YORKSHIRE
AIR AMBULANCE
Registered Charity No. 1084305

Flying Forward:

Saving More Lives, Together.

Our Strategy





The future won’t wait. And neither will we.

Every mission starts with a call for help. This strategy is our call to action.

Yorkshire Air Ambulance exists to deliver life-saving Helicopter Emergency Medical Services (HEMS) providing pre-hospital emergency critical care to the people of Yorkshire when they need us most.

Over the last two decades, YAA has built a trusted and respected reputation across the region. We are known for professionalism, compassion, clinical expertise and deep community connection.

Every day, our crews, staff and volunteers make a difference during some of the most difficult moments in people’s lives.

Demand for our service continues to grow. Expectations of clinical capability are increasing as air ambulance services continue to evolve nationally. Fundraising markets are becoming more competitive. Technology and healthcare are advancing rapidly. Our workforce faces increasing pressure, and the organisation itself must continue to modernise to remain sustainable and effective for the future.

This strategy reflects our ambition to build a more integrated, innovative and sustainable Yorkshire Air Ambulance while protecting the values and culture that make the charity special.

We also recognise that achieving our ambition requires us to better understand, reflect and serve the diverse communities of Yorkshire, while creating an inclusive culture where all people feel able to contribute, thrive and feel a sense of belonging.

This strategy sets out our direction for the next three to five years. It is ambitious, but grounded in realism.

Future success will depend not only on clinical capability or fundraising growth, but on our ability to work as one organisation with shared purpose, strong leadership, dedicated people, clear priorities and a culture that embraces collaboration, innovation, inclusion and continuous improvement.

Kathryn Marsden OBE
Chief Executive Officer

Our Vision

A Yorkshire where no one is beyond the reach of world-class pre-hospital care.

Our Mission

To save lives and improve patient outcomes by delivering rapid pre-hospital critical care wherever it is needed, through exceptional people, aviation excellence, pioneering care and the support of our communities.



No one plans to need an air ambulance. But every day in Yorkshire, someone does. And when that moment comes, we'll be ready.



Behind every mission is a person whose life has changed in an instant. This strategy is essential in order for us to provide outstanding pre-hospital emergency care, giving more patients the best possible chance when their outcomes hang in the balance.

Dr Stuart Reid. Medical Director



Our Values

As we grow and modernise, the following values will remain central to who we are:

Pioneering

We lead the way by exploring new ideas and shaping what comes next.

Pride

We take ownership of our work and the difference we make.

Impactful

We focus on what truly matters and deliver meaningful results.

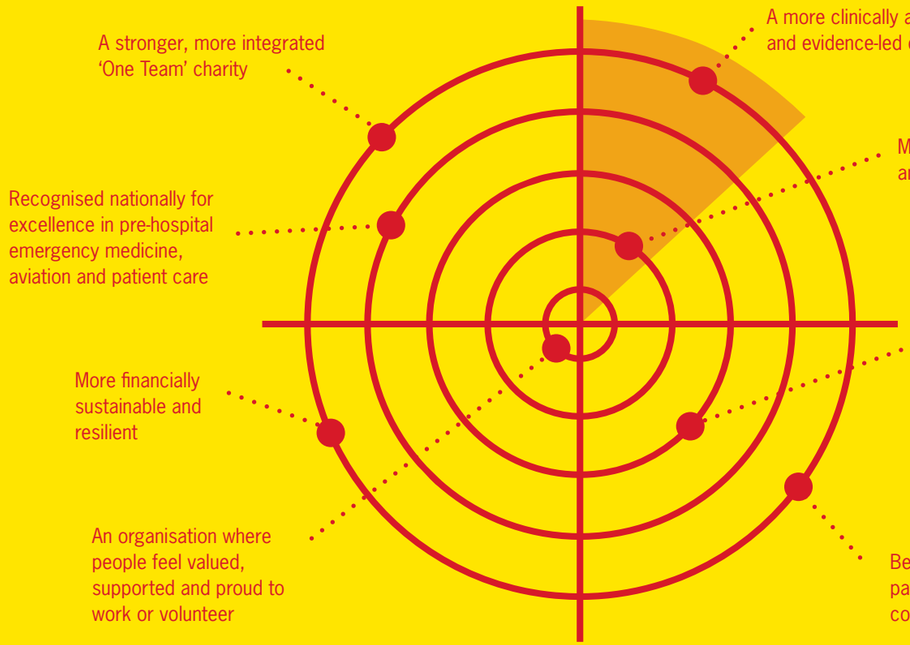
Compassionate

We put people at the heart of everything we do.

We believe diversity, equity and inclusion strengthen our organisation, improve decision-making and help us better serve the people and communities of Yorkshire.

Our Strategic Ambition

By 2030, Yorkshire Air Ambulance will be:





Delivering the strategy

Success is not defined by what we plan to do, but by what we achieve.

Through regular measurement and transparent reporting, we will track our progress, hold ourselves accountable, and ensure we deliver on our mission and vision.

Objective 01

Deliver Outstanding Clinical Care

We exist to save lives and improve patient outcomes. Clinical excellence will remain at the heart of everything we do.

Over the next five years, we will continue to strengthen our clinical capability, improve governance, invest in innovation, education and training, and ensure we continue to deliver safe, effective and compassionate care.

We also recognise the importance of ensuring equitable access to high-quality emergency critical care across Yorkshire, understanding the differing needs of the diverse communities we serve and continually improving how we engage with patients and families.

We will

- Deliver Helicopter Emergency Medical Services (HEMS) to all those who would benefit from it
- Strengthen clinical governance and assurance arrangements
- Improve the use of evidence, data and patient outcome measures
- Expand research, innovation and quality improvement activity
- Develop stronger clinical partnerships across the healthcare system
- Increase investment in education, training and professional development
- Explore future operating models and service capability based on evidence and patient need
- Improve patient liaison, aftercare and family engagement
- Strengthen workforce resilience across medical, paramedic and aviation functions
- Benchmark ourselves against leading UK and international services
- Improve understanding of population need and healthcare inequality across Yorkshire
- Ensure equitable and inclusive access to our services

By 2030, success will look like

- We will be recognised as a leading provider of pre-hospital emergency medicine
- Ensure our clinical governance and regulatory arrangements are proportionate, robust and aligned to best practice, including securing CQC registration if this adds value.
- Demonstrated stronger clinical insight, outcome measurement and quality assurance
- Enhanced operational resilience and clinical capability
- Contributing to research, innovation and education

Objective 02

Build A ‘One Team’ Culture

Strong culture, collaboration and communication will be essential to delivering our future ambitions.

We are committed to creating a culture where all people feel respected, included and able to contribute fully, regardless of background, role or location.

Building psychological safety, wellbeing and belonging will be central to creating a sustainable and high-performing organisation. To achieve our ambitions, we must continue developing as one organisation with shared purpose, shared accountability and shared values.

We will

- Create a stronger ‘One Team’ culture across all parts of the organisation
- Improve communication, transparency and staff engagement
- Increase leadership visibility and accessibility
- Foster greater collaboration between teams, departments and locations
- Create more opportunities for shared learning
- Strengthen change management and staff involvement
- Improve consistency in leadership behaviours and decision-making
- Invest in wellbeing support for all our people
- Create clearer organisational priorities and accountability
- Ensure staff and volunteers feel heard, valued and empowered
- Create a more diverse, inclusive and representative workforce and volunteer community
- Improve equity in recruitment, development and progression opportunities

By 2030, success will look like

- Be recognised as a highly engaged, collaborative and inclusive organisation
- Improved staff wellbeing, engagement and retention
- A culture where people feel safe, valued and empowered to contribute
- Strengthened cross-organisational collaboration
- A diverse and representative workforce and volunteer community



Objective 03

Strengthen Sustainability & Income Growth

To deliver future ambition, we must build a stronger and more sustainable financial foundation.

While YAA has strong public support and a trusted brand, the organisation cannot rely solely on historical fundraising models or legacy income in the future.

We will take a more strategic, evidence-led and confident approach to investment and income growth, while remaining responsible stewards of public support.

We will

- Grow and diversify sustainable income streams
- Increase regular giving and lottery participation
- Strengthen supporter stewardship and donor journeys
- Improve public understanding that YAA is a charity reliant on public support
- Invest in fundraising capability, systems and leadership
- Develop stronger corporate and community partnerships
- Improve use of supporter data, fundraising systems and insight
- Increase brand consistency and storytelling
- Review reserves and investment approaches to support strategic growth whilst ensuring that we remain financially secure and are able to address peaks and troughs in our income
- Improve organisational efficiency and value for money
- Broaden engagement with diverse communities, supporters and partners across Yorkshire

By 2030, success will look like

- Significantly increased sustainable unrestricted income
- Reduced reliance on legacy income as a proportion of total revenue
- Stronger long-term supporter relationships
- Greater financial resilience and investment capacity



Objective 04

Modernise The Organisation

To remain effective and sustainable, we must modernise our infrastructure, systems and ways of working.

Modernisation is not solely about technology. It is also about creating a more agile, connected and inclusive organisation that enables people to work effectively, make informed decisions and deliver greater impact.

Improving integration, data quality and organisational effectiveness will support stronger collaboration and future sustainability.

We will

- Improve digital systems, infrastructure and data capability
- Improve integration between systems and teams
- Modernise reporting, insight and decision-making capability
- Reduce duplication and inefficient processes
- Improve project management and organisational planning
- Review future infrastructure and estate needs
- Ensure future workplaces support collaboration, wellbeing and operational effectiveness
- Improve cyber security, governance and information management
- Use technology and innovation to improve efficiency and impact
- Improve accessibility and inclusivity of systems, communications and digital platforms
- Improve demographic insight and workforce data

By 2030, success will look like

- Be a more digitally enabled organisation
- Use data confidently to support insight and decision-making
- Improved organisational effectiveness and productivity
- An infrastructure that supports collaboration, accessibility and integration
- Reduced operational inefficiencies and duplication



Objective 05

Strengthen Community Connection & Influence

Yorkshire Air Ambulance is built on the support of the communities we serve, and our future depends on maintaining and strengthening that connection.

We want all communities across Yorkshire to understand our impact, feel connected to our purpose and see themselves reflected in the work we do.

This means strengthening relationships across rural and urban communities alike, improving representation and accessibility, and ensuring our engagement reaches people from all backgrounds and experiences.

We will

- Improve storytelling and public engagement
- Increase awareness of YAA's impact across Yorkshire
- Strengthen engagement with schools, businesses and communities
- Improve patient and family involvement
- Showcase clinical outcomes and innovation
- Expand our visibility across rural and urban communities
- Build stronger partnerships across healthcare, emergency services and the voluntary sector
- Increase our influence within pre-hospital emergency medicine and healthcare discussions
- Develop education and outreach opportunities
- Strengthen engagement with underserved and underrepresented communities

By 2030, success will look like

- Be one of the most recognised and trusted charities in Yorkshire
- Increased public understanding of our role and impact
- Strengthened supporter loyalty and advocacy
- Stronger relationships with diverse and underserved communities
- Be recognised as an influential voice within pre-hospital emergency medicine and emergency care





Securing our Future

Delivering this strategy will require thoughtful and responsible investment across the organisation.

Over the next five years, Yorkshire Air Ambulance will continue to balance financial sustainability with strategic ambition — investing in people, clinical capability, technology, infrastructure, fundraising and organisational development to strengthen our long-term impact.

We recognise our responsibility to remain careful stewards of the public funds entrusted to us. Decisions about investment and growth will therefore be evidence-led, proportionate and aligned to patient benefit, operational resilience and long-term sustainability.

The organisation will continue to review reserves, financial planning and investment approaches to ensure they support delivery of this strategy while maintaining appropriate resilience and public confidence.

Detailed annual operational plans, medium-term financial planning and investment cases will support the phased delivery of this strategy

Enablers of Success

A collaborative and inclusive culture built on trust, openness and accountability

Investment in recruitment, development, wellbeing and retention

Strong, visible and compassionate leadership

As we modernise and grow, we will protect the qualities that define Yorkshire Air Ambulance. We will remain patient-centred, compassionate, ethical, community focused, proudly Yorkshire, grounded and humble, committed to public trust and focused on saving lives.

Consistent, transparent and timely communication internally and externally

Strong governance, accountability and risk management

Strong partnerships with healthcare, emergency service and community partners

Confidence to invest strategically in future capability and growth



Delivering the Strategy

This strategy will be delivered through phased annual operational plans, clear performance measures and regular reporting to the Board and wider organisation.

Progress will be monitored through clinical outcomes and quality indicators, fundraising and sustainability measures, staff engagement and wellbeing indicators, organisational performance metrics, community engagement and impact measures, and governance and regulatory assurance.

Annual priorities will be reviewed regularly to ensure the organisation remains responsive, realistic and focused.

Yorkshire Air Ambulance already impacts lives every day.

The next chapter of our journey is about building an organisation capable of doing even more — reaching more patients, strengthening our impact, supporting our people and securing a sustainable future for generations to come.

This strategy is not simply about growth. It is about becoming a stronger, more connected and more effective organisation while staying true to the values and purpose that make Yorkshire Air Ambulance special.

Looking beyond 2030, we recognise that safeguarding the future of Yorkshire Air Ambulance will require long-term planning and investment in the assets and capabilities that enable our service. As our aircraft and infrastructure reach the end of their operational life, we know that we will need to replace these during the lifetime of this strategy and will ensure that we continue to plan responsibly for their renewal, ensuring future generations can access the same world-class, rapid-response critical care that communities across Yorkshire rely upon today.



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