

Project Caroline V2.0

1 Executive summary

Project Caroline will provide Ambulance Wish UK with a new wish ambulance, primarily serving Norfolk, Suffolk and Cambridge. It will help people receiving end-of-life care visit meaningful places and spend time with loved ones, free of charge.

Named in memory of Caroline Wilson, the ambulance will carry forward her generosity. Caroline never got her wish to visit Cromer beach; this project will help make those experiences possible for others.

The preferred [REDACTED] ambulance and conversion are budgeted at [REDACTED] assuming qualifying VAT zero-rating. The cream and Red stripe, 1960s-inspired vehicle will include a comforting interior and discreet front and rear half lightbars.

The vehicle acquisition budget including contingency is [REDACTED]. Planned activity rises from 36 wishes in Year 1 to 90 in Year 5: 299 wishes in total. Five-year vehicle expenditure is [REDACTED].

The combined funding request is £401,812.60, comprising [REDACTED] of identified expenditure and [REDACTED] in retained charity reserves. It covers the vehicle for five years, one paid role for Years 1–4, five years of identified charity overheads and compliance provision for 30 volunteers. Rent is excluded.

The reserve represents six months of first-year recurring vehicle, staffing, core and volunteer compliance costs. It replaces the former [REDACTED] vehicle-only reserve. Wider overheads still requiring quotations are identified in sections 22 and 23; this remains a budget of identified costs rather than an unconditional all-cost guarantee.

[REDACTED]

The wider charity ambition of 400 wishes annually by Year 5 is separate from this vehicle's 90-wish Year 5 target and requires additional resources.

2 Background and Caroline's legacy

Project Caroline is named in memory of Caroline Wilson, the mother of Ambulance Wish UK founder Matthew Wilson, who died in May 2023.

Caroline was born in Bury St Edmunds, Suffolk, and lived in Norfolk throughout her life. Her connection to the county is an important part of the project and the reason the ambulance will remain based in Norfolk.

Caroline wanted to visit the beach at Cromer for fish and chips and an ice cream, but sadly she never got the opportunity. That unfulfilled wish helped inspire Matthew to make these experiences possible for other people.

For someone approaching the end of their life, a simple outing can become impossible without suitable transport and support. Project Caroline will help overcome those barriers while continuing Caroline's generosity through practical help for other families.

A personal message from Matthew Wilson

“My mum never got to have her trip to the beach. We wanted her to be able to go to Cromer, have fish and chips and an ice cream, and spend time together. Sadly, that never happened.

I cannot change that, but I want to help make it possible for other families. Something as simple as sitting by the sea or visiting a favourite place can mean so much when time is limited.

Mum was someone who helped others, and I want Project Caroline to carry on that part of her life. Seeing an ambulance named after her helping people fulfil their wishes will mean a great deal to me, her family and her friends.

I also want to pay particular attention to building connections with the Norfolk and Norwich University Hospital and hospice teams, so they know what we can offer and can help identify people who would benefit.

Keeping the ambulance in Norfolk feels right. It is where Mum lived her life, and where I want her legacy of helping people to continue.”

3 The need

For people approaching the end of their lives, a wish may be as simple as visiting the seaside, returning home, attending a family celebration or spending time in a favourite place.

These experiences can become difficult when someone needs a stretcher, requires oxygen or needs support throughout the journey. Families may lack a suitable vehicle, trained assistance or the money to arrange specialist transport.

A dedicated wish ambulance will give Ambulance Wish UK greater control over availability, equipment and scheduling. It will reduce reliance on externally supplied vehicles and help the charity plan journeys around each person's circumstances.

Reliability matters because opportunities can be brief. A patient's condition may change quickly, and a cancelled journey may not be possible to rearrange.

Each wish will be assessed individually, considering the person's preferences, consent, mobility, clinical needs, destination and staffing requirements.

Project Caroline will primarily serve Norfolk, Suffolk and Cambridge, focusing its wish journeys, volunteer recruitment and referral development on these communities. The ambulance will remain based in Norfolk, reflecting Caroline's lifelong connection to the county and her birthplace in Bury St Edmunds, Suffolk.

Particular attention will be given to developing referral relationships with the Norfolk and Norwich University Hospital, alongside hospitals, hospices and palliative care teams across Norfolk, Suffolk and Cambridge. These are relationships we intend to develop, rather than confirmed partnership agreements.

This regional focus will help us build strong local connections and plan journeys around patients' needs, while remaining part of Ambulance Wish UK's wider national service.

4 Vehicle selection and conversion suppliers

Project Caroline will use a new base vehicle with a conversion designed around wish journeys, patient comfort and practical working arrangements for volunteers.

Quotations will be assessed against the agreed specification, conversion quality, equipment compatibility, warranty, aftercare and delivery timescale. No converter has yet been appointed.

The final specification will confirm patient accommodation, equipment storage, stretcher compatibility, loading arrangements and payload.

5 Vehicle livery and appearance

Project Caroline will have a distinctive appearance inspired by **1960s ambulances**, while retaining the facilities of a modern vehicle.

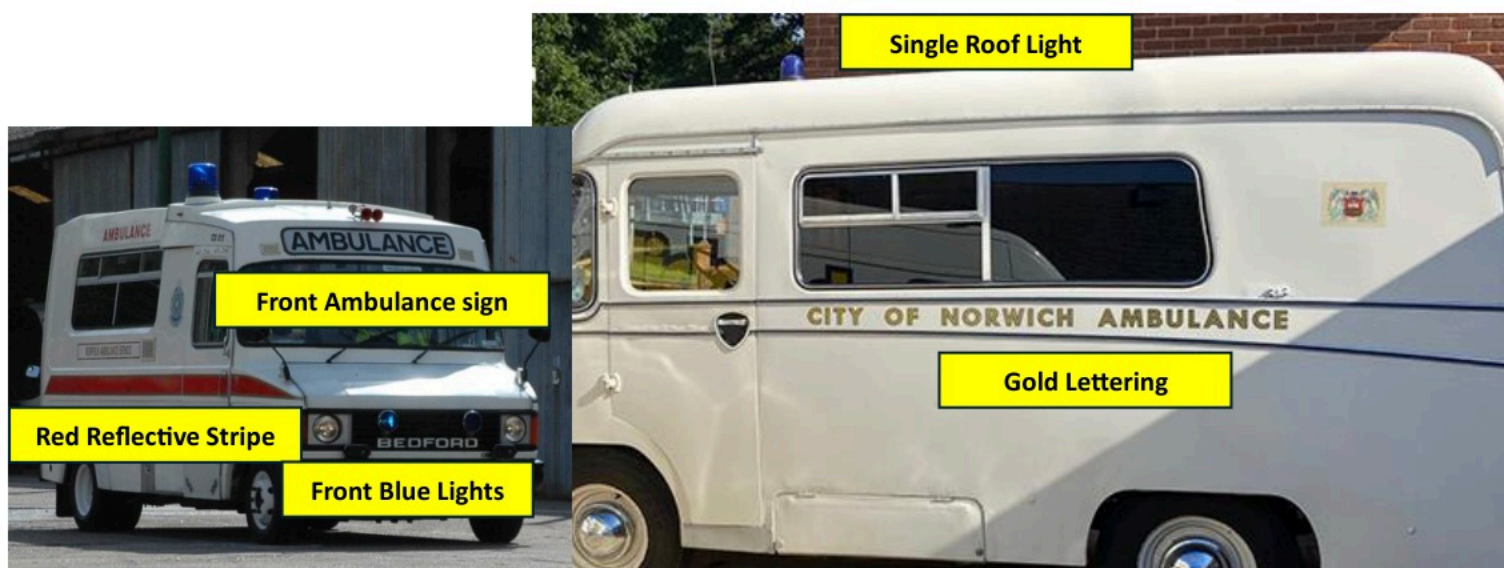
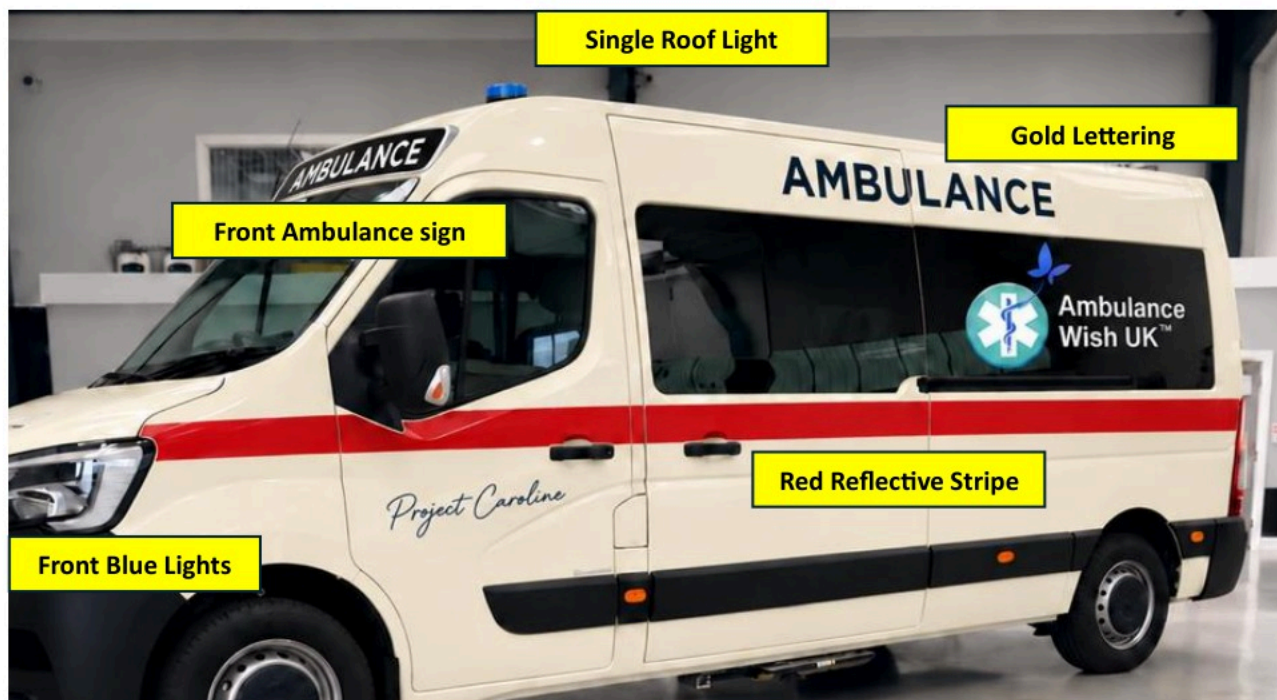
The proposed design includes:

- A cream-coloured exterior.
- An orange stripe running along the sides.
- Blue lights within the front grille.
- Discreet half lightbars at the front and rear
- Project Caroline lettering and Ambulance Wish UK branding.
- Agreed sponsor acknowledgements incorporated into the design.

The livery will give the ambulance a recognisable identity during wishes, community events and fundraising activities. It will also help tell Caroline's story and provide a strong visual focus for media coverage.

The budget includes [REDACTED] for the wrap, plus a [REDACTED] VAT allowance.

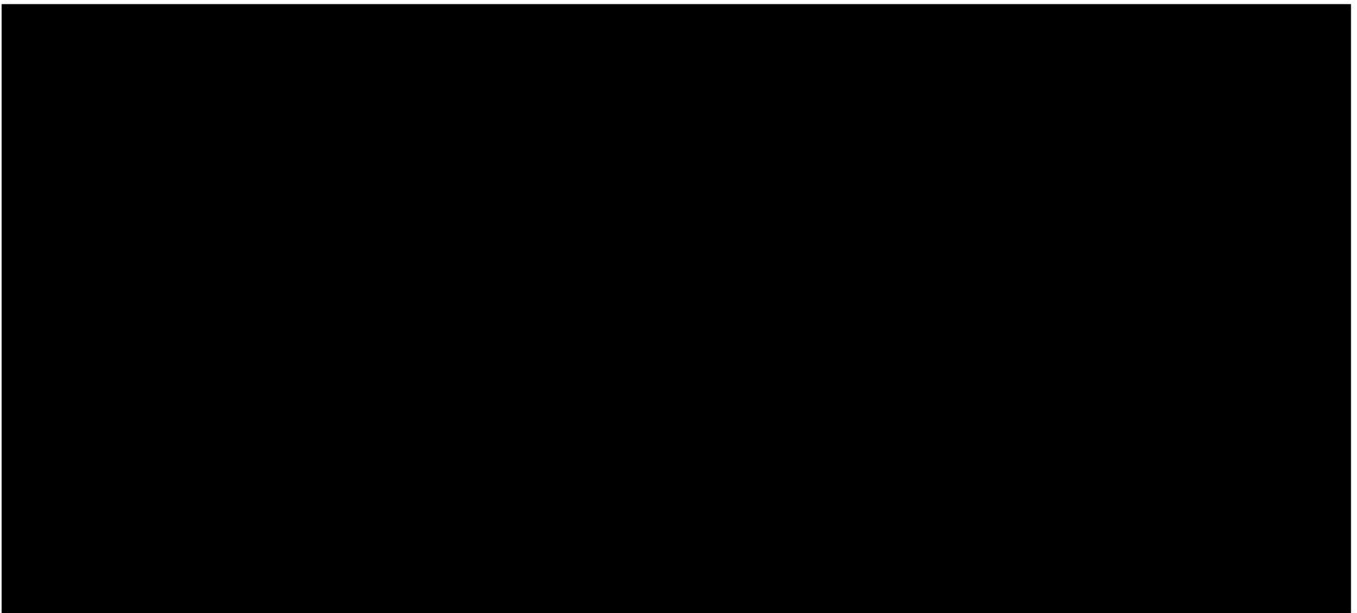
Early concept illustrations and reference vehicles. Colours and roof-light details in these images are illustrative; the current specification is cream and orange with front and rear half lightbars.



Lighting and future versatility

The proposed lighting design will use half lightbars at the front and rear of the ambulance, alongside discreet blue grille lights. This replaces the previously proposed single roof

beacon, maintaining a discreet appearance that complements the cream and orange, 1960s-inspired livery.



6 Why a new ambulance

A used ambulance offers a lower initial purchase cost. Project Caroline proposes a new vehicle because of the benefits it could provide over a longer period of service.

For funders, the case rests on long-term use, dependable availability and a vehicle suited to the service. Reliability is particularly important when a cancelled journey could mean losing an opportunity that cannot be rearranged.

Reliability and a known history

A new ambulance will not have previously been used for frontline 999 work, avoiding the accumulated mileage, engine hours and wear associated with intensive emergency service use. Its servicing, maintenance and use can be recorded from the outset, giving the charity a complete operating history.

No vehicle is immune from faults, but purchasing new should reduce exposure to problems associated with previous heavy use or an unknown maintenance history. This is particularly important for wish journeys, where a breakdown or cancellation could mean losing an opportunity that cannot be rearranged.

A conversion suited to wishes

Commissioning a new ambulance allows its layout and equipment arrangements to be designed around wish journeys, with patient comfort, dignity and time with loved ones at the centre.

The interior will create a welcoming and comforting environment, including a window positioned so the person travelling on the stretcher can see outside during the journey. Enjoying the scenery will help make the journey itself part of the wish experience.

A sky-view ceiling covering, featuring imagery of the sky, will give someone lying on the stretcher a pleasant view above them. Landscape pictures within the interior will bring further

colour and interest, helping the space feel more personal and less clinical. These finishes will be selected with the converter, so they are durable and easy to clean.

The specification will also consider seating for an accompanying loved one, accessible equipment storage and space for volunteers to provide care. Heating, ventilation and lighting will be chosen with comfort in mind.

Agreeing these details before the build can reduce later alterations and provide volunteers with a consistent, practical working environment. The final layout, window position and decorative finishes will be agreed with the converter, taking account of the patient's sightline from the stretcher and the vehicle's space and weight limits.

Warranty protection

Manufacturer warranty cover can reduce exposure to eligible manufacturing faults. Extended cover may provide further protection, subject to acceptance of the conversion and intended use.

Warranty protection does not replace servicing, inspections or a repair budget.

Longer-term use

Although the financial plan covers five years, we intend to retain the ambulance beyond that point where mileage, condition and reliability justify it. This would allow the initial investment to support additional wishes.

A lasting fundraising asset

The vehicle's appearance and personal story will support fundraising, volunteer recruitment and community engagement alongside its operational role.

7 Warranty, servicing and breakdown support

supply route

[REDACTED]

The converter's warranty will be reviewed separately because the base vehicle warranty may not cover the conversion or installed equipment.

option

[REDACTED]

Servicing, tyres and repairs

The budget allows £1,200 in Year 1, increasing to £3,000 in Year 5, for servicing, tyres and repairs.

We hope to reduce these costs through sponsorship, donated servicing, discounted tyres and support from local garages and businesses.

The figures provide a cautious scenario in which no sponsorship is secured. They are not a guaranteed maximum, as unexpected repairs could exceed the allowances.

Any savings will be recorded and used in accordance with funding restrictions, helping support further wishes or strengthen reserves.

Ambulance conversion warranty

Alongside the base vehicle warranty, the ambulance conversion will also have a separate warranty provided by the selected converter. This will cover eligible defects in the conversion workmanship and installed systems, subject to the agreed terms.

Before ordering, we will obtain written confirmation of the warranty period, items covered, exclusions and arrangements for repairs. This will include clarification of cover for the interior fittings, electrical installation, lighting, heating and ventilation, and any loading equipment supplied as part of the conversion.

Some equipment may carry its own manufacturer warranty. We will record these separately and confirm whether each fault should be referred to the vehicle dealer, converter or equipment supplier, helping repairs to be arranged promptly and reducing disruption to wishes.

Breakdown cover is planned through [REDACTED] subject to confirmation of price and ambulance suitability. Cover will be checked against manufacturer assistance to avoid duplication. The vehicle compliance allowance covers vehicle requirements; volunteer software and checks are accounted for separately in section 22.

8 Volunteer staffing and service delivery

Project Caroline focuses on funding, commissioning and maintaining the ambulance. The planning and delivery of wishes, volunteer recruitment, safeguarding and clinical oversight form part of Ambulance Wish UK's core charitable work. The vehicle will operate within these existing charity structures, supported by appropriate fleet management.

Each wish will normally have at least two suitable crew members, with the final team determined by an individual assessment. Additional clinical support will be arranged where required.

Across the charity, volunteer responsibilities will include:

- Driving and vehicle preparation.
- Patient support and care within each volunteer's competence.
- Liaison with families and care teams.
- Cleaning, restocking and equipment checks.
- Wish planning, administration and fundraising.

Recruitment will include references, relevant checks and DBS checks where applicable. Volunteers will receive induction, safeguarding guidance, vehicle familiarisation and training appropriate to their responsibilities. These arrangements will be managed through the charity's wider volunteer programme.

A nominated fleet lead will oversee Project Caroline's servicing, inspections, defects and maintenance records. The ambulance will be withdrawn from use whenever a defect makes it unsafe.

The vehicle operating budget includes £100 per wish for combined volunteer travel and meal expenses, recognising the cost of delivering wishes using the ambulance. This is a planning allowance rather than payment for volunteering.

Additional crew longer journeys or paid clinical support will require separate costing.

The budget therefore covers the vehicle and the identified costs of using it for wishes. Wider charity management, fundraising, referral coordination and volunteer administration remain core organisational responsibilities, with their costs managed separately unless expressly included in this plan.

9 Main vehicle base and connection to Norfolk

Project Caroline will be kept in Norfolk, honouring Caroline's lifelong connection to the county and her birthplace in Bury St Edmunds, Suffolk. Its primary service area is Norfolk, Suffolk and Cambridge.

A dedicated unit will only be considered when multiple vehicles require additional space and funding is secured. The current indicative future rental allowance is [REDACTED] per month [REDACTED] annually), excluding other premises costs. This is outside the present funding request.

10 Pricing assumptions and procurement

Supplier costs in this plan are budgeted at trade pricing, before any additional charitable discounts, sponsorship or support from manufacturers, converters and other businesses. Operating figures are planning allowances where final quotations are not yet available.

No unconfirmed discount has been deducted from the funding requirement. This means the plan does not depend on support that has yet to be agreed.

Before placing an order, the charity will obtain written quotations confirming:

- The base vehicle and conversion specification.
- Equipment and lighting included in the price.
- Warranty and aftercare arrangements.
- VAT treatment and payment terms.
- Build slot, completion and delivery arrangements.
- Any discount, sponsorship or donated support.

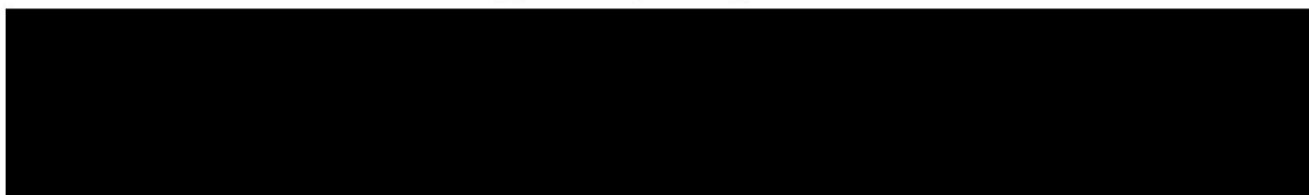
Any savings secured will be recorded and, subject to funder conditions, used to reduce the funding requirement or support equipment, running costs and further wishes.

11 Vehicle equipment and launch budget

The budget assumes outright purchase at trade pricing, before additional charitable discounts. The [REDACTED] completed ambulance is budgeted at 0% VAT under VAT Notice 701/6, subject to eligibility, qualifying funding, specification and supplier confirmation. This is zero-rating at purchase, not a blanket charity exemption or VAT reclaim.

Item	Budget
Ambulance and conversion assuming zero-rating	[REDACTED]
1960s-inspired wrap	[REDACTED]
VAT allowance on wrap	[REDACTED]
Used stretcher	[REDACTED]
iPad 5G and case	[REDACTED]
Fixed medical equipment	[REDACTED]
Opening consumables	[REDACTED]
Indicative extended warranty including VAT allowance	[REDACTED]
Acquisition subtotal	[REDACTED]
10% acquisition contingency	[REDACTED]
Acquisition including contingency	[REDACTED]
Six-month charity operating reserve	[REDACTED]
Acquisition plus charity reserve	[REDACTED]

The stretcher will be checked for serviceability and compatibility. Wrap, equipment and warranty VAT treatment will be confirmed separately. No further VAT savings or manufacturer discounts have been assumed. Any [REDACTED] premium remains additional.



This reserve is retained working capital, not expenditure. The combined request funds operating expenditure separately and retains the reserve at the end of the plan. Trustees will

review the reserve target annually as activity and costs increase; any top-up is not included in this baseline.

Five-year vehicle expenditure is [REDACTED] acquisition and contingency plus [REDACTED] vehicle operations. Staffing, core costs and the charity reserve are added once in section 23.

12 First year operating costs and cost per wish

Year 1 is budgeted for 36 wishes. Parking rent is £0 under the initial arrangement.

Cost	Annual allowance	Per wish
Fuel	£3,600	£100.00
Volunteer travel and meals	£3,600	£100.00
Consumables and cleaning	£1,080	£30.00
Insurance	£2,400	£66.67
Servicing, tyres and repairs	£1,200	£33.33
Breakdown cover and compliance	£500	£13.89
Oxygen rental	£288	£8.00
Parking and storage	£0	£0.00
Training and equipment servicing	£1,220	£33.89
Total	£13,888	£385.78

Direct costs are £230 per wish: fuel £100, volunteer travel and meals £100, and consumables and cleaning £30. Annual support costs add £155.78 per wish. These vehicle-only figures exclude acquisition, the paid role and wider charity overheads.

Oxygen rental is £288 in Year 1. Refills, iPad data, exceptional journeys, overnight accommodation and additional paid clinical support remain separately costed where needed. Opening consumables establish stock; recurring consumables cover replenishment. Core medication use and expiry is separately budgeted and must not be charged again as consumables.

13 Five-year activity and financial plan

The plan now budgets for 36, 46, 52, 75 and 90 wishes respectively, totalling 299 wishes. Fuel, volunteer travel and meals, and consumables scale with activity and 3% annual price inflation. Each annual line is rounded to the nearest pound. Other allowances retain the agreed schedule; maintenance and insurance will be reviewed against actual mileage and increased activity.

Cost	Year 1	Year 2	Year 3	Year 4	Year 5
Completed wishes	36	46	52	75	90

Public operating cost per wish

Year	Planned wishes	Operating cost per wish	Servicing / tyres / repairs
1	36	£385.78	£1,200
2	46	£368.22	£1,500
3	52	£368.56	£1,800
4	75	£358.93	£2,400
5	90	£362.52	£3,000
Five-year total	299	£366.35 average	£9,900

DETAILED FINANCIAL SCHEDULES WITHHELD

Operating costs per wish exclude acquisition, paid staff, wider charity overheads and reserves. Servicing figures are annual budgets already included in operating costs; do not add them again. Five-year averages including acquisition appear below.

Across 299 wishes, average vehicle operating expenditure is £366.35 per wish. Including acquisition and contingency, the average is £666.99. These exclude staff and charity overheads and do not deduct any future resale proceeds.

The wider charity target of 400 wishes annually is not funded by this single-vehicle schedule. Additional vehicles, staffing and delivery costs require a separate expansion budget.

Alongside Project Caroline, Ambulance Wish UK aims to develop a growing fleet, with multiple vehicles based around the UK. This will help us reach more people, reduce travel distances and develop local relationships with hospitals, hospices and care teams.

Our proposed fleet locations are:

- **Vehicle 1 – Norfolk:** Project Caroline, primarily serving Norfolk, Suffolk and Cambridge.
- **Vehicle 2 – West London base.**
- **Vehicle 3 – Kent.**
- **Vehicle 4 – Sheffield.**
- **Vehicle 5 – Manchester.**

This expansion would support our wider ambition of completing 400 wishes annually across the charity. Vehicles will be introduced as funding, volunteer availability and local demand allow.

Each additional vehicle will require funding for its purchase, equipment, insurance, maintenance and ongoing operation. We will seek this through grant applications, corporate sponsorship, public donations and local fundraising.

The five-year budget in this section covers Project Caroline's first vehicle only. Additional vehicles and bases will have separate budgets and funding plans. The locations above represent our intended expansion plan rather than confirmed vehicle purchases or base agreements.

14 Comparison with external provision

The charity estimates equivalent external transport at £750 per wish. The comparison assumes equivalent mileage, crew and support. It is a planning estimate rather than a confirmed supplier quotation.

Comparison	Year 1	Five years
Wishes	36	299
External transport at £750 per wish	£27,000	£224,250
Own vehicle operations	£13,888	£109,538
Operating difference	£13,112	£114,712

First-year operating savings are £364.22 per wish, or 48.6%. Over five years, external provision at an unchanged £750 per wish totals £224,250, compared with £199,430 for vehicle acquisition, contingency and operations: a vehicle-budget difference of £24,820.

These comparisons exclude staff and wider charity costs on both sides; they are not a claim that the combined charity programme saves money overall. Future external price changes, journey mix and service differences could alter the result.

15 Rollout timeline

The ambulance build is expected to take **6–10 weeks from the agreed build start date**. The overall delivery date will depend on funding, base vehicle availability and the selected converter's production schedule.

Stage	Indicative timing	Main activities
Funding and approval	Before ordering	Secure purchase funding and the opening reserve, obtain quotations and receive approval from all three trustees.
Order and specification	Before the build starts	Agree the vehicle, conversion, equipment, livery, warranty and delivery arrangements.
Vehicle build and conversion	6–10 weeks	Complete the conversion, coordinate equipment installation and wrapping, and monitor progress.
Operational preparation	Alongside the build	Prepare volunteers, confirm base arrangements, arrange insurance and breakdown cover, and develop referral relationships.

Stage	Indicative timing	Main activities
Handover and readiness checks	Allow 1–2 weeks after build completion	Inspect the ambulance, review documentation, check equipment and complete crew familiarisation.
First wishes	Approximately 7–12 weeks after the build starts	Begin service once readiness checks are signed off and suitable wishes are arranged.
Launch event and media campaign	Within one month of delivery	Welcome Caroline's family and friends, donors and supporters; issue the press release and invite coverage.
Initial service review	First three months of operation	Review reliability, costs, volunteer capacity and patient and family feedback.
First full year	First 12 months in service	Aim to complete 36 wishes, subject to referrals, patient needs, funding and staffing.
Fleet and funding review	Year 5	Review continued use, seek funding for additional vehicles and consider a newer Caroline ambulance.
Replacement review	After seven years of service	Assess replacement and sale of the original vehicle to support reinvestment.

The build period will be used to prepare the service so the ambulance can enter operation promptly after handover. The five-year operating plan begins when the ambulance enters service.

16 Launch event, PR and media

Within one month of delivery, Ambulance Wish UK will hold a small launch event to introduce Project Caroline and thank the people who made it possible.

Caroline's family and friends will be invited, along with former colleagues and representatives from her previous workplaces. We will also welcome people from community groups and organisations she had connections with.

The event will give those who knew Caroline an opportunity to share memories, see the ambulance named in her honour and celebrate how her legacy of helping others will continue.

Donors, local businesses, sponsors, volunteers, hospital and hospice representatives and charity supporters will be invited to meet the team and learn how the ambulance will fulfil wishes.

The event will be modest, with donated venue space and refreshments sought where possible. Any remaining event costs will be agreed separately, as no dedicated launch-event allowance is included in the vehicle budget.

A press release will be distributed to BBC and ITV regional news teams, local newspapers, radio stations and online news outlets, with the hope that national media will also pick up the story.

The campaign will highlight Caroline's legacy, the vehicle's Norfolk connection, its distinctive appearance and its benefit to patients and families. It will also run through the charity's website, social media and supporter networks.

Media coverage will be actively sought but cannot be guaranteed. The event and publicity will be arranged around wish journeys.

17 Growth, funding and long-term vehicle use

Project Caroline will deliver a planned 36 wishes in Year 1, 46 in Year 2, 52 in Year 3, 75 in Year 4 and 90 in Year 5, subject to referrals, volunteer availability and funding.

The wider charity ambition is to reach **400 wishes annually by the end of Year 5**. This requires a separate growth plan covering additional vehicles, regional partnerships, volunteers, coordination and income.

Project Caroline will provide practical evidence about journey costs, maintenance, staffing and patient experience to inform that development.

Building a replacement fund

The charity will aim to raise an additional [REDACTED] annually towards future replacement, creating a [REDACTED] fund over five years.

These savings are excluded from project expenditure because they are retained for future use. They would contribute towards replacement rather than fund a new vehicle in full.

[REDACTED]

Funding will be sought through grants, corporate sponsorship, individual donations, community fundraising and regular giving.

Retaining the ambulance beyond five years

Beyond Year 5, we intend to retain the ambulance if its mileage remains below [REDACTED] miles and it continues to be safe, reliable and economical to maintain.

Mileage will be assessed alongside condition, service history, repair costs and suitability for wishes. Operating costs for Years 6 and 7 will be budgeted during the Year 5 review.

A newer Caroline ambulance and fleet expansion

At Year 5, we will review funding opportunities for a newer Project Caroline ambulance and additional vehicles to expand Ambulance Wish UK's capacity.

If a replacement Caroline ambulance is secured, we may remove the original vehicle's distinctive wrap, apply standard Ambulance Wish UK branding and transfer it into the main fleet.

This would allow the original ambulance to continue supporting wishes while Caroline's name and tribute design move to a newer vehicle.

Replacement and resale

After seven years of service, we will look to replace the original ambulance with a newer vehicle.

When it leaves the fleet, we intend to sell it and reinvest the proceeds in replacement vehicles, recovering part of the original investment. For planning purposes, we estimate a resale value of approximately [REDACTED] depending on its condition, mileage, service history and the market at that time. This is an indicative estimate rather than a guaranteed return.

No resale proceeds have been assumed in the five-year budget. Future plans will include the costs of removing the wrap, rebranding and preparing the ambulance for continued service or sale. These costs will reduce the net proceeds available for reinvestment. Transfers and disposal will follow relevant funder conditions.

18 Governance and risk management

All three trustees will approve the purchase after reviewing the final specification, quotations, funding position and ongoing commitments.

The fleet lead will maintain servicing, inspection and defect records. Appropriate clinical oversight will support referral assessment, staffing decisions and wish delivery.

Risk	Planned response
Funding is delayed	Place the order only when contractual commitments and the opening reserve are adequately funded.
Build or delivery is delayed	Maintain converter updates and avoid fixed launch promises before delivery is confirmed.
Costs exceed estimates	Obtain written quotations, retain contingency and review expenditure regularly.
The ambulance develops a fault	Use applicable warranty and breakdown arrangements and assess alternatives for affected wishes.
Volunteer availability is insufficient	Build the team before launch and match activity to available capacity.

Risk	Planned response
Patient needs change	Reassess wishes and adapt arrangements where necessary.
Sponsorship is not secured	Retain an operating budget that assumes no sponsorship savings.
Growth exceeds resources	Increase activity alongside suitable staffing, funding and vehicle capacity.
Replacement funding is insufficient	Review fundraising early and retain the original ambulance only while it remains suitable and economical.

Restricted donations will be used for their agreed purpose. Changes will be discussed with the relevant funder where required.

19 Measuring impact and keeping supporters informed

Project Caroline's impact will be demonstrated through the wishes it makes possible, feedback from patients and families, and clear reporting on how funding is used.

Wish books

Wish books will bring together photographs, memories and reflections from journeys, providing families with a personal keepsake.

Where permission has been given, selected stories or extracts may also be shared with funders and supporters to show the difference their contribution has made.

Regular updates

Funders and supporters will receive updates covering completed wishes, progress against targets, volunteer involvement and the ambulance's use.

These will combine personal stories, where consent allows, with information about expenditure, sponsorship savings and operational challenges.

Impact booklets

Periodic impact booklets will bring together wish stories, family feedback, photographs and key figures. They will explain how Project Caroline is helping people, recognise funders and volunteers, and support future fundraising.

Measuring outcomes

The charity will monitor:

- Completed wishes and people directly supported.
- Patient and family feedback about what the experience meant to them.
- Cancellations and their causes.
- Vehicle mileage, availability and downtime.
- Volunteer involvement and training.
- Expenditure and cost per wish.
- Operating savings against comparable external provision.
- Income, sponsorship and progress towards reserves.

Learning from these findings will inform future budgets and service improvements.

20 Consent, privacy and sharing wish stories

Each wish includes a PR consent form covering photographs, stories and feedback used on social media, in blog posts and in wish booklets shared with funders and supporters.

The form records the permissions given by the patient and other identifiable participants. This supports the charity's approach to GDPR and privacy, alongside appropriate storage, access and retention arrangements.

Consent is voluntary. Declining publicity will not affect access to a wish, and only material covered by the permissions given will be shared.

Creating a private wish book for a family does not automatically mean its contents can be published or shared with funders.

Participants will be told how to withdraw consent for future use, with limitations explained where printed booklets have already been distributed or material has been shared by others.

21 Funding opportunity and lasting legacy

Ambulance Wish UK seeks [REDACTED] for acquisition and the six-month charity reserve, within the combined programme request of £401,812.60 set out in section 23.

Funders can support the whole project or contribute towards the vehicle, conversion, livery, equipment, running costs or replacement fund. Businesses may also help through discounted or donated services.

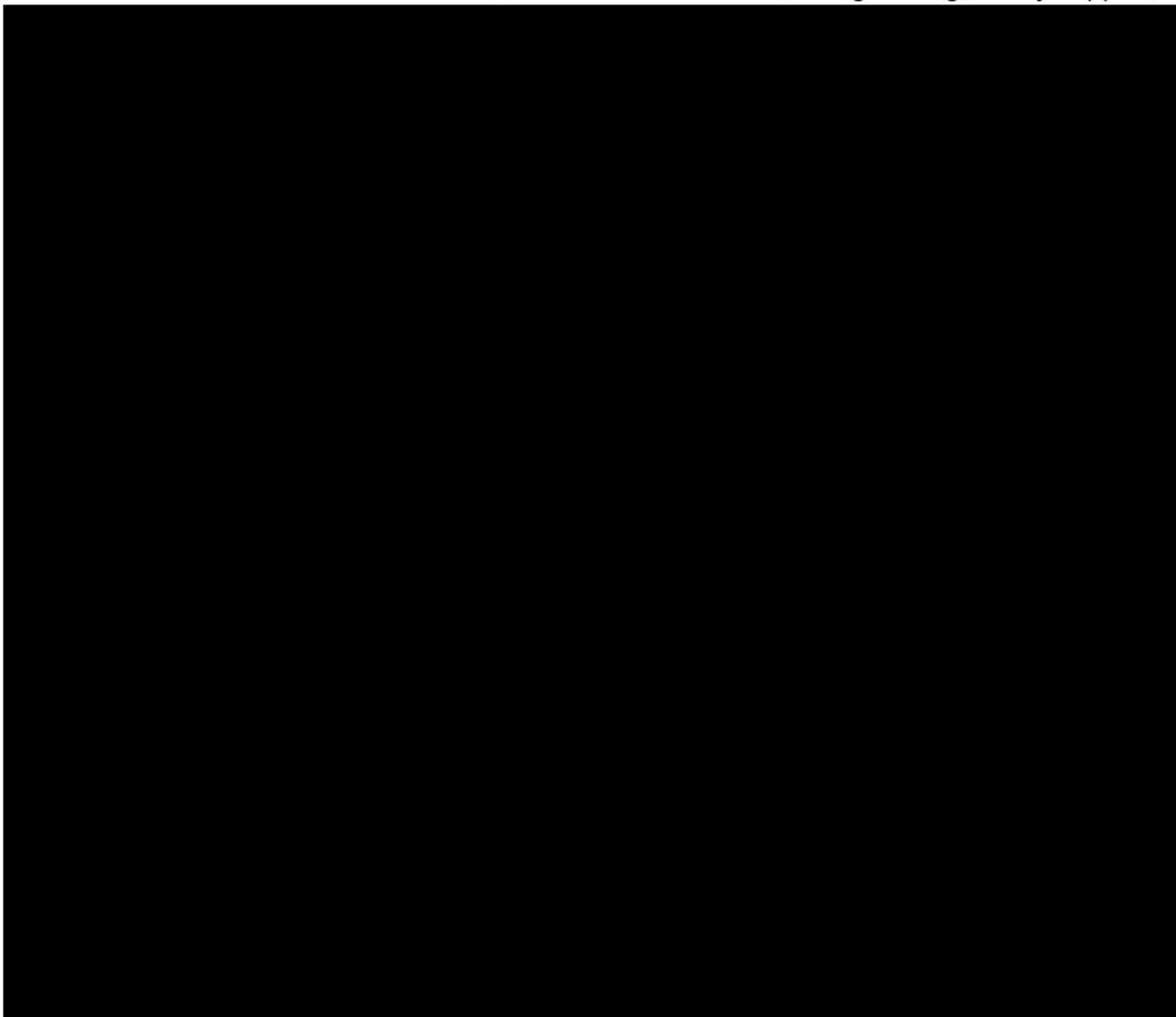
Recognition can include agreed vehicle branding, launch publicity, website acknowledgement, social media, wish booklets and impact updates.

Project Caroline will carry Caroline Wilson's legacy of helping people into the lives of other families. Kept in Norfolk and supported by volunteers, funders and care teams, it will help people reach the places and people that matter to them.

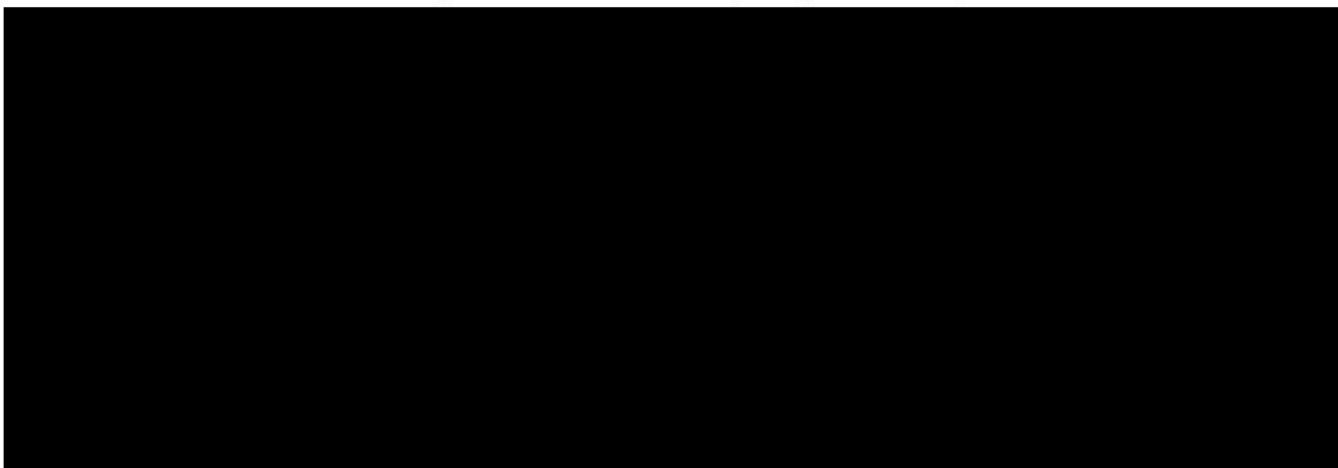
Caroline never got her trip to the beach. Through this project, her memory will help make those moments possible for others.

22 Charity core costs staffing and reserves

Core charitable work includes referrals, volunteer coordination, safeguarding, family support,



Charity insurance includes trustee indemnity, product liability, ■■■ million public liability and ■■■ million medical malpractice cover. Motor insurance is separate. These are supplied planning allowances, held flat over five years; final fees and policy terms require confirmation.



Six months of charity operating reserves

The reserve excludes acquisition, the one-off [REDACTED] DBS provision and optional replacement savings. It replaces, rather than supplements, the [REDACTED] vehicle-only reserve. Reserve use and replenishment will be monitored by trustees and reviewed annually against future commitments. Funder restrictions on reserve awards will be checked.

Additional overheads remain to be quantified or confirmed as donated: payroll administration, staff recruitment and equipment, telephone/data, independent examination, printing and wish books, launch activity, oxygen refills and exceptional clinical support. These are not assumed free. The current total represents identified costs; quotations will complete the funding model before submission. Vehicle compliance, training and consumables must not duplicate core or volunteer costs.

23 Summary for grant funders

Project Caroline will enable free wish journeys across Norfolk, Suffolk and Cambridge. The project honours Caroline Wilson, who never got her wish to visit Cromer beach, by helping other people receiving end-of-life care spend meaningful time with those they love.

The proposal combines a new ambulance, a comforting patient environment, four years of paid coordination and a team of at least 30 volunteers. Delivery is planned to grow from 36 to 90 wishes annually, completing 299 wishes over five years. The charity will develop hospital and hospice referral relationships and report outcomes through feedback, updates and consented wish books.

Funding component	Amount
Vehicle acquisition and contingency	[REDACTED]

The following schedule assumes the paid role begins in Year 1 and runs through Year 4. Acquisition and the retained reserve are shown separately above; they are not repeated as annual expenditure.

The combined request is **£401,812.60** before unquantified overheads, future price changes and growth beyond the volunteer baseline. It excludes rent, Year 5 paid staffing and the optional [REDACTED] replacement fund. Including that replacement saving would bring the identified funding target to [REDACTED]

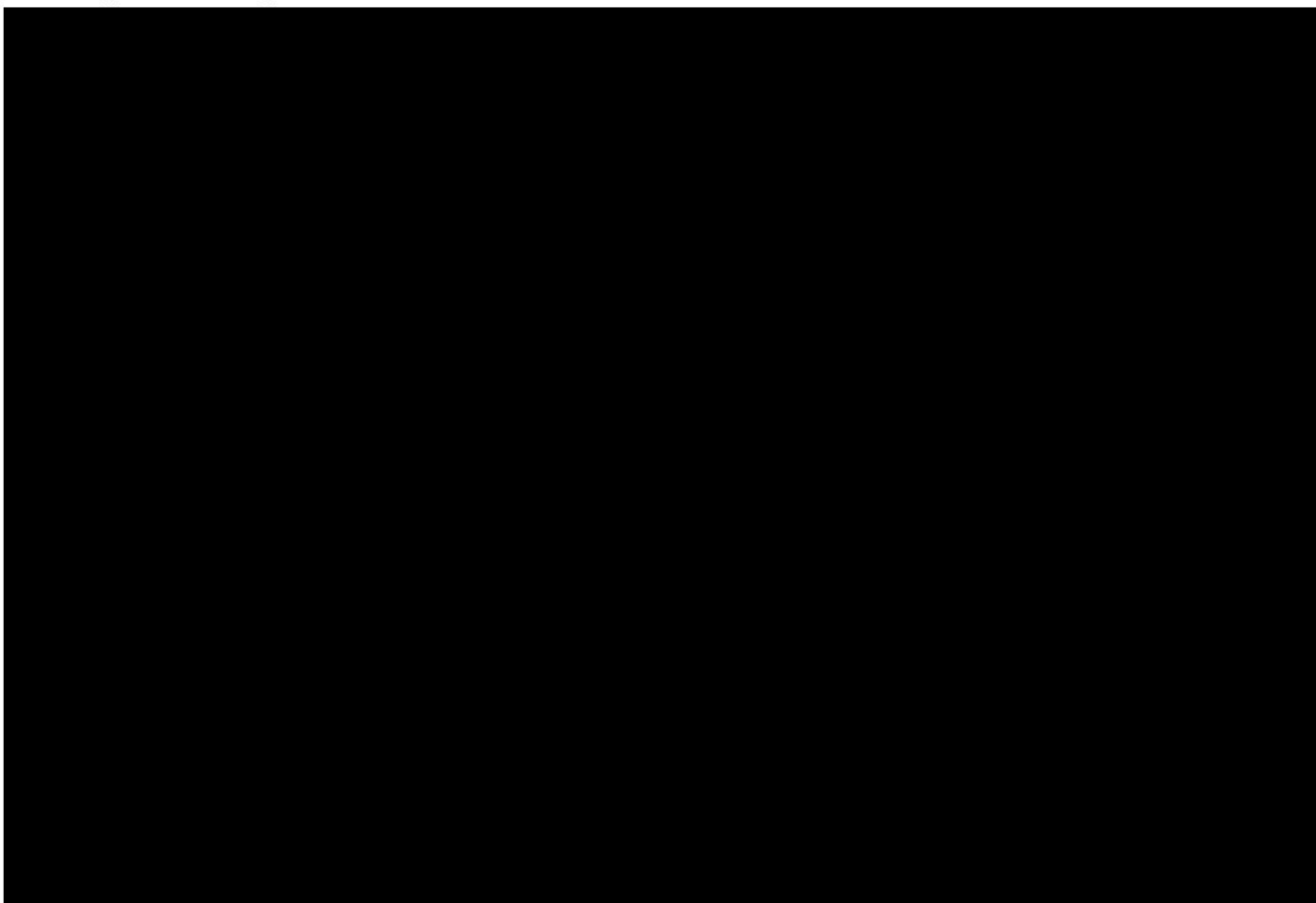
Trustees will secure contractual funding before purchase, monitor restricted funds and assess delivery capacity before increasing activity. Applications, including those to relevant National Lottery programmes, will be adapted to programme eligibility and limits. No grant award or programme eligibility is assumed.

No resale proceeds have been deducted. A review after seven years will consider sale at an indicative [REDACTED] subject to condition, mileage, market value and funder conditions. Costs of disposal and rebranding reduce net proceeds.

24 Annual charity costs with and without a full time member of staff

The comparison below brings together Project Caroline vehicle running costs, fixed charity costs and the baseline compliance costs for 30 volunteers. It shows the annual cash

requirement with a volunteer-led model and with one full-time coordinator. Both scenarios use the same wish targets; trustees must confirm that volunteer capacity can support delivery without a paid coordinator.



The annual totals exclude vehicle acquisition, premises rent, replacement savings and the unquantified overheads listed in section 22. Year 1 includes the [REDACTED] initial DBS provision; later years include recurring volunteer costs only. Removing a paid role does not remove the coordination, safeguarding, fundraising and administration work, which would need to be covered by suitable volunteers and trustees.

25 Appendices and supporting evidence

Appendices 1 and 1.2 - Interior drawings

Technical drawings and equipment locations withheld.

Appendix 2 - Insurance evidence

Original insurance invoice withheld, including identifying and commercial information. An invoice alone does not establish current cover.

Appendix 3 - Vehicle quotation

Supplier quotation and commercial terms withheld.

Appendix 4 - Oxygen and medical gas terms

Private customer information, pricing and agreement terms withheld.

The following pages retain the original appendix numbering. Supporting documents can be considered through an agreed confidential due-diligence process.

Appendix 1

APPENDIX WITHHELD FROM PUBLIC EDITION

Private, commercial or technical supporting material has been removed.

Appendix 1.2

APPENDIX WITHHELD FROM PUBLIC EDITION

Private, commercial or technical supporting material has been removed.

Appendix 2

APPENDIX WITHHELD FROM PUBLIC EDITION

Private, commercial or technical supporting material has been removed.

Appendix 3

APPENDIX WITHHELD FROM PUBLIC EDITION

Private, commercial or technical supporting material has been removed.

Appendix 4

APPENDIX WITHHELD FROM PUBLIC EDITION

Private, commercial or technical supporting material has been removed.