-	287,984	263,112
	<b>718,827</b>	<b>-</b>	<b>718,827</b>	<b>434,371</b>
<b>Supporting Costs and Depreciation</b>				
Property Expenses	496,642	-	496,642	472,107
Depreciation	204,827	-	204,827	180,452
	<b>701,469</b>	<b>-</b>	<b>701,469</b>	<b>652,559</b>
<b>Total Charitable Expenditure</b>	<b>11,284,682</b>	<b>196,234</b>	<b>11,480,916</b>	<b>10,221,912</b>
<b>Trading Subsidiary Cost</b>	<b>1,738,317</b>	<b>-</b>	<b>1,738,317</b>	<b>2,181,926</b>
<b>TOTAL EXPENDITURE</b>	<b>15,230,957</b>	<b>196,234</b>	<b>15,427,191</b>	<b>14,140,259</b>



**6. Total Resources Expended**

Total resources expended is stated after charging:		Total Funds 2020	Total Funds 2019
		£	£
Auditors' remuneration – as auditors		17,864	17,837
	– for taxation services	500	500
	– for professional advice provided	7,637	2,555
Operating leases	– land and buildings	227,295	274,978
	– helicopter (including pilotage standing charges)	5,145,614	4,672,656
	– cars	28,439	36,181
	– office equipment	15,418	14,982
Depreciation		<b>487,732</b>	<b>383,756</b>

Staff costs	2020 £	2019 £
Wages and salaries	2,239,720	2,153,297
Social security costs	213,704	195,558
Pension costs	212,170	167,454
	<b>2,665,594</b>	<b>2,516,309</b>

One ex-gratia payments totalling £2,534 was made in the year by way of compensation for the termination of employment. (2019: £24,089)

The average number of employees excluding Trustees, analysed by function was:	2020	2019
Management and administration	11	7
Fundraising and publicity	27	22
Direct charitable expenditure	46	51
	<b>84</b>	<b>80</b>

The equivalent number of full-time staff is 50 (2019: 43) including 40 full time (2019: 30) and 44 part-time staff (2019: 50).

	2020	2019
Ten (2019: ten) employees earned more than £60,000 during the year in bandings as follows:		
£60k-£70K	4	5
£70k-£80K	4	4
£80k-£90K	1	-
£100k-£110K	1	-
£110k-£120K	-	1

The total amount of employee benefits received by the eight (2019: seven) members of the Senior Management team was £636,010 (2019: £554,354)

Included within Direct Charitable Expenditure is the cost of staff not directly employed by KSS. This mainly relates to the cost of doctors on board the helicopters who are employed directly by the NHS and the military £800,336 (2019: £771,951) and NHS Clinical Managers and Paramedics £879,823 (2019: £724,389).

## 7. Tangible Fixed Assets

Group and Charity	Redhill Base	Helicopter Equipment (Incl plant)	Motor Vehicles	Computer Equipment	Office Equipment	Rochester Base	Total
Cost	£	£	£	£	£	£	£
At 1 April 2019	2,411,737	1,193,149	117,761	251,958	171,610	2,353,676	6,499,891
Additions	2,553	128,917	82,680	70,689	10,634	8,693	304,166
Disposals		(224,613)		(10,755)			(235,368)
At 31 March 2020	2,414,290	1,097,453	200,441	311,892	182,244	2,362,369	6,568,689
<b>Depreciation</b>							
At 1 April 2019	124,374	546,740	98,636	76,882	42,067	94,520	983,219
Disposals		(215,322)		(10,755)			(226,077)
Charge for the year	99,403	143,978	21,042	68,589	35,430	119,290	487,732
At 31 March 2020	223,777	475,396	119,678	134,716	77,497	213,810	1,244,874
<b>NET book values at 31 march 2020</b>	<b>2,190,513</b>	<b>622,057</b>	<b>80,763</b>	<b>177,176</b>	<b>104,747</b>	<b>2,148,559</b>	<b>5,323,815</b>
<b>At 31 March 2019</b>	<b>2,287,363</b>	<b>646,409</b>	<b>19,125</b>	<b>175,076</b>	<b>129,543</b>	<b>2,259,156</b>	<b>5,516,672</b>

**8. Fixed Asset Investments**

<b>Group</b>	<b>Listed Investments</b>	<b>Unlisted Investments</b>	<b>Total</b>
<b>Market Value</b>	£	£	£
At 1 April 2019	<b>9,203,381</b>	<b>6,627,751</b>	<b>15,831,132</b>
Additional Investment in Year	2,000,000	-	2,000,000
Interest Accrued	-	291,341	291,341
Repayment of Loans	-	(884,988)	(884,988)
Disposal in the Year	(63,966)	-	(63,966)
Amortisation	-	(11,975)	(11,975)
Increase/(Decrease) in valuation	(30,113)	-	(30,113)
<b>At 31 March 2020</b>	<b>11,109,302</b>	<b>6,022,129</b>	<b>17,131,431</b>

<b>Charity</b>	<b>Shares in Subsidiary Company</b>	<b>Listed Investments</b>	<b>Unlisted Investments</b>	<b>Total</b>
<b>Market Value</b>	£	£	£	£
At 1 April 2019	<b>2</b>	<b>9,203,381</b>	<b>6,627,751</b>	<b>15,831,134</b>
Additional Investment in Year		2,000,000	-	2,000,000
Interest Accrued		-	291,341	291,341
Repayment of Loans		-	(884,988)	(884,988)
Disposal in the Year		(63,966)	-	(63,966)
Amortisation		-	(11,975)	(11,975)
Increase/(Decrease) in valuation		(30,113)	-	(30,113)
<b>At 31 March 2020</b>	<b>2</b>	<b>11,109,302</b>	<b>6,022,129</b>	<b>17,131,433</b>

Group and Charity	Unlisted Investments	Total
	£	£
<b>Listed investments comprises the following:</b>		
Smith & Williamson Portfolio	5,000,000	4,920,788
Ruffer LLP Portfolio	6,000,000	6,188,513
<b>AT 31st March 2019</b>	<b>11,000,000</b>	<b>11,109,301</b>
<b>Unlisted investments comprise the following:</b>	<b>2020</b>	<b>2019</b>
Helicopter Loans	5,897,130	6,502,751
Enterprise Investment	125,000	125,000
<b>As at 31 March 2020</b>	<b>6,022,130</b>	<b>6,627,751</b>
<b>Movement on Investments</b>	£	£
Market Value at the Beginning of Year	9,328,382	6,826,690
Additions in Year	2,000,000	9,000,000
Disposals in Year	(63,966)	(6,735,298)
	11,264,416	9,091,392
Market Value at End of Year	11,234,303	9,328,382
Increase/(Decrease) in value	(30,113)	236,990
<b>Subsidiary Balance Sheet</b>	<b>2020</b>	<b>2019</b>
<b>The Assets and Liabilities of the subsidiary were:</b>	£	£
<b>Current Assets</b>		
Stock	3,492	3,121
Debtors	660,803	704,732
Cash at Bank	1,175,614	499,965
	1,839,909	1,207,818
<b>Creditors: Amounts Falling Due Within One Year</b>	<b>(736,924)</b>	<b>(675,205)</b>
<b>AT 31st March 2019</b>	<b>2</b>	<b>2</b>
<b>Representing:</b>		
Called up share capital	2	2
Profit and loss account	1,102,983	532,611
	1,102,985	532,613

Air Ambulance Promotions Limited gift aided to the Charity the profits of £1,102,983 on 23 July 2020 (2019: £532,611) and all loans and monies due by Air Ambulance Promotions Limited to the Charity are secured by a first floating charge created on 30 March 1994 on the subsidiary company's assets.



**9. Stocks**

	Charity		Group	
	2020 £	2019 £	2020 £	2019 £
Goods for resale at cost	-	-	3,492	3,121

**10. Debtors**

	Charity		Group	
	2020 £	2019 £	2020 £	2019 £
Trade Debtors	59,345	123,600	93,615	125,200
Current Account with Subsidiary	1,265,680	679,364	-	-
Other Debtors	13,283	19,863	158,154	168,331
Prepayments and Accrued Income	341,525	428,071	823,186	982,734
	<b>1,679,833</b>	<b>1,250,898</b>	<b>1,074,955</b>	<b>1,276,265</b>

**11. Cash at Hand and In Bank**

	Charity		Group	
	2020 £	2019 £	2020 £	2019 £
Investment Deposit Accounts	3,445	3,437	3,445	3,437
Other Bank Accounts	3,588,830	4,786,524	4,764,278	5,286,324
Petty Cash	350	372	515	537
	<b>3,592,625</b>	<b>4,790,333</b>	<b>4,768,238</b>	<b>5,290,298</b>

**12. Creditors: Amounts Falling Due**

(within one year)

	Charity		Group	
	2020 £	2019 £	2020 £	2019 £
Trade Creditors	403,345	909,029	422,676	951,447
Other Taxation and Social Security	81,177	75,202	81,177	75,202
Accruals and Deferred Income	407,650	380,583	962,546	866,618
	<b>892,172</b>	<b>1,364,814</b>	<b>1,466,399</b>	<b>1,893,267</b>

Included in accruals are outstanding pension contributions of £2,137 (2019: £2,816).

### 13. Financial Instruments

Financial Assets	Charity		Group	
	2020 £	2019 £	2020 £	2019 £
Financial Assets Measured at Amortised Cost	21,842,411	21,212,364	21,789,613	17,034,492
	<b>21,842,411</b>	<b>21,212,364</b>	<b>21,786,613</b>	<b>17,034,492</b>

Financial Liabilities	Charity		Group	
	2020 £	2019 £	2020 £	2019 £
Financial Liabilities Measured at Amortised Cost	(757,032)	(1,249,789)	(786,427)	(1,280,719)
	<b>(757,032)</b>	<b>(1,249,789)</b>	<b>(786,427)</b>	<b>(1,280,719)</b>

Financial assets measured at amortised cost comprise cash at bank, trade debtors, loan to SAS and listed investments.

Financial Liabilities measured at amortised cost comprise trade creditors, and accruals.

### 14. Analysis of Funds

#### Unrestricted Designated and General Funds

The Unrestricted funds are available for the purposes of KSS, to be spent as the Trustees see fit to meet the objectives of KSS. An element of these funds, £13.104M (2019: £13.267M) has been defined as designated funds and earmarked for the future helicopter acquisition and includes the net book value of the fixed assets. A full analysis is detailed below. The balance of £13.599M (2019: £12.561M) has been classified as General funds. The General Funds are not specifically earmarked but equate to 10.6 months of expenditure and are used to further the Charity's objectives.

Designated Funds	As at 31 March 2019	Utilised / Released	New Designations	As at 31 March 2020
	£	£	£	£
Fixed Assets	5,516,672	(497,024)	304,167	5,323,815
Future Helicopters	7,500,622	(11,975)	291,341	7,779,988
Future Infrastructure	-	-	-	-
Digital Marketing	250,000	(275,780)	25,780	0
	<b>13,267,294</b>	<b>(784,779)</b>	<b>621,288</b>	<b>13,103,803</b>

The Fixed Assets fund is the net book value of Fixed Assets.

The future helicopter fund includes the value of the loans made to SAS for the acquisition of the two AW169 helicopters - £6.707M - plus the legal costs incurred £0.120M. The legal cost is being amortised over the terms of each loan and is charged to the fund and the interest received during the period is added to the fund. The balance at the end of the period is £7.780M.

Digital Marketing was a fund set aside for the development and implementation of the new website.

**Movements in Funds**

<b>Group</b>	<b>General</b>	<b>Designated</b>	<b>Total Unrestricted</b>	<b>Restricted</b>	<b>Total Funds 2020</b>	<b>Total Funds 2019</b>
<b>Cost</b>	£	£	£	£	£	£
Balance at 1 April 2019	12,560,528	13,267,294	25,827,822	196,399	26,024,221	25,082,888
Total Income	16,065,273	-	16,065,273	203,342	16,268,615	14,844,601
Total Expenditure	(14,446,178)	(784,779)	(15,230,957)	(196,234)	(15,427,191)	(14,140,259)
(Loss)/gain on investments	(30,118)	-	(30,113)	-	(30,113)	236,991
Transfers between funds	(550,844)	621,288	70,444	(70,444)	-	-
Balance at 31 March 2020	<b>13,598,666</b>	<b>13,103,803</b>	<b>26,702,469</b>	<b>133,063</b>	<b>26,835,532</b>	<b>26,024,221</b>

<b>Charity</b>	<b>General</b>	<b>Designated</b>	<b>Total Unrestricted</b>	<b>Restricted</b>	<b>Total Funds 2020</b>	<b>Total Funds 2019</b>
<b>Cost</b>	£	£	£	£	£	£
Balance at 1 April 2019	12,560,530	13,267,294	25,827,824	196,399	26,024,223	24,180,627
Total Income	14,328,107	-	14,328,107	203,342	14,531,449	13,570,257
Total Expenditure	(12,709,012)	(784,779)	(13,493,791)	(196,234)	(13,690,025)	(11,963,652)
(Loss)/gain on investments	(30,113)	-	(30,113)	-	(30,113)	236,991
Transfers between funds	(550,843)	621,288	70,444	(70,444)	-	-
Balance at 31 March 2020	<b>13,598,668</b>	<b>13,103,803</b>	<b>26,702,471</b>	<b>133,063</b>	<b>26,835,534</b>	<b>26,024,223</b>

<b>Group</b>	<b>General</b>	<b>Designated</b>	<b>Total Unrestricted</b>	<b>Restricted</b>	<b>Total Funds 2020</b>	<b>Total Funds 2019</b>
<b>Cost</b>	£	£	£	£	£	£
Tangible Fixed Assets	-	5,323,815	5,323,815	-	5,323,815	5,516,672
Investments	11,234,301	5,897,130	17,131,431	-	17,131,431	15,831,132
Cash	2,752,318	1,882,858	4,635,176	133,063	4,768,239	5,290,298
Other Assets and Liabilities	(387,953)	-	(387,953)	-	(387,953)	(613,881)
Balance at 31 March 2020	<b>13,598,666</b>	<b>13,103,803</b>	<b>26,702,469</b>	<b>133,063</b>	<b>26,835,532</b>	<b>26,024,221</b>

<b>Charity</b>	<b>General</b>	<b>Designated</b>	<b>Total Unrestricted</b>	<b>Restricted</b>	<b>Total Funds 2020</b>	<b>Total Funds 2019</b>
<b>Cost</b>	£	£	£	£	£	£
Tangible Fixed Assets	-	5,323,815	5,323,815	-	5,323,815	5,516,672
Investments	11,234,303	5,897,130	17,131,433	-	17,131,433	15,831,134
Cash	1,576,704	1,882,858	3,459,562	133,063	3,592,625	4,790,333
Other Assets and Liabilities	787,661	-	787,661	-	787,661	(113,916)
Balance at 31 March 2020	<b>13,598,668</b>	<b>13,103,803</b>	<b>26,702,471</b>	<b>133,063</b>	<b>26,835,534</b>	<b>26,024,223</b>

**Restricted Funds**

Group & Charity	As at 31 <sup>st</sup> March 2019	Shares in Subsidiary Company	Listed Investments	Unlisted Investments	Total
	£	£	£	£	£
Training centre	21,871	-	-	(1,844)	20,027
HEKSS Training	10,623	-	(10,623)	-	-
Night Flying	-	143,464	(143,464)	-	-
Head Scanners	33,922	9,216	-	(43,138)	-
Fidelity Mannequins	22,519	1,383	-	-	23,902
Ultra Sound	25,727	-	-	(18,696)	7031
Autopulse – Cardiac					
Support pump	7,500	-	-	-	7,500
Blood Boxes	-	350	(350)	-	-
Compact Suction Units	1,021	-	-	-	1021
Load Bearing Vests	1,100	-	-	-	1100
Rescue Warming Mats	371	-	-	-	371
Research	71,495	-	(30,596)	-	40,899
Training Equipment	250	10,848	-	-	11,099
Redhill Base	-	660	-	(660)	-
Lions Equipment	-	7,421	(1,201)	(6,106)	114
Flying Suits	-	30,000	(10,000)	-	20,000
	<b>196,399</b>	<b>203,342</b>	<b>(196,234)</b>	<b>(70,444)</b>	<b>133,063</b>

The transfer of funds amounting to £70,444 includes the capitalised items:

<b>Training centre</b>	Kent, Surrey & Sussex Air Ambulance Trust
<b>Redhill base</b>	Registered Company No. 2803242 Registered Charity No. 1021367
<b>Head scanner</b>	The company is incorporated and domiciled in the UK. The address of our registered office is as follows.
<b>Ultra scan vscan and batter</b>	£18,696 utilised from the Ultra Sound Ventilator fund
<b>Laryngoscope</b>	£11,938 utilised from the Lions Equipment fund and surpluses from the Head scanner fund transferred to the Lions Equipment Fund



## Restricted funds

Restricted funds represent funds held for the provision of emergency equipment and resources for use in Kent, Surrey and Sussex. These funds include:

<b>Training centre fund</b>	For the receipt of the grant provided by Health Education England.
<b>HEKSS training fund</b>	Receives the profits from the 24/7 weekly draw operated by Air Ambulance Promotions Limited and other donations most notably from the Lions Club International District 105SE. The funds are used in support of the Night Flying operations.
<b>Night flying fund</b>	Established to receive funding towards the research & development and ultimately the production of a head scanner to be used by the Crew. The Lions Club International District 105SE donated £19,131 in the year.
<b>Head scanners fund</b>	Been established for the receipt of donations specifically for the purchase of Fidelity mannequins. Income generated from HEKSS training courses has been allocated to this fund.
<b>Fidelity mannequins fund</b>	To receive grants and other donations for ultra sound diagnostic equipment
<b>Ultra sound fund</b>	Set up to collect donations towards the purchase of ventilators.
<b>Ventilator fund</b>	Established to collect donations and grants towards the costs of cardiac support pumps.
<b>Autopulse – cardiac support fund</b>	Established to raise funds to buy the blood transportation boxes.
<b>Blood boxes fund</b>	Established for the receipt of donations for crew kit bags – £100 was utilised.
<b>Kit bags fund</b>	In place to collect donations specifically for the purchase of compact suction units
<b>Compact suction units fund</b>	For the collection of donations for the on-going cost of load bearing vests used by the crew.
<b>Load bearing vests fund</b>	for the receipt of donations for the purchase of fire proof Hi-Viz jackets to be worn by the HEMS crew – £1,190 was utilised during the year.
<b>Fire proof hi-viz jackets fund</b>	For donations given for the purchase of Rescue Warming Mats.
<b>Rescue warming mats fund</b>	Received specifying that the funds should be used for research purposes for diagnosis and treatment.
<b>Research a legacy fund</b>	For donations received to buy medical training equipment.
<b>Training equipment fund</b>	For income raised from non HEKSS external training including the AAKSS conference, which is ring, fenced to finance training for our clinical staff.
<b>Training fund</b>	Established to retain funds received for equipment required by the HEMS team based at Redhill.
<b>Redhill base fund</b>	Includes a donation from Tesco Groundwork UK specifically given to provide Fling suits for the HEMS crew.
<b>Flying suits fund</b>	Includes a donation from Tesco Groundwork UK specifically given to provide Fling suits for the HEMS crew.

## 15. Operating Lease Commitments

At the balance sheet date, the company's full commitments over the term of each operating lease or, as in the case of the Redhill Hangar 10 until the next break clause of 13th March 2022, were as follows:

	1 year or less	2 to 5 years	More than 5 years	Total commitments
	£	£	£	£
Land & Buildings				
Redhill Hangar 10	207,295	197,072	-	404,367
Rochester	20,000	80,000	265,315	365,315
<b>Sub total</b>	<b>227,295</b>	<b>277,072</b>	<b>265,315</b>	<b>769,682</b>
Aviation capability	4,603,564	18,414,258	15,362,031	38,379,853
Vehicles	11,791	6,294	-	18,085
Office Equipment	15,418	28,270	-	43,688
<b>Total Lease Commitments</b>	<b>4,858,068</b>	<b>18,725,894</b>	<b>15,627,346</b>	<b>39,211,308</b>

Expiry date:

Rochester	2 July 2038
Redhill Hangar 10	12 March 2042

Length of unexpired  
leases at 31 March 2019:

Redhill Hangar 10	21.96 years
Rochester	18.25 years
Helicopters - KSST & KSCC	8.19 years

## 16. Capital Commitments

At 31 March 2019, the charitable company had capital commitments of £47,616 (2018: £488,229).

	2020	2019
	£	£
SkyView Systems	-	47,616

## 17. Related Party Transactions

The following related party transactions took place with AAP in the year:

	2020	2019
	£	£
Gift aided lottery and Raffle profits	<b>5,718,936</b>	5,118,789
Gift aided AAP Profits	<b>1,102,983</b>	1,438,832
<b>Total gift aided donations</b>	<b>6,821,919</b>	<b>6,557,621</b>
Recharges for Staff costs	<b>163,050</b>	161,103
Recharges for property and administration	<b>15,925</b>	6,906
<b>Total Recharges</b>	<b>178,975</b>	<b>168,009</b>
Purchases of Merchandise	<b>1,151</b>	5,319

Barretts Mini, a member of Barretts of Canterbury Ltd of which Paul Barrett is owner and Managing Director, was paid £22,981 for the purchase of one car which was the first prizes in the "Win A Car" raffle sponsored by Air Ambulance Promotions Ltd. (2019: £24,094 was paid to the sister company Broad Oak Mini).

Hazelhurst Trust of which Helen Bowcock is a Trustee made a donation of £25,000 in the year (2019: £nil).

White & Sons of which Andrew Farrant is a Director, gave a donation of £1,958.

### Amounts Paid to Trustees

Dr Helen Bowcock, the Chair of Trustees, incurred legal expenses totalling £24,006 (2019 - £nil) which were incurred in fulfilling her role as Trustee. These costs were reimbursed to Helen Bowcock and the payment was made under the provisions of clause six of the Trust's Articles of Association.

### Trustee Expenses

Two trustees were paid a total of £496 for expenses during the year (2019: one was paid £328). Included in Management and Administration costs is the cost of Trustees' Liability insurance (including professional indemnity cover) amounting to £6,895 (2019: £6,208).

**18. CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**  
**(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)**  
**YEAR ENDED 31<sup>st</sup> MARCH 2020**

	Notes	Unrestricted Funds	Restricted Funds	Total Funds 2020
<b>Income from:</b>		£	£	£
Donations and legacies	3	3,996,827	131,999	4,128,826
Charity activities	3	1,319,325	4,975	1,324,300
Trading activity	3	7,877,500	119,064	7,996,564
Investment income	3	331,419	-	331,419
Other income	3	1,063,492	-	1,063,492
<b>Total income</b>		<b>14,588,563</b>	<b>256,038</b>	<b>14,844,601</b>
<b>Expenditure:</b>				
Raising funds	5	1,736,421	-	1,736,421
Charitable activities	5	10,094,690	127,222	10,221,912
Cost of sales trading subsidiary	5	2,181,926	-	2,181,926
<b>Total expenditure</b>		<b>14,013,037</b>	<b>127,222</b>	<b>14,140,259</b>
<b>Operating surplus</b>		<b>575,526</b>	<b>128,816</b>	<b>704,342</b>
Unrealised gains/(losses) on investments	8	236,991	-	236,991
<b>Net income</b>		<b>812,517</b>	<b>128,816</b>	<b>941,333</b>
<b>Transfer between funds</b>		<b>337,559</b>	<b>(337,559)</b>	<b>-</b>
<b>Net movement in funds</b>		<b>1,150,076</b>	<b>(208,743)</b>	<b>941,333</b>
<b>Reconciliation of funds:</b>				
Fund balances brought forward	14	24,677,746	405,142	25,082,888
<b>Fund balances carried forward</b>	<b>14</b>	<b>25,827,822</b>	<b>196,399</b>	<b>26,024,221</b>





**Air Ambulance**  
**Kent Surrey Sussex**

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