Four distinct reports make up the Annual Report and should be viewed jointly for a full picture of achievement, governance standards, activity and long-term aspirations.

**What we do**

**Governance**

**Year in review**

**Strategic plan**

**Bringing impact to life**

Throughout the online Annual Report you’ll find video stories of our work within communities and the positive effect this has on lives - click to play.

You will also see links like this, and QR codes linking to more information on our website.

Using QR codes on your smartphone:

1. Download QR code reader from App Store or Play Store
2. Scan the code
3. Learn
Letter from the Chairman and CEO

St John is committed to open and transparent communication about what we have done, and what we plan to do in the future. We are therefore delighted to present the St John Ambulance Australia SA Inc (St John) 2012-13 Annual Report, which includes information such as a review of the year, financial statements, and long term goals.

The Annual report is split into four distinct areas:

- **What we do** sets out our mission, vision and values, and describes our work towards our mission through a range of community services

- **Governance** sets out our structure and financial performance with a focus on transparency, so you know we are a well-governed organisation, and will manage our funds responsibly

- **Strategy** presents our 5 year plan, setting clear and transparent objectives to steer us going forward

- **Year in review** takes a look at our services through the eyes of our Commissioner, Chair of Community Care and Chair of Training, together with business plan achievements

Collectively these reports demonstrate how we have met key objectives and highlight achievements for the year. A year where St John has made substantial social impact through patient care to South Australians, increasingly relevant social inclusion programs, training, education and product initiatives, and exciting new developments such as the introduction of the First Aid in Primary Schools program, set against a thriving Youth engagement backdrop.

We’ve worked hard to better ourselves at every opportunity, and this includes our Annual Report. This year we’ve taken the bold step to add more community value and support greening efforts by producing our Annual Report exclusively online. This has meant we are able to swap paper and printing costs for tangible community resources with 3,000 Annual Report First Aid Kits for distribution — a positive step in supporting our mission to ‘empower and support the South Australian community through the provision of first aid response and social care’.

Making the best use of technology is also part of our strategy, reflects our governance principles, and positions us as a sustainable organisation here not just to add value today, but into the years ahead.

Our thanks go to the wonderful people of St John, all of whom have contributed to each and every one of the achievements and inspirational stories featured throughout our Annual Report.

We look forward to another exciting year of achievement!

Andrew McLachlan CSC
Chairman

Sharyn Mitten
Chief Executive Officer
Message from the Governor of South Australia

As Patron of St John in South Australia I have been privileged to see firsthand the impact of services and depth of care provided by this iconic organisation and its wonderful people.

The provision of first aid care, the support for the socially isolated, training and education initiatives undoubtedly have significant social merit and strengthen the communities of our State.

Equally commendable is the engagement of our younger generations through youth development and the innovative new First Aid in Schools program. I had the pleasure of attending the program launch and seeing the enthusiasm with which the inaugural graduates embraced this learning and skills initiative.

It is this inclusive approach and ability to evolve and innovate with relevant and meaningful services that cements St John’s community value, and increasingly sees a positive influence spread into homes and workplaces, schools and communities across the State.

All of this cannot be achieved without the spirited commitment of St John volunteers who display the most admirable of qualities – selflessness, empathy and concern for others.

I commend St John for this valuable work and for building resilience within the community. Your impact and achievements are outstanding, and to volunteers I thank you sincerely for your generous commitment to helping others.

His Excellency Rear Admiral Kevin Scarce AC CSC RANR
Governor of South Australia
St John Deputy Prior
Drivers

Community need
Community needs will always be our focus, and our programs, services and actions will always represent this.

Our people
The work that we do relies on the professionalism, enthusiasm, commitment and caring of our members.

Reach
We will strive to ensure that as many people as possible within South Australia have access to our services and programs.

Research
The work that we do will be underpinned by robust research and evaluation.

Our assets
Our assets will be fit-for-purpose, commercially viable and highly utilised.

Volunteers
Volunteerism is the foundation that drives the activities of St John, and underpins our success.

Engagement
We will engage and form meaningful partnerships with the community and stakeholders to ensure that we remain relevant.

Our actions
Our actions, and the way we conduct our business, will support and enhance the ideal of ‘One St John’.

Vision
We will be indispensable to the health of every household, workplace and public gathering in South Australia. Our people and expertise will help those in need, including our international neighbours.

Values
Our people are:
- Skilled
- Resilient
- Dynamic
- Respectful
- Courageous
What we do...

St John Ambulance Australia SA Inc (St John) is a not-for-profit charity supporting the health and wellbeing of South Australians.

We help tens of thousands of people across the state each year through the delivery of first aid, training and education, youth and social inclusion programs.

Mission

To empower and support the South Australian community through the provision of first aid response and social care.
St John is present at large and small community events across the state providing first aid response, pre-hospital care and patient transport to the attending public.

Qualified volunteers give their time and expertise to provide event managers and event goers with that all important peace-of-mind that experienced help is on scene to give immediate aid.

All members uphold a continual skills competency program delivering the latest in healthcare techniques, and carry with them comprehensive first aid kit, and the latest medical equipment.

Aim
Promote event safety and community resilience through the provision of first aid and healthcare services utilising established planning, risk mitigation and public emergency management processes.

Economic contribution in South Australia
$2,360,000
Net savings to emergency departments*

$170,000
Time saved not going to hospital*

$30,000
Reduced pain and suffering*

$5,270,000
Lives saved*

Patient care
Responsive first aid services support the health and wellbeing of South Australians, in economic and social terms, and assists state Government by reducing emergency department presentation.

Major public events
First aid and patient care services were provided at SA’s premier major events, including Tour Down Under, Big Day Out, Royal Adelaide Show, City to Bay fun run, WOMADelaide, Schoolies, Clipsal 500, and smaller community events like school sports days and local fetes.

Rural events
We support rural areas of SA where events are often the cornerstone to community life, and include field days and sporting events.

Patient transport
Patients requiring further care and assessment are transferred to healthcare facilities by specialist patient transport crews which negates the allocation of SAAS emergency response vehicles to be allocated.

Qualifications and training
Members uphold a continual national skills competency program ensuring all volunteers are appropriately skilled to deliver the latest in healthcare techniques.

32
Low acuity patients to healthcare facility

1
Dedicated vehicle

33
Stretcher capable

24
Specialist volunteers

85,960
Training hours**

306
Preliminary First Aiders

114
First Aiders

441
First Responders

62
Advanced Responders

140
Healthcare Professionals

**Source: ‘The economic and social contribution of St John Ambulance Australia 2008-09’ report by Access Economics  **Based on 2012 calendar year  ***Based on 2010 average wage rate per hour of $27.45 as published in ‘Economic Value of Volunteering in South Australia’ report by Duncan Ironmonger from the Households Research Unit, Department of Economics, escalated by the % increase in average weekly earnings for 2011 and 2012 as per the ABS Time Series Workbook 6302.0 Average Weekly Earnings, Australia

8

Event care
Responsive first aid services support the health and wellbeing of South Australians, in economic and social terms, and assists state Government by reducing emergency department presentation.

4,273
Events attended

121,552
Duty hours**

$6,227,435
TOTAL value of volunteering hours***
(duty and training)

Reducing the impact of injury and emergency on SA event goers

8

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It’s me…

A team of St John First Responders were on duty at a cycling event when a ‘jump through fire’ stunt took a dramatic turn for the worse.

“This is a regular cycling event that I’ve been attending for St John for at least 12 years now and we have covered the fire jump throughout this time, so I knew straight away that something wasn’t right” said Lisa Seyfang, St John Advanced Responder.

The ignited cardboard that four under 18’s were jumping through didn’t break up on impact, leaving them covered with flaming cardboard.

“There were two riders that I was particularly concerned about and in fact three of the four riders had second degree burns. Knowing how crucial the correct response and early intervention is we moved quickly to position them under cool running showers.”

“By now parents had gathered and panic levels were rising as the seriousness sunk in...Thankfully our treatment was well underway, and we were able to give parents and the kids some reassuring words as we continued to monitor the youngsters.”

After a handover to paramedics they were rushed to the Women’s and Children’s Hospital to continue treatment. “I received feedback that the outcome would have been significantly worse if we weren’t there, with the kids potentially needing surgical intervention through skin grafts.”

“It’s great to see all the riders now back at events. A great outcome and really satisfying to know that we have helped in such a big way.”

Responding on the day alongside Lisa was St John First Responder Andrew Paues and St John Cadet AJ B.

…but it could be you!

Social inclusion programs foster personal independence and resilience. We enlist the help of caring volunteers who give freely of their time to make a difference in the life of someone else.

- Community Care Program provides a personalised service to older members of the community and younger people living with a disability who are at risk of isolation, matching client and volunteer interests to build an enriching relationship.
- Circle of Friends Program enables eligible older members of the community and younger people living with a disability to further create ways to experience a sense of meaning, purpose and enjoyment in life.
- Project Survival Program enhances resilience through training in first aid skills to at risk and vulnerable members of the community.

**Aim**

- Improve the quality of life for vulnerable people, especially those living independently at home
- Further enable frail aged and younger people living with a disability to engage in community life in a way that is personally meaningful
- Build social inclusion by providing companionship and support to members of the community in times of need
- Increase economic and social participation by building skillsets through training and assistance in learning

---

**Community Care program**
Support can include home visiting or outings, help with shopping, or a friendly chat over a cup of tea.

- **573** Community Care clients maintaining their independence with some support
- **450** Community Care volunteers
  - Male 17% Female 83%
- **9** Community Care coordinators (headcount, not FTE)
  - Male 20% Female 80%

**Circle of Friends program**
The program has connected isolated clients with activities, groups or organisations with similar interests, building bridges back to community involvement.

- **52** Circle of Friends Program clients achieving their goals
- **45** Volunteers and community participants
  - Male 31% Female 69%
- **Male 24% Female 76%

**Project Survival program**
We teach basic first aid to residents of community groups such as youth centres, rehabilitation centres or refuge shelters.

- **4** Project Survival client groups receiving basic first aid skills
- **3** Project Survival volunteers
  - Male 1 Female 2

---

**Opening doors for the isolated and vulnerable**
**Renewal of service agreements & HACC funding transition**

A three year service agreement with Department of Health and Ageing (DoHA) and Department of Communities and Social Inclusion (DCSI) commenced 1 July 2012. Services have been implemented in line with the requirements of the Community Care Common Standards, Commonwealth Program HACC Manual and State HACC Program Guidelines.

**Volunteers**

A team of caring volunteers are making a genuine difference to the lives of others by building bridges back to community involvement.

31,589 Volunteer hours

$858,826 Total value of volunteering hours**

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**Economic contribution in South Australia**

$990,000 Community care*

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*Source: ‘The economic and social contribution of St John Ambulance Australia 2008-09’ report by Access Economics **Based on 2010 average wage rate per hour of $27.45 as published in ‘Economic Value of Volunteering in South Australia’ report by Duncan Ironmonger from the Households Research Unit, Department of Economics, escalated by the % increase in average weekly earnings for 2011 and 2012 as per the ABS Time Series Workbook 6302.0 Average Weekly Earnings, Australia

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**It’s me...**

Kiara and Pauline, connected through the community care program, experience the great fulfilment and social benefit that friendship can bring.

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**...but it could be you!**


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First Aid in Primary Schools

Helping students save lives

St John is committed to promoting the importance of first aid in the community and we believe there is no better place to start than in our schools.

First Aid in Primary Schools is a free program to equip thousands of primary school aged children (5-13 year olds) with vital first aid skills that could help them save a life.

Aligned with the core competencies as identified within State and National Curriculums we aim to educate on the importance of first aid and what to do in the event of an emergency.

Teaching first aid from a young age instills the skills and confidence to respond if called upon, either in the home or at play, and is delivered by St John accredited trainers.

Aim

Empower students with first aid skills so they know how to respond in the event of an emergency through a continual annual learning pathway.

In the first year we aim to reach 6,000 students - supporting families, through their children, in building the strength and resilience of local communities.

First Aid in Schools program launch

Formally launched at Mark Oliphant College, this new initiative supports our mission by empowering students with first aid skills so they can respond in an emergency, and potentially save a life.

25 June 2013

Program launch

13

Schools

3,752

Graduates

School participation

Schools were quick to see the benefits including integration with the South Australian Curriculum, Standards and Accountability Framework (SACSA) and the Australian Curriculum: Health & Physical Education Learning Area.

How it works

- Sessions of 45 minutes – 2 hours
- Starts with the basics of identifying danger, checking for response, and calling 000; moves through all aspects of first aid including common child-specific incidents such as anaphylaxis, asthma and choking
- Cartoon-style imagery is used to illustrate educational material
- Uses interactive, group-based training techniques to encourage peer-supported learning amongst children
- Program is divided into school grades R-2, 3-4, 5-6, and 7-8
- Available in public and private primary schools - free of charge to the school
- Participating schools are scheduled at least one visit each year, to build upon the first aid teaching of the previous year

Student graduates

Participants enjoy the interactive, group-based training which encourages peer-supported learning amongst children. The program is divided into school grades for age-appropriate first aid training delivery.
It’s me…

“As both a teacher and a mum with a child who has Type 1 Diabetes, it was fantastic that the sessions were able to focus on this chronic disease and what it means for my son on a daily basis. The sessions helped other students to understand more about Type 1 Diabetes and how to deal with emergencies that may arise relating to this condition. A First Aid program such as this, especially one that can be tailor made to the students in a school, should be considered as a valuable inclusion to the curriculum.”

Mandy P, Jack’s mum

“...but it could be you!

- Corporate sponsor opportunity: www.stjohnsa.com.au/home/contacts

Corporate sponsorship opportunity

If like us you believe every child deserves access to first aid knowledge get involved by becoming a Corporate Sponsor.

Contact the Office of the CEO or head online to find out more: www.stjohnsa.com.au/donate/help-us-teach-sa-children-life-saving-skills

Give children the gift of first aid education.

8 Cadet program enrolments

Pathway to Cadets

First Aid in Schools can spark an interest in first aid and health awareness, with students able to continue the learning pathway through the St John Cadets program.

"It’s me…"

“She said ‘It’s me…’ and then she slammed her hand on the table. It was as if she was trying to get a reaction from me. It was really strange."

Amanda Blair, Broadcaster, columnist, and mother of four.

First Aid in School participants (Metropolitan Adelaide)

- HECTORVILLE
- NORWOOD
- GLENUNGA
- MUNNO PARA WEST
- ST AGNES
- PARA HILLS
- GREENACRES
- PLYMPTON
- TRANMERE
- BLAKEVIEW
- ELIZABETH EAST
- PARAFIELD GARDENS
- PARA VISTA

First Aid in Schools Funds sourced from:

- First Aid in Schools Funds spent on:

  - Education & products 98%
  - Overhead allocation 44%
  - Salaries & oncosts 27%
  - Other costs 12%
  - Office expenses 17%

$60,593

- Other sources 2%
**Youth engagement**

**Skills for tomorrow’s leaders and healthcare professionals**

Juniors, Cadets and youth development are vibrant programs for everyday kids. Whilst the emphasis is on first aid we also develop leadership and social skills, bring opportunity to form friendships, give time to help others, experience a sense of achievement, and learn skills for life.

**Juniors** (8-11) is all about having fun! Developing skills through proficiency programs, and becoming Junior first aiders.

**Cadets** (11-17) work towards becoming Preliminary first aiders, and then it's hands-on learning through proficiency badges, competitions and camps, and practicing first aid skills as part of a supervised team at public events.

**Youth members** (18-25) are able to broaden skills and improve personal attributes, particularly in learning more advanced first aid skills. Then there's the opportunity to undertake comprehensive leadership training.

Young members are represented by the Youth Engagement & Development team and the South Australian Youth Council. They ensure opportunities for the development of young members are maximised, including first aid training, leadership and proficiency programs, and mentoring.

**Aim**

Provide fun, safe and supportive opportunities for 8-25 year olds to develop skills while engaging meaningfully in the provision of first aid services to the community. Activities encourage self-esteem, confidence and improved interpersonal skills, and give a real head start in personal development to help progress at school, college or university, and ultimately with career pathways.

### Participants

We are very proud of what we do, offering a balanced program in both first aid and life skills.

<table>
<thead>
<tr>
<th><strong>108</strong></th>
<th><strong>Juniors 8-11</strong></th>
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<tbody>
<tr>
<td>Male 47</td>
<td>Female 61</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>697</strong></th>
<th><strong>Cadets 11-17</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Male 261</td>
<td>Female 436</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>247</strong></th>
<th><strong>Members aged 18-25</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Male 116</td>
<td>Female 131</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>9</strong></th>
<th><strong>Youth Council members</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Male 116</td>
<td>Female 131</td>
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</table>

<table>
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<tr>
<th><strong>18,096</strong></th>
<th><strong>Cadet hours (up to 18 years of age)</strong></th>
</tr>
</thead>
</table>

### Skill development

Our youth aim high - earning proficiency and Grand Prior’s badges, working towards Duke of Edinburgh Awards, obtaining SACE Units, and state/national competition participation - all of which deliver a broad spectrum of skills.

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<thead>
<tr>
<th><strong>8</strong></th>
<th><strong>Grand Prior Awards</strong></th>
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<tr>
<th><strong>393</strong></th>
<th><strong>Proficiency certificates</strong>*</th>
</tr>
</thead>
</table>

<table>
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<tr>
<th><strong>73</strong></th>
<th><strong>Junior interest certificates</strong>*</th>
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</table>

<table>
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<tr>
<th><strong>3</strong></th>
<th><strong>Members recognised as local council Young Citizens of the Year</strong></th>
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<table>
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<tr>
<th><strong>24</strong></th>
<th><strong>Applications/nominations Community CPS Young Leaders Award</strong></th>
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</table>

### Leadership development

Members have the opportunity to learn foundation leadership skills which progressively lead to involvement in leadership roles.

<table>
<thead>
<tr>
<th><strong>35</strong></th>
<th><strong>Youth Leadership course participants</strong></th>
</tr>
</thead>
</table>

<table>
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<tr>
<th><strong>56</strong></th>
<th><strong>Members under 25 with Frontline Management qualification</strong></th>
</tr>
</thead>
</table>
Competition and Camps

Practical learning experiences enable members to get hands-on practicing skills in simulated scenarios, visiting new places, completing proficiency badges, experiencing adventure and a whole host of new things.

Proficiency Badge Camp – Lobethal Bushland Park

18 Young people

66 Youth leaders (aged 14-25)

Angaston Recreational Camp

203 Cadets 69 Leaders

National Camp – Tasmania

17 Young people 5 Leaders

Volunteers (adult)

An energetic team of voluntary leaders give their time to actively manage activities – the wide range of programs and learning activities wouldn’t exist without them!

Volunteers (adult)

An energetic team of voluntary leaders give their time to actively manage activities – the wide range of programs and learning activities wouldn’t exist without them!

Speed mentoring

A breakthrough initiative linking youth members (18 to 25) with the many community leaders and professionals affiliated with St John. Five minutes was spent with each mentor to provide guidance and career counselling.

Mentors included Mayor of Playford Council, Medical Consultants, Business and Finance Administrators, Lawyers, General Managers, CEO’s and St John Board members.

21 Youth members 21 Mentors 9 February 2013 Unley Town Hall

It’s me...

Meet Alia, an inspirational Cadet member achieving more with St John.

...but it could be you!


Youth development

Funds sourced from:

Education & products 97%

Camp fund 1%

Other sources 2%

$1,120,867

Youth development

Funds spent on:

Competition 1%

Member welfare 2%

Other costs 2%

$1,120,867

Overhead allocation 95%
Education & products

Equipping South Australians with the skills and resources to save lives

We're on a mission to save lives and education is pivotal to this goal. In many emergency situations first aid intervention can be the difference between a life lost and a life saved.

St John is an approved first aid training provider with SafeWork SA and a member of the Australian Resuscitation Council at state and national level. Courses range from basic resuscitation to advanced life support and remote survival. We provide specialised training for people in high-risk industries such as the resources sector, in remote areas, and with Occupational Health & Safety responsibilities.

We continually audit course content with requirements of the RTO governing body ASQA. Products are TGA approved and conform to all requirements.

Public first aid training
Accredited and non-certificate courses were delivered at St John training centres across the State, and onsite at participant venues.

Economic contribution in South Australia
$12,500,000
Total first aid education*

$6,190,000
Value of services provided*

$6,280,000
Value of healthy life gained*

Targeted resilience
Initiatives to embed practical skills within communities have led to the development of culturally appropriate training programs supporting the Government Natural Disaster Resilience Program.

298,046
Public & community first aid training hours

3,198
Certificates issued from tailored courses

Specialist courses
New courses have been developed to meet workplace and specialist requirements including Manual Handling and Sports first aid (launched March 2013) specifically for those working in a sport and recreation environment.

eLearning is now an established delivery tool, and includes Introduction to First Aid, Defibrillator Awareness and Workplace Infection Control.

Migrant training
First aid training to 200 migrants and distribution of 200 first aid kits (Jun 13-Oct 13).

45 Participants (to end Jun 13)

45 Certificates issued (CPR, Emergency First Aid, certificate of participation)

Supported by $50,000
South Australian Fire and Emergency Services Commission

CSP initiative and new alliances
Through our Community Support Partner initiative we provide preferential pricing on training and products with the opportunity to contribute to charitable projects.

We also teamed up with the RAA, SACOME, DTC, Zoos SA, Advantage SA (now Brand South Australia), giving their members access to discounted training and products, and taking our expertise to an increasing number of homes, workplaces, and vehicles.

Indigenous training
Establishment of education program for indigenous persons and wider underprivileged community, including course development and resources.

13 Participants

8 Certificates issued (Certificate II Emergency Medical Service First Response)

Supported by $31,975
Department of Education and Employment and Workplace Relations (DEEWR)

$7,300 Skills for All in Regions - Far North Region

$27,270 (approx.) Skills for All

Aim
Through accredited training programs equip all South Australians with lifesaving skills to enable them to help themselves and others in an emergency. Couple this with the right first aid kits, products and equipment and you have a resilient South Australia.

*Source: 'The economic and social contribution of St John Ambulance Australia 2008-09' report by Access Economics

Michelle Wimpenny knows only too well how first aid training can help save a life after receiving a phone call from her son to say her father’s heart had stopped. Michelle raced to the house, called the ambulance and immediately began CPR. “I expected to use basic first aid skills for minor cuts and broken limbs but I never thought I’d have to use CPR,” commented Michelle.

Thanks to her training and quick thinking, Michelle helped to save her father’s life and has guaranteed she will be refreshing her CPR training every year.

Michelle never thought this training would have such a profound impact on her life, “It’s a requirement of my job that I get first aid trained but I’m so grateful that I recently refreshed my CPR skills. It helped me save my dad’s life.”

Partnering to save lives
St John, Bendigo Bank and Lions Club come together to jointly provide two community defibrillators to Robe Golf Club & Robe Pharmacy. The AEDs provide local people unrestricted access to equipment that could change the outcome of an emergency.

$2,000+ St John contribution/subsidy (including equipment & training)

We are different, we are not for profit
As a non-government organisation we rely on community and volunteer support.

We’re a social enterprise, which means every dollar spent with St John funds community services such as first aid care for the public, education initiatives, support for the underprivileged, social inclusion and youth engagement programs.

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...but it could be you!
- Do a course: www.stjohnsa.com.au/training/courses
State emergency response

St John has an essential role to play as defined in the South Australian State Emergency Management Plan. We form an integral part of the State’s Ambulance and First Aid Functional Service. In the event of a State emergency or disaster we provide patient care services at incident sites, provide an overflow or surge capacity to SA Ambulance Service (SAAS), and provide patient transport under the direction of SAAS.

St John has the trained personnel, infrastructure and equipment in place to provide this capability under the First Aid Functional Service Group.

Aim
Respond in times of crisis as part of a multi-agency response to State emergency or disaster in relation to the medical management of casualties.

Responsibilities
Provide a structured command, communications and logistics capacity under the Ambulance & First Aid Functional Service - First Aid Functional Group:
- Activate/deploy personnel
- First aid/casualty triage (on scene/treatment centres/hospitals/welfare facilities)
- Casualty evacuation (excluding rescue) and transport
- Communications

Working relationships with key stakeholders
We maintained our well-developed working relationships with other key emergency service providers to enable us to respond as part of a cohesive and integrated team.

Emergency service providers:
SA Police (SAPOL), SA Ambulance Service (SAAS), Country Fire Service (CFS) and State Emergency Service (SES), Metropolitan Fire Service (MFS), SA Sea Rescue Squadron, Surf Life Saving SA

State Advisory Groups
Senior officers attended meetings and provided input into a number of State Advisory Groups.

Membership on State Committees includes:
- State Response Advisory Group
- State Recovery Committee
- State Pandemic Influenza Working Party
- Emergency Services Major Event Coordinating Committee
- Interagency Incident Management Working Group
- State Search and Rescue Committee

Readiness to respond
First Response Units and leaders were prepared to respond to any emergencies initiated under the State Disaster Plan as part of the ‘Ambulance & First Aid Functional Service - First Aid Functional Group’, or individual emergency service agreements.

- 33 Mobile First Aid Units – stretcher capable
- 24 Support vehicles
- 1 Command/Communications Unit
- 12 First Aid/medical posts
- 1 St John State Operations Centre control room at Camden Park, plus a A&FAFS alternate State Control centre as a contingency located at St John State Office, Unley
State-wide resources/coordination

915
Operations adults

140
Healthcare Professionals

24/7
State Duty Officer & Disaster Response Coordinator, Pagers & Government Radio Network

Cross-border assistance guidelines

Under established and tested cross-border national guidelines we can respond to interstate emergency, and vice versa.

Cross-Border Assistance agreed implementation & policy
- Victoria/NSW, other states if necessary
- Personnel, vehicles, equipment, communications
- Professional Officers (e.g., Doctors, Nurses, Paramedics)
- National Coordination Centre (Canberra)
- National skills maintenance program
- National radio communications capacity

St John emergency management arrangements

State-wide resources, vehicles & equipment

St John Ambulance Service (SAAS)
Service agreement

SA Country Fire Service (SACFS)
MOU to support SACFS during bushfire response

Surf Life Saving SA Inc
MOU to support St John

State Committee representation

SA Ambulance Service (SAAS)
State Controller

Ambulance and First Aid Functional Service
First Aid Functional Group

...it could be you!
Very few Australian organisations can trace their history back to the 12th century or have been granted a Royal Charter by the British crown. With such organisational longevity comes a wealth of expertise and understanding.

The Historical Society actively works to research and preserve this rich heritage, and to share best practice knowledge for the benefit of all.

Collectively Historical Society members have a wealth of experience, and form a community of practice who discover, share and preserve information. Participation through the Historical Society ensures valuable learnings are not lost to future generations and enables continuing meritorious participation with St John.

**Aim**

St John Ambulance Historical Society of South Australia preserves the rich heritage of the Order of St John and that of St John Ambulance, and presents that wealth of information to members and to the general public.

Our heritage can be traced back to the days of the first Crusades when the Knights of St John (Hospitallers) cared for sick and injured pilgrims travelling to Jerusalem some 900 years ago. Inspired by the Knights in the 19th century a group of citizens revived The Order of St John in England.

**St John South Australian timeline**

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1885</td>
<td>St John Ambulance began in South Australia teaching first aid.</td>
</tr>
<tr>
<td>1888</td>
<td>Queen Victoria granted St John the status of a British Royal Order of Chivalry.</td>
</tr>
<tr>
<td>1914</td>
<td>St John Ambulance Brigade formed in South Australia, providing uniformed trained first aiders at public events where large crowds gathered.</td>
</tr>
<tr>
<td>1925</td>
<td>St John Ambulance Cadets established.</td>
</tr>
<tr>
<td>1941</td>
<td>St John in Australia granted the status of a Commandery linked to the Priory in England. Before this, St John in each State was under the direct control of St John in England.</td>
</tr>
<tr>
<td>1946</td>
<td>St John Ambulance Australia became a Priory.</td>
</tr>
<tr>
<td>1952</td>
<td>St John commenced the establishment of a single state ambulance service in South Australia.</td>
</tr>
<tr>
<td>1991</td>
<td>Community Care program established (first known as the Neighbourhood Care program.</td>
</tr>
<tr>
<td>1992</td>
<td>St John handed over control of the state’s ambulance service to SA Ambulance Service (SAAS), with St John focused on core services of first aid provision, social inclusion and youth development.</td>
</tr>
<tr>
<td>1999</td>
<td>St John took on a multi-national leadership with some of the Great Officers coming from priories other than the “Grand Priory” in London (as was traditionally the case).</td>
</tr>
<tr>
<td>2013</td>
<td>First Aid in Primary Schools.</td>
</tr>
</tbody>
</table>

**The Museum**

Over the years uniforms have changed, First Aid techniques advanced, and equipment dramatically improved. An insight into this unique history is on display at the St John Museum, where the public and members alike can see for themselves just how far contemporary practices have come.

72 Edmund Avenue, Unley
New Museum site

Visitors (6 May 2013-30 June 2013)
164

Guests at Museum opening
50

**Museum relocation and opening**

During August 2012-May 2013 the Museum was re-established in a new home which provides space and proximity to St John State Office. Moving a museum is no mean feat and many hours of work went into preparing exhibits in their new surroundings. The new Museum was proudly reopened in its new premises on 5 May 2013 by Professor John Pearn, the Priory Librarian.

**Special guests**

included David Pisoni MP Shadow Minister for Education and Member for Unley, Lachlan Clyne Mayor of Unley, Glen Brewer (former) Board Chairman, and Sharyn Mitten Chief Executive Officer.
The St John Museum pays tribute to the thousands of loyal St John members who have contributed their time and energy to the service of others in South Australia since 1885. It also charts the progress of First Aid techniques and equipment and how things have dramatically changed and improved over time, and showcases documents kept since St John’s establishment as an organisation.

Glimpses of this history are on display where the community has the chance to learn more about British Royalty’s involvement with St John, look at early first aid equipment, and examine a real skeleton which was used to teach first aid.

Another addition to the Museum is a replica of the 900 year old Papal Bull that marks the beginning of the original Knights Hospitallers who were the inspiration of today’s St John.

A Museum exhibition titled “St John Memorabilia Through the Ages” showcases historical equipment, uniforms, photos, books and videos. Memorabilia from St John’s parent body in the UK provides an insight into St John’s rich heritage.

The Museum was successful in receiving a National Library Community Heritage Grant to purchase archival material to house the extensive photographic collection. $2,300 National Library Community Heritage Grant

Findings of research into Australian St John Cadet Camps ranging from the first in 1961 until the present were presented to the National St John Ambulance Historical Society under the title “Tents, trips, fun and friendship” will feature in a future edition.

Each month a person, a piece of equipment or a special event is given a full-page write-up in the St John newsletter Open Airways. Each subject is of historical interest and a question is posed with each presentation, with the answer provided in the next edition.


14 Cadets completed Knowledge of the Order proficiency badge

The St John Historical Society is comprised of passionate volunteers who dedicate their time into preserving and documenting the history and artefacts of our organisation. Members have given exceptional amounts of time in preparing the Museum this year packing, sorting, cataloguing and displaying various items.

Historical Society members 2,732 Hours of volunteer time (since move to Museum site Aug 12–Jun 13) $81,987 Value of volunteer hours*

*Based on 2010 average wage rate per hour of $27.45 as published in ‘Economic Value of Volunteering in South Australia’ report by Duncan Ironmonger from the Households Research Unit, Department of Economics, escalated by the % increase in average weekly earnings for 2011 and 2012 as per the ABS Time Series Workbook 6302.0 Average Weekly Earnings, Australia

The Museum & Research Centre of the St John Ambulance Historical Society of South Australia, 72 Edmund Avenue, Unley

Open Wednesdays and Sundays 14:00–16:00, Fridays 10:00–12:00, or by appointment.

Everyone is welcome to visit.

...but it could be you!

We engage with stakeholders to further our goal of making first aid a part of everyone’s lives and support our humanitarian mission. We have direct relationships with our members, government partners, event organisers, supporters, donors and employees. We also have indirect relationships with the broader community, and it is this group we most influence to increase the level of first aid expertise and community care in order to potentially save lives, assist in the recovery process, and reduce the length of visits to hospitals.

SA community
Should our state fall into harm’s way through major incident or natural disaster, the citizens of South Australia become priority stakeholders. We are part of the State Emergency Management Plan and participate as part of a multi-agency response to state emergency in relation to the medical management of casualties.

Education and product consumers
St John is a Registered Training Organisation. Training courses skill individuals, corporations and industrial participants with 46,644 training certificates issued. National medical and technical advisory committees authorise course content to ensure we teach the latest techniques and meet all Australian standards.

The First Aid in Primary Schools education program has equipped 3,752 school children (5-13) with vital first aid skills. The program is aligned with core competencies as identified within State and National Curriculums and is delivered by St John accredited trainers.

First aid kits and products provide resources to prepare and respond. That’s $1,817,854 of first aid products in the hands of South Australians. Products are TGA approved and conform to all sector and SafeWork SA requirements.

SA event goers
Over 1 million patrons attend over 80 major events in South Australia each year, making the South Australian events calendar the major stage for locals, interstate and international leisure seekers. We were on-scene at 4,273 public events to provide immediate first aid response, pre-hospital care and if necessary patient transport for the attending public.

Service recipients
We have a responsibility to provide responsive and relevant programs that meet client and service recipient need. We evaluate services to measure value using a variety of tools and indicators including client surveys, internal and external audits, and development of regional service delivery models, all of which feed into our annual strategic planning.

Potential recruits
Community engagement through regular recruitment campaigns ensures we maintain the capacity to deliver services to communities across South Australia. Campaigns are tailored to reflect the varied volunteering opportunities we can provide and appear in print and radio media, and banner advertising.

External agencies
For the planning, co-ordination and provision of community services we maintain direct relationships with the following bodies through participation in state advisory groups and committees, and formal Memorandum of Understanding agreements:

SA Healthcare system
First aid and healthcare, social inclusion, and education programs strengthen individual resilience and contribute significantly to health and wellbeing in economic and social terms, assisting the SA Government by significantly reducing demand on the healthcare system. Our economic contribution in relation to first aid and healthcare services alone totalled some $2,360,000 in net savings to emergency departments.
**Alliances**
It makes sense to work with others with shared values towards a common goal. Strong relationships have been forged with corporate business partners and alliances, such as the RAA, DTC, SACOME, Zoos SA, National Pharmacies and Statewide Super, taking our message into more homes and workplaces across South Australia.

**External suppliers**
Third party suppliers undertake a variety of support and maintenance tasks including fleet and asset maintenance, commercial cleaning, etc. Many are appointed and arrangements/contracts managed at a local level. A future focus on developing a preferred supplier list will bolster member safety, efficiencies and effectiveness, and capitalise on buying power opportunity, balanced with good governance principles.

**Media**
St John is the respected health advisor when it comes to all things first aid and willingly assists journalists wherever possible with information about handling emergency situations, first aid facts, casualty treatment numbers at events, and information on the work of our volunteers in the community.

**Volunteers**
We have a taskforce of **2,170** volunteers spread right across South Australia who are the driving force behind our organisation. Volunteers make charitable services possible, and without them we couldn’t make the impact we do today.

**State Board and committees**
The Board of Directors sets the direction of our organisation and ensures good governance in terms of responsibility, self-regulation, prudent management of funds and best practice, and represents members. To enable the Board to properly discharge its responsibilities certain responsibilities are delegated to Board sub-committees.

**National Board and committees**
Our members are represented at a National level through appointments to the St John Australia Board and Committees.

**Staff**
We have a dedicated team of staff raising the funds to make charitable services possible, providing support (including the coordination and management of services), and delivering social enterprise programs. Importantly staff are charged with achieving strategic goals.

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**Healthcare sector and tertiary education institutions (Universities/TAFE)**
Members, particularly our youth, complete formal and informal training which delivers foundation skills to the state’s next generation of healthcare professionals.
We have sought to raise the profile of the services and the importance of first aid and related topics through direct community engagement including workshops, public relations activities, media coverage, social media channels and publications.

Community engagement
Regional South Australia faces many challenges associated with health and wellbeing. In January we undertook extensive community, government and key agency consultation in South East SA and the Upper Spencer Gulf areas to help us understand community need and expectations.

Consultation involved workshops, meetings and interviews with community and industry representatives and St John volunteers. Input was also sought from SAPOL, CFS and other key agencies.

Outcomes of the regional workshops provided an action plan for moving forward with a sustainable and successful program that assists regional communities, due for implementation 2013-14.

Getting social
An increased social media presence recognises the trending shift away from traditional media channels to an online environment, and importantly opens up dialogue opportunity. Links to social media are promoted through the website, marketing collateral, and by trainers.

Media exposure
Traditional media has an important role to play in our long term strategy to enhance our reach, revenue and culture. Public relations firm McClusky & Co assist in building strong strategic relationships with the South Australian media, positioning ourselves as the authoritative voice on health care and first aid.

Consistent stories promoting the positive work we do in the community appeared on all major television stations in South Australia including Channel 7, Channel 9, Network Ten and the ABC. Coverage of volunteer work, community programs and First Aid kits also appeared on South Australia's highest rating radio stations, in the Advertiser, Sunday Mail, Messenger newspapers and also country press. Over 150 stories were picked up by media monitoring, helping to build mutually beneficial relationships with stakeholders and the public.

Publications
This advocacy work is coupled with quality publications maintaining direct stakeholder engagement.

The Annual Report is a key vehicle for communicating our service achievements, governance processes, finances, and long-term aspirations, and goes hand in hand with the Strategic Plan (published within the Annual Report).

Documents are widely publicised to members and key stakeholders, and are accessible via our website www.stjohnsa.com.au

<table>
<thead>
<tr>
<th>LinkedIn (launched Dec 2011)</th>
<th>2012-13</th>
<th>2011-12</th>
</tr>
</thead>
<tbody>
<tr>
<td><a href="http://www.linkedin.com/company/st-john-ambulance-australia-sa-inc">www.linkedin.com/company/st-john-ambulance-australia-sa-inc</a></td>
<td>71 Followers</td>
<td>0</td>
</tr>
<tr>
<td>Facebook (launched Sept 2011)</td>
<td>1,836 Likes</td>
<td>234</td>
</tr>
<tr>
<td><a href="http://www.facebook.com/stjohnambulancesa">www.facebook.com/stjohnambulancesa</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Twitter (launched Sept 2011)</td>
<td>1,950 Followers</td>
<td>1,272</td>
</tr>
<tr>
<td><a href="http://www.twitter.com/stjohn_sa">www.twitter.com/stjohn_sa</a> @stjohnsa #firstaidsaveslives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>YouTube (launched Jan 2011)</td>
<td>26 Subscribers</td>
<td>3,668</td>
</tr>
<tr>
<td><a href="http://www.youtube.com/user/StJohnAmbulanceSA">www.youtube.com/user/StJohnAmbulanceSA</a></td>
<td>Lifetime views 4559</td>
<td></td>
</tr>
</tbody>
</table>
Surveys and feedback
Surveys provide valuable insight into stakeholder perception and sentiment. Surveys have been conducted with members, clients and the general public in the areas of member satisfaction, service provision, and brand awareness and recognition.

We encourage course participants to provide feedback on course content, trainer delivery and the physical learning environment. On average 38% of training course participants leave feedback, which is collated and reviewed centrally, with recommendations made to improve service delivery.

Extending our reach
Partnerships and alliances bring opportunity to engage a wider audience. Benefits include editorial and advertising real estate within partner publications and promotional opportunities, which takes our influence to more homes and workplaces across South Australia.

Community Support Partners (CSP)
We have quarterly contact (either face-to-face or by telephone) as part of maintaining excellent client relationships. Those Community Support Partners with a Gold or Silver commitment receive an update on specific projects as part of their support for St John services and social responsibility activity.

Government and key agencies
In facilitating our capability to respond as part of a multi-agency response to state emergency, we maintain representation on key state committees, state advisory groups, and roundtable discussions.

In addition, our Chief Executive Officer and Commissioner of Operations maintain direct relationships with key Government and sector representatives to future plan, discuss current issues and capabilities, best practice, and relevant changes in Government.
We are a social enterprise, meaning a not-for-profit that applies commercial strategies to generate funding for health and wellbeing programs, rather than maximising profits for shareholders.

This is achieved primarily through the delivery of training as a RTO and the sale of first aid products. Every dollar spent with St John enables us to provide community services like first aid care for the public, education initiatives, support for the underprivileged, social inclusion and youth development programs.

We are reliant on this funding stream which provides some 76% of total funds, and a big goal this year will be to get the message out to consumers that their support makes community services possible.

Grant funding
We receive contributions for maintaining a first aid state emergency response capacity from the South Australian Government under the State Emergency Management Plan.

State Government HACC Program and Australian Government Commonwealth HACC Services provide 51% of funding for community care programs, with an additional 49% contributed from St John.

2012-13 was the first of a three year service agreement between St John and the Department of Health and Ageing and Department of Communities and Social Inclusion for the delivery of Home and Community Care (HACC) services.

As a service provider we are accountable for the expenditure of Australian Government funding, and funding for Commonwealth HACC services must be spent as required by the Aged Care Funding Agreement. We are required to operate within the reporting framework set out in the Aged Care Funding Agreement which allows the Department to monitor service provider accountability and the effective delivery of services.

Event management
Contributions received from event organisers for first aid service delivery equate to 13.6% of service delivery costs across the SA. St John is undertaking a sustainability review of event delivery to ensure services meet expectations of clients and adequate funding is available to maintain high levels of service.

Fundraising, donations and bequests
A passive approach has resulted in a small income percentage through fundraising, donations and bequests and will be an area of future focus to diversify funding opportunities.

Major sponsor donations and grants, mostly for specific projects, are referred to the Board for acceptance or refusal to ensure parity with our values, volunteer ethos and constitution.

Our community of individual donors are contacted twice a year to raise awareness around specific areas of activity and to request financial assistance.

Community Support Partners (CSP) committing to Gold or Silver status are able to select the individual St John charitable project/s that they would like to support, to align with individual goals and social responsibility aspirations.

No donor complaints were received, other than requests for removal from the donation contact list, which are actioned within 24 hours by CEO Office staff.
 Managed funds
We have a managed fund to preserve capital that has been raised over many years and generate income to assist in providing services to the community. See Governance-Financials for the bigger picture.

Performance
Training income, event management fees and donations were below expectations; however we were able to respond to this shortfall through proactive management of costs. First aid product income was on target. No targets were set for legacies and bequests due to uncertainty and absence of strategies in this arena currently.

Sponsorships are emerging as an area of strategic importance and we are actively pursuing corporate sponsors for our First Aid in Primary Schools program. This will secure the long term viability of this unique education program for primary school aged students. Find out more: www.stjohnsa.com.au/get-involved/community-education/first-aid-in-schools-program

Sustainability
Our funding model based on a social enterprise model positions us to be a sustainable organisation, here not just to add value today but into the years ahead. But with an increase in competitors and a tightening economy it is prudent to take a look at alternative income streams and we will certainly be seeking to do this over the next year, together with raising awareness around the connection between consumer spend making charitable service provision possible.
Our people

Our people are our most prized asset, especially our volunteers who continue to be the lifeblood of our organisation without whom we couldn’t make the impact we do today through our charitable community services.

Last year alone volunteers contributed 239,101* hours into the delivery of first aid and healthcare, social inclusion, and youth development programs, and in maintaining skills and accreditations. In all this equates to some $7,086,261** in economic value, given freely without thought of reward.

They are supported by a dedicated team of staff charged providing the infrastructure to support charitable services, and generating the funding that makes services possible.

Without the commitment of all these people to supporting our humanitarian services, we could not deliver on our vision of being indispensable to the health of every household, workplace and public gathering in South Australia.

Our commitment

We continue to commit to our members through the provision of ongoing support, training and resources, best practice governance and stringent safety standards, to allow them to excel in their work for St John.

Member survey

The results of the member survey conducted in late 2012 provided some very interesting insight into the views of all members. The overall satisfaction rate increased by more than 10% over the last survey, and a number of areas were highlighted as key strengths. These included a strong commitment to St John, understanding the breadth and depth of services and involvement within the community and team work.

The results also revealed opportunity for improvement, including better support for change management and organisational growth, leadership and communication. To this end, work has already commenced in these areas with a major policy and procedure review, a review of our communication channels with all membership areas, leadership development within both volunteer and paid memberships, change management plans to support each major change activity, and better health and wellbeing support for members. Pleasingly this activity will continue well into 2013-14 as part of our Strategic Plan.

Communications

A positive development has been the introduction of ‘Your Voice’ – a two-way communication channel providing multiple avenues for consultation (email/mail/phone) where members are encouraged to give feedback and to make suggestions on how we can better support the community, as well as members themselves. This communication channel will be increasingly important with Strategic Plan project activity, and will continue to be promoted to members.

Learning and development

A key training focus for 2012-13 centred on the need for greater awareness of bullying and harassment. As an employer and engager of so many volunteers, ensuring the correct treatment of members is paramount. To this end all members received this training, which was ably delivered by a large group of trainers across the state. We will continue to deliver relevant training, focusing on ensuring the right behaviours. Areas already identified for 2013-14 include health and safety, and child protection.

Leadership development was also a key focus for 2012-13, and a number of first aid and healthcare services members and paid staff undertook formal training by completing the Certificate 4 in Front Line Management. Further, in April more than 80 first aid and healthcare services leaders from across the state took part in the inaugural two day Leadership workshop aimed to develop the important skills of communication, self-awareness, team work and leadership.

*Source: ‘The economic and social contribution of St John Ambulance Australia 2008-09’ report by Access Economics

**Based on 2010 average wage rate per hour of $27.45 as published in ‘Economic Value of Volunteering in South Australia’ report by Duncan Ironmonger from the Households Research Unit, Department of Economics, escalated by the % increase in average weekly earnings for 2011 and 2012 as per the ABS Time Series Workbook 6302.0 Average Weekly Earnings, Australia
It’s me…

Starting out as a Cadet, Darren exemplifies how giving time to help others can be the start of a journey with St John of great personal reward.
**Thank you to our people**

St John’s valued services could not be achieved without the great energy and spirited commitment of all our members.

Volunteers who have been there when help is needed, youth members adding vibrancy and enthusiasm, dedicated Board members and staff, and respected members of the Order who have given unparalleled service and dedication – you make us who we are.

You are an amazing asset to both St John and the community, and South Australia is a better place because of your work.

To all St John people, staff, volunteers and friends thank you for your contribution towards the success of our wonderful organisation.

**Service awards**

The outstanding dedication and commitment that volunteers, trainers and staff provide to the organisation and the community are recognised through the annual Awards Day Ceremony held in the grounds of Government House. In attendance His Excellency Rear Admiral Kevin Scarce AC CSC RANR Governor of South Australia and St John Deputy Prior, key Government figures, together with St John Board and Executive management representatives.

This is a special and rare opportunity to individually thank those who have given extraordinary amounts of dedication to both St John, and importantly to the people of South Australia.

Awards are presented to members from across the organisation, including the Margaret Corkhill Encouragement Award to the member best typifying commitment to St John, and the Mark Compton Prize awarded to the Cadet who during the year achieved the best results in the state while working towards their Knowledge of the Order proficiency badge. This year also saw two Bronze Commendations for high or noteworthy achievement.
### Service award recipients

**OPERATIONS**

62 Year Certificate
- David Heard

7th Bar/4th Gilt - 47 Years of service
- Brian Fotheringham
- Patricia Kakoschke

6th Bar/3rd Gilt - 42 Years of service
- John Burnely
- Geoff Ireland
- Bronte Rayson

5th Bar/2nd Gilt - 37 Years of service
- Lorna Hawke
- Brigitte Schache
- John Woodhouse

4th Bar/1st Gilt - 32 Years of service
- Mary Hampel
- Patricia Lovell
- Gladys Noll
- Katherine Stubing

3rd Bar - 27 Years of service
- Brenda Chatfield
- William Griggs
- Peter Rodda
- Dudley Turner

2nd Bar - 22 Years of service
- Scott Brown
- Dorothy Cook
- Russell Mead
- Walter Prowse
- Vera Siebert
- Daryl Zeuner

1st Bar - 17 Years of service
- Giuseppe Ciarla
- Bryda McCausland
- Andrew Paues

Service Medal of the Order of St John - 12 Years
- Barry Anderson
- Glen Brewer
- Alex Coates
- Glenn Docherty
- Mariah Farid
- Noel Garvin
- Louise Garvin
- Nedra Haines
- Philip Hankin
- Barry Judd
- Cathrine Porter
- Daniel Shutt

Bronze Commendation
- Phillip Drew
- Alison Gazard

Margaret Corkhill Encouragement Award
- Miriam Russell

CADETS

Cadet Leader of the Year
- Emma Adams

Cadet of the Year
- Danika C

The Mark Compton Prize
- Peter M

Commissioners Badge
- Gemma T

Grand Prior’s Badge
- Tom B
- Jason D
- Jessica K
- Peter M
- Megan M
- Matthew M
- Lucy T
- Jay T
- Ashleigh T

COMMUNITY CARE

Service Medal of the Order of St John - 12 Year
- Judith Bowden
- Teressa Germain
- Jacqueline Kemp
- Valerie McIntosh
- Tony Russo
- Margaret Watson
- Bronte Watson

9 Years of service
- Stephen Caddy
- Annabel Grove
- Aileen Guteres
- Rosalind Harvey
- Kathy Lockett
- Marion Lowden

6 Years of service
- Royline Kuhn

TRAINING

Robert Britten-Jones Award
- Eric Miles

**STAFF AWARDS**

25 Year Service
- Fran Jarrad

10 Year Service
- Maree Holmes
- Neta Noble

5 Year Service
- Bruce Gould
- Janine Guerrier
- Fred Leaper
- Nicole Ramos
- Susan Rosenzweig
- Christine Whales

His Excellency Rear Admiral Kevin Scarce AC CSC RANR, Governor of South Australia and St John Deputy Prior, with Danika C.
The Most Venerable Order of the Hospital of St John of Jerusalem, more commonly known as the Order of St John, is an order of chivalry established in 1888 by Queen Victoria, with Queen Elizabeth II now presiding as Sovereign head.

Venerable means 'entitled to deep respect' (Oxford English Dictionary). Members of St John, if they give long and meritorious service to the organisation, can be admitted to the Order of St John.

Membership is determined by way of an annual nomination process against established criteria, with the Grand Prior presiding over admissions, and over promotion through the various Order ranks from Memberto Knight Grand Cross.

Admittance to the Order is a great honour, and those listed represent our South Australian members.

Deputy Prior
His Excellency K Scarc
AC CSC RANR

Bailiff Grand Cross
Professor V R Marshall AC

Knight/Dame
Dr B E Ancell AM
Prof P A Arbon AM
Mr B J Bartlett PSM
Dr F H Bridgewater OAM
Mr G L Coombes AM

Dr J L Crompton RFD
Mrs L A Dansie
Dr G A Davies
Mrs J R Greig OAM
Mr D C Heard
Mrs J S Marshall
Dr S T Mcgovern
Mr V Pavlik
Miss K M Peach
Mr J A Rawes OAM
Mr B J Rayson
Mr L W Rogers

Mr H T Rogerson
Mr R G Schilling
Mr S P Sperou
Mr D D Thomas OAM
Mr G A Woods
Mr C G Wright
Dr J F Young

Chaplain
Mrs A L Andersen
Mr B G Battersby
Mr R S Beahl
Mrs M Beard
Mr P A Bird
Mr G B Brewer
Dr D J Bridges
Dr R Britten-Jones AO
Mrs G J Curtis OAM
Mr K W Dansie
Mr D V Degiglio ASM
Mr R M Dippy
Mrs E M Domian OAM
Mr J J Dudzinski
Lady Dunstan
Dr J S Flett AM
Mrs C Gerner
Mr P R Gill
Mrs M E Gove
Mrs S R Hall
Mr P R Hawkins
Dr F F Heddle OAM PO
Mr N R Hender BEM
Mr V Hueniuk
Mr P W Lorimer OAM
Mrs J S Marshall
Dr S T Mcgovern

Mrs J R Peach
Mr J A Rawes OAM
Mr B J Rayson
Mr L W Rogers

Mr H T Rogerson
Mr R G Schilling
Mr S P Sperou
Mr D D Thomas OAM
Mr G A Woods
Mr C G Wright
Dr J F Young

Chaplain
The Right Rev I George AO LLB

Officer
Dr I A Aarons
Dr B G Alcorn
Mrs K Allen
Mr M Allen
Dr C O Auricht
Mr B Ballard
Mr C J Beames
Mr A C Bennett
Mr S Bolton
Mr G W Bone
Mr D E Bray
Mr R A Butler
Mr P Butler
Mr C J Campbell
Mrs V E Cates

Mr I Coburn
Mrs P Cohen
Mr R S Copley
Mr L J Cronk
Mrs L M Danzo
Mrs T Davies
Mrs N J Day
Miss B L Delaine

Mr D A Dry
Mr A J Edge
Miss L N Fahey
Miss J S Feast

Member
Mr R J Adams
Mr G L Allen
Mrs D B Allen
Mrs A M Amos

Dr J S Anderson
Mr D B Anderson
Mr J A Anderson
Mr R Apted
Mr I M Archibald
Mr D H Armstrong
Mr R W Arthur
Dr H J Bailey
Mr J P Bailey
Mr K W Bailey
Mr G L Baker
Mr L R Baker
Mr P G Barrett
Mr A A Barholomaeus
Mr A Bastian
Mrs B D Bastian
Mrs K M Bastian
Mrs E M Batten
Mrs H J Bear
Mrs K L Bear
Mr H Becker AM
Mrs R J Begg
Mr D J Bell
Mr E L Bentley
Mr R H Berlin
Mrs J M Best
Mr G S Bigwood
Mrs E J Birchmore
Mr W J Wills AM

Dr J A Williamson
Mr W J Wills AM
Mr R E Wright
Dr C J Zeitz
Dr K M Zeitz

Mrs J A Bowden
Mrs L D Brooks
Mr R J Brooksby
Miss C G Brown
Mrs D S Bryant
Mrs L J Burford
Mrs J E Burgess
Mr J B Burnley
Mr A Burns
Mr E C Burns
Miss T Butler
Mr H Button
Mr C J Campbell
Mr P Carden
Mrs R Catford
Mr J J Chadwick
Miss B A Chatfield
Mr G H Chibnall
Mrs M N Christie
Mrs L S Cibich
Mrs B L Clements
Mrs L R Clyde
Mr J L Cockshell
Mrs I T Collier
Mr K A Collins
Mrs E M Combe
Mr P E Conrick
Mr P G Cook
Mr R G Cook
Mrs B J Coombs
Mr J D Corkhill
Mr P Corkhill
Mrs M F Corkhill
Mr J Corner
Mrs R J Corner
Mrs R H Cornwall
Mr F H Court
Mr I G Cox ASM
Mr P L Crompton
Mr L J Cunningham
Mr R W Curtis
Mr L D Daff
Mr P L Daniell
Mr B C Davey
Mr G C Davey
Mrs P J Davidson
Mr D G Davill
Mrs V E Davill
Mr L N Day
Mrs B D Debono
Mr M C Denham
Miss C L Destro
Miss T L Dewick
Mr M Diamond
Ms S A Dippy
Mr J Ditcham
Mrs S E Downey
Mr M R Doyle
Mr J Dyer
Mr J L Dyett
Mr G G Edmonds
Mr J A Eglington
Mrs H K Elks
Mrs L E Elles
Dr M P Fernandez
Mr E A Ferrarase
Mr G J F Finckler
Mr G S Forster
Mr P J Foster
Mrs W M Foster
Mr L B Francis ASM
Mr R L Francis
Mr P F Franklin
Miss R E Freeman
Mr P Gartrell
Mr M Gates
Mr L Gersch
Mr P G Getzin
Mr G A Geyer
Mr J N Gifford
Mrs N K Gilboy
Mr D Goblett
Mr R R Gogler
Mr B Goldsworthy
Mrs C A Goulter
Mr A J Graham
Mrs P A Graham
Mr N R Gray
Mr J E Green
Mr D C Gregory
Mrs D G Gregory
Mrs L M Greig
Mrs L E Griffin
Dr W M Griggs
Mrs E J Groom
Mr L P Gurney
Mrs T J Haesler
Mr B Hage
Mr K B Hall
Mr M L Hancock
Mr R L Hancock
Mrs E V Hancock
Mrs R Handley
Mr E J Harding
Mr G J Harvey
Mrs L J Hawke
Mrs E J Haythorpe
Mrs J B Heard
Mrs P F Hennekam
Mr J A Herbert
Dr D K Hewitson
Dr P D Heyes
Mr B M Hill
Mr J Hill
Mr P J Hill
Mr G N Hillman
Mrs M A Hilton
Mr K V Hodgson OAM
Mr J Holland
Mrs B E Holland
Mr R B Holt
Mr M P Horsman
Mr K A Hosking
Mr G J Howard
Miss J Howe
Mr C F Humphreys
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Mr C J Ireland
Mr P J Jackson
Mr J Jaensch
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Mr M M Lewis
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Dr J T Linn
Mr T D Liston
Mr P J Little
Miss J Howe
## Members

<table>
<thead>
<tr>
<th></th>
<th>2012-13</th>
<th>2011-12</th>
<th>2010-11</th>
</tr>
</thead>
<tbody>
<tr>
<td>First aid and healthcare services adult volunteers</td>
<td>915</td>
<td>1,043</td>
<td>907</td>
</tr>
<tr>
<td>First aid and healthcare services volunteer trainers*</td>
<td>86</td>
<td>135</td>
<td>120</td>
</tr>
<tr>
<td>Cadets and juniors</td>
<td>805</td>
<td>863</td>
<td>751</td>
</tr>
<tr>
<td>Social inclusion programs adult volunteers</td>
<td>450</td>
<td>437</td>
<td>410</td>
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<tr>
<td>Members of the Order</td>
<td>534</td>
<td>543</td>
<td>564</td>
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<tr>
<td>Historical Society members</td>
<td>45</td>
<td>41</td>
<td>42</td>
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<tr>
<td>Youth Council members</td>
<td>9</td>
<td>11</td>
<td>10</td>
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<tr>
<td>Staff (full time equivalent, including paid Trainers)</td>
<td>76</td>
<td>73</td>
<td>68</td>
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## Qualifications (Volunteer First Response)*

<table>
<thead>
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<th>2012-13</th>
<th>2011-12</th>
<th>2010-11</th>
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<tbody>
<tr>
<td>Preliminary First Aiders</td>
<td>306</td>
<td>404</td>
<td>427</td>
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<tr>
<td>First Aiders</td>
<td>114</td>
<td>260</td>
<td>190</td>
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<tr>
<td>First Responders</td>
<td>441</td>
<td>521</td>
<td>584</td>
</tr>
<tr>
<td>Advanced Responders</td>
<td>62</td>
<td>46</td>
<td>32</td>
</tr>
<tr>
<td>Healthcare Professionals</td>
<td>140</td>
<td>151</td>
<td>104</td>
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## Locations

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<tr>
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<th>2012-13</th>
<th>2011-12</th>
<th>2010-11</th>
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<tbody>
<tr>
<td>First aid and healthcare services adult Divisions*</td>
<td>41</td>
<td>43</td>
<td>50</td>
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<tr>
<td>Cadet Divisions*</td>
<td>33</td>
<td>33</td>
<td>34</td>
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<tr>
<td>Total Divisions*</td>
<td>74</td>
<td>76</td>
<td>84</td>
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<tr>
<td>Regions</td>
<td>7</td>
<td>8</td>
<td>8</td>
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<tr>
<td>Public training locations</td>
<td>25</td>
<td>26</td>
<td>24</td>
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<tr>
<td>Community Care geographic locations</td>
<td>7</td>
<td>7</td>
<td>7</td>
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<tr>
<td>(Burnside, Marion, Enfield, Norwood, Northern, Western, Onkaparinga)</td>
<td></td>
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## Volunteer hours*

<table>
<thead>
<tr>
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<th>2012-13</th>
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<th>2010-11</th>
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<tr>
<td>Event first aid duty hours</td>
<td>121,552</td>
<td>152,164</td>
<td>95,587</td>
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<tr>
<td>Training hours</td>
<td>85,960</td>
<td>92,482</td>
<td>72,950</td>
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<tr>
<td>Community Care hours</td>
<td>31,589</td>
<td>33,005</td>
<td>37,348</td>
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## Value of volunteering hours**

<table>
<thead>
<tr>
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<th>2012-13</th>
<th>2011-12</th>
<th>2010-11</th>
</tr>
</thead>
<tbody>
<tr>
<td>First aid and healthcare services</td>
<td>$6,227,435</td>
<td>$6,715,533</td>
<td>$4,626,341</td>
</tr>
<tr>
<td>Social inclusion programs</td>
<td>$858,826</td>
<td>$905,987</td>
<td>$1,025,203</td>
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<tr>
<td>Total value of volunteering hours</td>
<td>$7,086,261</td>
<td>$7,621,520</td>
<td>$5,651,543</td>
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## Communities helped

<table>
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<tr>
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<th>2012-13</th>
<th>2011-12</th>
<th>2010-11</th>
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</thead>
<tbody>
<tr>
<td>Events and emergencies attended*</td>
<td>4,273</td>
<td>5,497</td>
<td>4,627</td>
</tr>
<tr>
<td>Patients treated*</td>
<td></td>
<td></td>
<td>9,632</td>
</tr>
<tr>
<td>Social Inclusion clients</td>
<td>579</td>
<td>579</td>
<td>579</td>
</tr>
<tr>
<td>School children First Aid trained</td>
<td>3,752</td>
<td>-</td>
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## Education and products

<table>
<thead>
<tr>
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<th>2011-12</th>
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</thead>
<tbody>
<tr>
<td>Public &amp; community first aid training hours</td>
<td>298,046</td>
<td>331,406</td>
<td>399,465</td>
</tr>
<tr>
<td>Certificates issued</td>
<td>46,644</td>
<td>46,495</td>
<td>46,846</td>
</tr>
<tr>
<td>First aid kits and equipment in South Aussie homes, workplaces &amp; vehicles</td>
<td>$1,817,854</td>
<td>$1,542,123</td>
<td>$1,599,646</td>
</tr>
</tbody>
</table>

---

*Based on calendar year (2012-13 – 1 January to 31 December 2012, 2011-12 - 1 January to 31 December 2011; 2010-11 – 1st January to 31 December 2010)

**Based on 2010 average wage rate per hour of $27.45 as published in ‘Economic Value of Volunteering in South Australia’ report by Duncan Ironmonger from the Households Research Unit, Department of Economics, escalated by the % increase in average weekly earnings for 2011 and 2012 as per the ABS Time Series Workbook 6302.0 Average Weekly Earnings, Australia
### Economic contribution in South Australia

<table>
<thead>
<tr>
<th>Service Description</th>
<th>Value</th>
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<tbody>
<tr>
<td>Net savings to emergency departments</td>
<td>$2,360,000</td>
</tr>
<tr>
<td>Time saved not going to hospital</td>
<td>$170,000</td>
</tr>
<tr>
<td>Reduced pain and suffering</td>
<td>$30,000</td>
</tr>
<tr>
<td>Lives saved</td>
<td>$5,270,000</td>
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<tr>
<td>Total first aid provision</td>
<td>$7,800,000</td>
</tr>
<tr>
<td>Value of services provided</td>
<td>$6,190,000</td>
</tr>
<tr>
<td>Value of healthy life gained</td>
<td>$6,280,000</td>
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<tr>
<td>Total first aid education</td>
<td>$12,500,000</td>
</tr>
<tr>
<td>Public Access Defibrillation</td>
<td>$70,000</td>
</tr>
<tr>
<td>Community care</td>
<td>$990,000</td>
</tr>
<tr>
<td>Direct gross output</td>
<td>$8,700,000</td>
</tr>
<tr>
<td>Indirect gross output</td>
<td>$3,900,000</td>
</tr>
<tr>
<td>Total gross output</td>
<td>$12,600,000</td>
</tr>
<tr>
<td>Total employment (persons, FTE)</td>
<td>84.2</td>
</tr>
<tr>
<td>Total economic value</td>
<td>$23,800,000</td>
</tr>
</tbody>
</table>

*Note: Total excludes community care and first aid training services, as these are counted under gross output*

*Source: The economic and social contribution of St John Ambulance Australia 2008-09 report by Access Economics*
...But it could be you!

Volunteer
Volunteers find real joy in helping people. They give freely of their time, energy and skills to make a genuine difference to the lives of others. Whether you prefer one-to-one connections, enjoy being out and about, or would rather be behind the scenes there’s a volunteer experience for you.

- To give a little back visit www.stjohnsa.com.au/get-involved or call 1300 360 455

Make a donation
If you believe in the positive work of St John please show your support by donating. You can choose to make a regular gift, single donation or a bequest. Whatever you give will go directly to supporting the work of volunteers.

- Visit www.stjohnsa.com.au/donate or call 1300 360 455

Get the skills to save a life
Become one of the many South Australians who have the first aid skills to help a loved one, friend or passer-by. In many cases death or serious injury can be avoided with some basic first aid intervention.

- Find the right course www.stjohnsa.com.au/training or call 1300 360 455

Staff team
As a not for profit organisation our staff work hard to ensure our organisation is in the best possible shape to provide sustainable and relevant programs, and support volunteers in our humanitarian work for the South Australian community.


Grab a First Aid kit
Make sure you have the right kit to hand in case of emergency. Resources in homes, cars and workplaces are vitally important to community resilience, and proceeds support our community services.

- Find the right kit for you visit www.stjohnsa.com.au/shop or get some expert advice on 1300 360 455

Support St John and support your community

Education and products fund our community services – First Aid care for the public at events, first aid education initiatives for the underprivileged, First Aid in Primary Schools program, social inclusion programs for the isolated, and youth development programs.
Thank you to the many generous individuals and organisations that have supported us this year with financial and in-kind support.

Commonwealth, State and local Government authorities
We record our appreciation for the assistance received. Your support has allowed us to move forward in our commitment to help the people of South Australia.

Volunteers and their families
Sincere gratitude to families and workplaces of our amazing volunteers for your continued support - St John simply wouldn’t exist without them.

Companies, organisations and individuals
We record our appreciation to the many companies, organisations and individuals that have provided assistance during the year.

Legacies and bequests
Thank you to the many people who have chosen to make a lasting difference with a legacy or bequest to help others through the work of St John. This generosity allows us to plan for the future, and continue our services for generations to come.

Irene Baxter (Estate)
Eldon John Daniel (Estate)
Amy Harper (Estate)
W Tiedeman (Estate)

Gwendoline Mary Brewer Rychter (Estate)
Mildred Tanner (Estate)
Oliver & Stella Raymond Trust

Your bequest can make all the difference
If you would like to discuss leaving a bequest to St John, please call us on (08) 8306 6990 or email ceooffice@stjohnsa.com.au, and we can assist you in this area.

Community Support Partners
We recognise those companies who have extended their support for the services of St John as a Silver status Community Support Partner:

- Lawson Risk Management

Zippy Cleaning & Maintenance Services

Priory Vote of Thanks
The Priory Vote of Thanks recognises outstanding achievement or contribution to the work of St John Ambulance Australia by a non-member or organisation, and are awarded alongside admissions to the Order. St John has conveyed this special Priory Vote of Thanks recognition for service to the following:

- Shirley Edge
- Four Seasons Fresh Produce
Glossary

A&FAFS - Ambulance & First Aid Functional Service
ABN – Australian Business Number
ACNC – Australian Charities & Not-for-profits Commission
AED - Automated External Defibrillator
AGM – Annual General Meeting
AHA - Australian Hotels Association
ASQA – Australian Skills Quality Authority
ATO – Australian Taxation Office
CEAP – Commercial Education & Products
CEO - Chief Executive Officer
CFO – Chief Financial Officer
CFS - Country Fire Service
CPR - Cardiopulmonary Resuscitation
CSP - Community Support Partner
DCSI – Department of Communities & Social Inclusion
DEEWR - Department of Education & Employment & Workplace Relations
DGR – Deductible Gift Recipient
DoHA - Department of Health and Ageing
DTC - Defence Teaming Centre
FTE - Full time equivalent
GM – General Manager
GM CEAP – General Manager Commercial Education & Products
GM PACE – General Manager Programs and Community Engagement
GM PP&C – General Manager People Performance & Culture
GM SS – General Manager Shared Services
HACC – Home and Community Care
ITEC – Income Tax Exempt Charity
KPI – Key Performance Indicator
MFS - Metropolitan Fire Service
MOU – Memorandum of Understanding
OHSW - Occupational Health Safety and Welfare
PACE – Programs & Community Engagement
PBI – Public Benevolent Institution
PP&C – People Performance & Culture
PwC - PricewaterhouseCoopers
RAA - Royal Automobile Association
RTO – Registered Training Organisation
SA - South Australia
SAAS - SA Ambulance Service
SACE - South Australian Certificate of Education
SACFS - SA Country Fire Service
SACOME - South Australian Chamber of Mines & Energy
SACS - South Australian Curriculum Standards & Accountability
SAFEHOM – South Australian Fire & Emergency Services Commission
SAMEAC – South Australian Multicultural and Ethnic Affairs Commission
SAPOL - SA Police
SES - State Emergency Service
TGA – Therapeutic Goods Administration
VET – Vocational Education and Training

Publications referenced
St John

Code of Chivalry

I promise,
To serve my God,
To be loyal to the Sovereign and to my Officers,
To observe the mottoes of the Order, which are:

Pro Fide - for the faith; and
Pro Utilitate Hominum - for the service of mankind

To be thorough in work and play,
To be truthful and just in all things,
To be cheerful and prompt in all I do
To help the suffering and the needy,
To be kind to all animals.
Four distinct reports make up the Annual Report and should be viewed jointly for a full picture of achievement, governance standards, activity and long-term aspirations.

**What we do**

**Governance**

**Year in review**

**Strategic plan**

**Bringing impact to life**

Throughout the online Annual Report you’ll find video stories of our work within communities and the positive effect this has on lives - click to play.

You will also see links like this, and QR codes linking to more information on our website.

Using QR codes on your smartphone:

1. Download QR code reader from App Store or Play Store
2. Scan the code
3. Learn
Chairman’s message

It was my privilege to be elected to the position of Chairman of the Board of St John in May of this year. I take over the Chairmanship at a time of escalating community need for the services that St John provides. Therefore it is imperative that St John continues to meet these needs by building upon the work of its past members and pursuing excellence in all its endeavours.

Our mandate is to ‘empower and support the South Australian community through the provision of first aid response and social care’. The delivery of this mandate largely rests on the shoulders of our members to bring charitable aid to their fellow South Australians. It is each and every one of us regardless of our position in the organisation that contributes to our charitable works. I express the thanks of the Board for all your endeavours.

This financial year St John has made a substantial social impact. It has provided on scene patient care to tens of thousands of South Australians at over 4,273 public events. Further acute cases were transferred directly to healthcare facilities through our patient transport service. This First Aid service alone equates to some $7,800,000 in economic value.

The challenge now is how we continue to meet the growing demand for St John to attend events. I am in no doubt our membership will rise to the challenge.

Also during the year The Hon John Hill MP the then Minister for Health and Ageing reaffirmed the significance of St John’s role under the State Emergency Management Plan. The Plan sets out St John’s important role in assisting emergency services in preparing, responding and recovering from adversity. I express my thanks to the Minister for working with St John to the benefit of all South Australians.

Our social inclusion programmes gather momentum year on year. The benefits of enabling older people to remain independent have long been recognised and St John services have supported 579 clients to positively reconnect with community life and retain their independence. This impact has been quantified as a staggering $990,000 benefit to the South Australian economy.

St John’s longstanding youth cadet movement has led us to implement the First Aid in Primary Schools programme which teaches first aid skills and emergency awareness to school aged children. Some 3,752 students have already participated and it is our view that these important skills will contribute to making families safer.

The St John Cadet movement continues to grow. We have 805 young people involved in this vibrant youth development and leadership programme. It is exciting to the leadership of St John that so many of our cadets go on to have successful careers as health care professionals. We are justly proud that we contribute in this way to the resilience of all South Australians’ communities.

All of this hard work takes place against a backdrop of significant change, both within St John and the broader not for profit sector. Community and St John member needs are changing, the not for profit sector is grappling with regulatory reform, and despite St John’s long history we need to continue to transform ourselves to remain relevant and valued by the community we serve.

There is no doubt we face challenges, however I am confident our leaders at every level within the organisation have the commitment and resolve to guide us to a successful future. The St John Strategic Plan released last year will serve as a guide to ensure we are well positioned to confront these challenges. I personally look forward to working with the Board, St John members and the wider community to realise our vision of being ‘indispensable to the health of every household, workplace and public gathering in South Australia’.

*The economic and social contribution of St John Ambulance Australia 2008-09 report by Access Economics*
Our organisation is founded on the spirit and overwhelming generosity of its members. Every volunteer should be immensely proud of the organisation they have helped shape and of the great many people they have helped. You have all made St John what it is today. One of South Australia’s greatest charitable and dynamic bodies dedicated to the advancement of the State and the life of its peoples.

I thank the Board members for their support and the faith they have placed in me by electing me their Chairman. I take this opportunity to formally recognise the contribution of our Chief Executive Officer Sharyn Mitten who is to be commended for her tenacious approach in striving for organisational excellence. The Chief Executive Officer is ably assisted by Executive management, and special mention must be made to Chief Financial Officer Jerie Schmidt for the commitment towards transparency, which has placed us at the forefront of quality reporting within the not for profit sector.

Appreciation is extended also to our Deputy Prior His Excellency Rear Admiral Kevin Scarce AC CSC RANR, Governor of South Australia, for his counsel throughout the year.

I thank every member of St John for their contribution. I salute you all for working so hard to improving the lives of South Australians and for choosing to be a member of St John.

Andrew McLachlan CSC
Chairman
Regulatory and legislative environment

St John operates within the highly regulated not for profit, healthcare, and education and training (VET) sectors. We adhere to all relevant codes of practice, laws and licence agreements which govern these environments.

WE ARE AN:

Incorporated Association
An operating not-for-profit with a formal legal structure under the Associations Incorporation Act 1985.

Registered charity
With the Australian Charities and Not-for-Profits Commission (ACNC) in compliance with the Charities Code of Practice.

Royal Charter
Granted to the Order by Queen Elizabeth II.

Registered Training Organisation (RTO)
Registered by Australian Skills Quality Authority (ASQA) regulatory body within the Vocational Education and Training (VET) sector. RTO number 88041.

Public Benevolent Institution (PBI)
Registered with the Australian Charities and Not-for-profits Commission (ACNC).

Deductible Gift Recipient (DGR)
Status awarded by the Australian Taxation Office (ATO) to receive income tax deductible gifts and deductible contributions.

Income Tax Exempt Charity (ITEC)
Status awarded by the Australian Taxation Office (ATO) exempt from Income Tax and income tax returns.

Notice of Endorsement for Charity Tax Concessions
Status awarded by the Australian Taxation Office (ATO).

Code of Conduct (first aid services)
Health professionals (Doctors, Registered and Enrolled Nurses) adhere to the registration standards of the Australian Health Practitioner Regulation Agency (AHPRA). Health practitioners not within the ambit of AHPRA adhere to the Code of Conduct for Unregistered Health Practitioners under Health and Community Services Complaints Commissioner (HCSCC).

We continually monitor compliance with regulatory requirements and ethical standards to ensure accountability to the community, stakeholders and regulatory bodies.
Governance statement

The Directors of St John Ambulance Australia (SA) Inc are responsible to the members for the performance of the incorporated association.

The focus of the Board is to ensure St John is appropriately managed and provides leading first aid and community services consistent with the culture and values of the Order of St John.

The Board draws on and applies relevant corporate governance principles and practices to assist it in ensuring the performance of St John. Day to day management of the organisation’s affairs and implementation of corporate strategy and policy initiatives are delegated by the Board to the Chief Executive Officer and the Executive Management team.

We abide by our constitution (Rules of the Association) which provides essential guidelines in the principles and operating practices for our organisation, available to view at www.stjohnsa.com.au/about-us/governance
Standards

These standards identify governance requirements for the Board as defined in One St John policies and standards - Corporate Governance Standards.

1. Board and management roles and responsibilities are clearly defined and separated.
2. Board has processes in place for determining strategic direction.
3. Board has processes in place to monitor progress, including reporting against performance measures.
4. Board has systems in place for ensuring compliance with regulatory and legal obligations.
5. Board identifies all major risks for the St John entity so they can be managed.
6. Induction programs are in place for all new Board members.
7. Board members regularly review their performance individually and as a Board. The Board Chairman is accountable for standards.

Risk management

A risk management review has been initiated as part of a corporate governance review. An Audit and Compliance Committee commenced in 2012-13 is managing a comprehensive review to rate all significant risks and issues. A new risk management framework has been established with a new consequence table and likelihood rating developed. The framework for the risk register has been established and a review and update of the Board risk management policy and process to manage any actions to mitigate risk to be implemented in 2013-14.

The consequence table focusses five areas of risk:
- Reputation
- Financial
- Products/services
- Clinical governance
- People/OHSW

A clinical governance review has commenced and will be completed in 2013-14 to ensure best practice in relation to clinical practices for the organisation in line with the Clinical Code of Practice. Clinical governance can be broadly defined as being able to assure stakeholders of the quality and safety of care provided within the organisation.

Further, a risk management review in relation to event management has commenced to strengthen event risk assessment practices.
Responsibilities

The Board fulfils its primary role by:

- Formulating the Strategic Plan in conjunction with the Chief Executive Officer and Executive Management.
- Selecting, appointing, guiding and monitoring the performance of the Chief Executive Officer.
- Developing and maintaining ethical standards.
- Ensuring succession planning is in place for the role of the Chief Executive Officer and Executive Management positions.
- Approving operating and capital budgets formulated by the Chief Executive Officer and Executive Management.
- Monitoring management’s progress in achieving the Strategic Plan.
- Monitoring financial performance, including management’s adherence to operating and capital budgets.
- Identification of significant business risks and ensuring effective strategies are in place to manage those risks.
- Ensuring adequate systems of internal control to address risk management together with appropriate monitoring of compliance activities.
- Putting in place a suite of delegations, policies and procedures.
- Ensuring financial viability, solvency and sustainability.
- Ensuring compliance with relevant legislation and regulations.
- Advocacy role whenever and wherever necessary.

Accountability

As an independent charity we are committed to demonstrating our value to stakeholders, members, clients and the wider community, so they understand how we are making a difference, and that our funds are managed in the most effective way.

This is particularly relevant with the regulatory reform on the horizon and the ACNC push to build sector confidence. We have embraced sector reform and work hard to openly and honestly report performance and community value so that people and businesses can trust our services are well used and of significant value to the community.

We maintain an acute awareness of the regulatory environment. Regular consultation with legislators and key agencies ensures both our stakeholders and ourselves are not disadvantaged by changes in the not for profit sector. This is achieved through attendance at sector best practice information sessions and seminars, alignment with best practice organisations, direct dialogue with regulators, and peer consultation.
Independent advice

The Board and Board committees have access to advice on legal, investment and taxation matters. In particular, the Board has engaged PricewaterhouseCoopers (PwC) as auditors, with work undertaken in best business practice benchmarking.

Additionally the Audit and Compliance Committee established in December 2012 includes external members to provide independent expertise, and is charged with oversight of financial reporting and disclosure, and oversight of regulatory compliance and risk management activity.

Reporting

We have fundamentally changed how we operate, with a focus on transparency and qualitative stakeholder reporting, providing meaningful data over our services and impact. This has been achieved through the introduction of dashboard reporting and Annual Reporting to stakeholders.

We will continue to take advantage of evolving technology to effectively report to stakeholders. This theme has continued with the online production of the Annual Report, which brings with it the benefits of instant access, longevity, and reduced costs.

As a service provider we are accountable for the expenditure of Australian Government funding, and funding for Commonwealth HACC services must be spent as required by the Aged Care Funding Agreement. We are required to operate within the reporting framework set out in the Aged Care Funding Agreement which allows the Department to monitor service provider accountability and the effective delivery of services.

Recognition

In 2012 we submitted our 2011-12 Annual Report to the PwC Transparency Awards. The awards represent best practice across the not-for-profit sector and provide a benchmark for complete and quality reporting.

St John was pleased to be recognised as winner of the most improved award and the runner-up in the revenue $5 to $30m category in the 2012 PwC Transparency Awards for the quality and transparency of our reporting, and a Bronze award in the 2013 Australasian Reporting Awards.

This is a great national endorsement of our honest communication and accountability around our services, governance, finances, long-term aspirations, and clarity around our impact.

Strategic management

Our Strategic Plan 2012-17 is a comprehensive set of activity which coordinates and aligns activity with our mission and vision, and ensures common goals for all. Planning is undertaken at an organisational level to set priorities and focus resources, all with a focus on the future.

The framework adopted allows us to continually assess and adjust areas of focus against community need and emerging issues. This is achieved through a manual scorecard of progress against activity which will move to a digital dashboard format in 2013-14. Importantly strategic outcomes are now aligned with employee Key Performance Indicators and Business Unit Plans creating a fully integrated framework.

The Strategic Plan is also an important platform used to clearly articulate our goals to members and the wider community.
The Board

We are governed by a Board of Directors made up of a team of community and business leaders with a strong sense of community service who are committed to the principles of corporate governance in terms of responsibility, self-regulation, prudent management of funds and best practice. All positions are voluntary whereby the members freely donate their time and professional expertise.

Glen Brewer CStJ
Outgoing Chairman
Appointed December 2008, vacated May 2013
Board appointment September 1997

Glen’s professional membership includes Fellow of the Institute of Chartered Accountants in Australia, Associate of the Institute of Chartered Secretaries Australia and Fellow of the Taxation Institute of Australia. He is a registered tax agent and registered company auditor. Glen’s Board memberships have included Director of the Adelaide Fringe Inc and Chair of the Adelaide Fringe Inc Finance Committee. A member of the St John Australia Board of Directors since 2008, Glen was appointed Receiver General of St John Priory in Australia on 16 March 2013.

Andrew McLachlan CSC
Chairman
Appointed Chairman May 2013
Former Treasurer and Deputy Chairman
Appointed November 2009

Andrew has been a member of the St John Ambulance South Australia Board since 2009 when he was appointed the Treasurer. In May 2013 he was elected to the Chair of the St John Ambulance South Australia Board and also appointed as a Director of the National Board of St John Ambulance Australia. Prior to these appointments he held the positions of Deputy Chair of the St John South Australia Board, Chair of the St John South Australian Audit & Compliance Sub Committee and member of the Australian Risk & Compliance Committee.

When he is not volunteering for St John, Andrew is the Director at the International Centre for Financial Services at the University of Adelaide. Prior to joining the University he enjoyed an extensive career as a Senior Executive in the Financial Services’ Industry. Andrew has served in Afghanistan with the Australian Army Reserve and awarded the Conspicuous Service Cross in the 2007 Queen’s Birthday Honours List for his outstanding services to the Australian Army. He holds qualifications in law and management.
Glenn is the Mayor of Playford Council. He has also been a Councillor and Deputy Mayor for the City of Playford. He has regulatory, strategic planning and financial management experience and has been an inaugural Chair and founding Committee member of the City’s Strategic Planning and Performance Committee. He is a current Chair of the CEO Performance Review Committee, Chairman of the Playford Partnership Group, Chairman of The Wakefield Group and Executive Member of Metropolitan Local Government Group. Glenn is a Board Member of Netball SA and Regional Development Aust Adelaide Metro Committee.

Mal has recently retired as the Commissioner of Police in South Australia, a position he held since 1997. His past professional memberships have included Member of the Australian Crime Commission, Member of the Australian and New Zealand Advisory Agency and Member of CrimTrac. Currently he is a Fellow of the Australian Institute of Company Directors, a member of the Bedford Industries, Leaders Institute, and University of South Australia Business School Advisory Boards and a Member of the Centenary of ANZAC Commemoration Committee and the Life Education SA Committee. He has been awarded the Officer of the Order of Australia, the Australian Police Medal, the National Medal, the Victorian and South Australian Police Service Medal, and the SA Police Leadership and Efficiency Medal. Mal is also an Officer of The Order of St John Ambulance.

Ray is a Member of the Institution of Engineers Australia, Australian Institute of Company Directors and Australian Institute of Emergency Services. He is a Foundation Member of the UniSA Alumni Association. He has been awarded an Order of Australia Medal, and is a Knight of The Order of St John Ambulance. He has been involved with the State Response Advisory Committee, the State Search & Rescue Committee, and the State Emergency Management Training Committee. Ray also volunteers as a Special Justice of the Peace where he adjudicates on minor criminal matters and road traffic offences in the Adelaide Magistrates Court on a regular basis.
Bronte is a Member of The Order of St John Ambulance with 14 years of experience on the Community Care Committee including over 4 years as Chair and a further 12 years experience as a member of the Auxiliary, rising to the position of Vice President at the time of the retirement of the Auxiliary. During her time with the Auxiliary, she was a key member responsible for raising significant funds for St John. She has volunteered as a Red Cross volunteer (non-medical) in the Emergency Department of the Royal Adelaide Hospital and at St Andrews Hospital. She is a current member of Novita and recently retired from the Phoenix Society Services.

Garry’s professional membership includes Member of the Australian Bravery Awards Council, St John Ambulance representative - SA State Recovery Committee, Member and State Board Member of the Australian Institute of Emergency. His past memberships include Member of the ACE Council of the VEET Board to June 1999, State Executive member of AUSTAFE, St John Ambulance representative on the SA State Disaster Committee, Member of the State Emergency Services Coordinating Committee, and Board Member of the Norwood Rotary Club. Garry is a current Knight of The Order of St John Ambulance.

Walter is a Member of The Order of St John Ambulance with 22 years of experience in Operations Branch. He currently holds the position of Regional Staff Officer for the Metro North East Region and organises major event management. He has Information Technology skills and holds a current Internal and Lead Auditor’s certificate from Lloyds of London. He has also completed Australian Institute of Company Directors training. He is a Quality Engineer for BAE Systems and is responsible for supplying compliant products to the Australian Defence Force.
Sharyn Mitten
Chief Executive Officer
Board Secretary
Appointed March 2010

Phillip Mills
Elected Member
Appointed November 2012

Dr William Griggs AM ASM MStJ
Elected Member
Appointed November 2010

Sharyn has extensive experience in executive management, organisational structures, financial management, strategy and strategy execution. As Chief Executive Officer of St John Sharyn has developed a deep understanding of the not for profit sector and has a strong network in this arena. Prior to St John she gained extensive experience with regard to strategic planning, financial management and IT systems throughout a long career at international advisory firm KPMG. Sharyn is on the St John Australian Chief Executives Committee, the St John Youth Council and the St John Commissioner’s Advisory Committee. Sharyn is also a Non-Executive Director of Safer Communities Australia Inc, and a Member of the Spina Bifida and Hydrocephalus Association of SA Inc, and has recently graduated from the Australian Institute of Company Directors.

Phillip Mills is the Chief Executive Officer of the National Beattie Transport Group with responsibility for strategic and business planning, marketing and coordination of daily operations, fleet management, finance and human resources. Phillip completed a Master of Business Administration from the University of South Australia in 2010 to compliment his extensive experience in the freight transport and logistics industry. Phillip has developed small and large scale networks nationwide, contributing to the successful development and implementation of large scale operations within the industry. Phillip upholds his social and environmental responsibilities whilst maintaining a clear focus on financial growth and development, and is committed to business excellence. He has a strong sense of community service having served as a St John volunteer.

Elected Member Bill holds a number of key medical positions including Director, Trauma Services at the Royal Adelaide Hospital, Clinical Director, Retrieval Coordination with MedSTAR Emergency Medical Retrieval, State Controller (Health and Medical) with SA Health, Clinical Associate Professor at the University of Adelaide, Associate Professor (Professional) at James Cook University, Director, Air Force Health Reserves SA/WA with the Royal Australian Air Force, Chair, ADF Retrieval and Critical Care Consultative Group (2005) with the Australian Defence Force and Medical Officer at St John Operations Branch. His Board Memberships have included the Australasian Trauma Society, Prince Alfred College, Phoenix Society, SuperSA and the Motor Accident Commission.
### Skills mix

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<th>Skills &amp; Experience</th>
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<td><strong>COMPANY DIRECTOR / GOVERNANCE</strong></td>
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<td><strong>MEDICAL</strong></td>
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<td><strong>HUMAN RESOURCES / RISK</strong></td>
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#### Skills self-assessment

1. Company directors qualification can be full AICD course or short course on NFP directorship or equivalent governance related course.
2. Criteria for Experience/Skills - To select a particular skill a Board Member must have been either in charge of a function relating to the discipline/issue or have significant direct personal experience in the discipline/issue. An example of this level of experience/skill is that the Member would be comfortable to lead a Board working group on the subject matter.
## Meeting attendance

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*Not serving on the Board*
Board structure

The Board is comprised of the following members:

• Co-opted Directors
  Three Directors co-opted by the Board, one of whom shall be appointed Treasurer

• Appointed Directors
  Chairman of Training,
  Chairman of Community Care, Chairman of Operations

• Elected Directors
  Three members, not otherwise appointed, who shall be elected from the membership

Election process

The Chairman of the Board is elected from Board of Directors and holds office for a period of not more than three years. Nominations for the position of Chairman occur in the first Board meeting following the Annual General Meeting (AGM).

The Deputy Chairman is elected from the Board of Directors and occurs in the first Board meeting following each AGM, with the Chairman deciding on the manner in which such election shall be conducted.

Elected Directors are appointed by members of the Electoral College and hold office for a period of not more than three years. Nominations are proposed and seconded by two members of the Electoral College and submitted to the Chief Executive Officer at least 28 days before the AGM. If nominations received are in excess of vacancies a ballot is held, with ballot papers returned to the CEO by noon on the day prior to the AGM. The candidate(s) receiving the most votes is declared elected. If nominations received are equal to the number of vacancies the nominees are declared elected. Employees shall not be entitled to stand for election in any position.

Co-opted Directors shall be appointed for such a period as the Board of Directors shall determine at the time of each appointment.

An Appointed Director shall remain a Director for so long as that person is the Chairman of the relevant section of the Association.

Chairman of Community Care

The Board of Directors shall nominate a person as Chairman of Community Care Branch who may then be appointed to such office by the Priory. The Chairman of Community Care shall be responsible to The Board of Directors for the organisation and control of the members when engaged in Community Care activities within SA.

Chairman of Operations

The Board of Directors shall nominate a person as Chairman of Operations who may be appointed to such office by the Priory. The Chairman of Operations shall be responsible to The Board of Directors for the organisation and control of the members when engaged in Operations activities in SA.

Chairman of Ophthalmic

The Board of Directors shall nominate a person as Chairman of Ophthalmic who may be then appointed to such office by the Priory. The Chairman of Ophthalmic shall be responsible to the Board of Directors for the organisation and control of the members when engaged in ophthalmic activities within SA.

Chairman of Training

The Board of Directors shall nominate a person as Chairman of Training who may be then appointed to such office by the Priory. The Chairman of Training shall be responsible to the Board of Directors for the organisation and control of the members when engaged in teaching activities in SA.
The Electoral College comprises:

7.1.1 Those members of the Order of St John ordinarily resident in South Australia, however a member may elect to not be a member of the Association by advising such in writing to the Chief Executive Officer;

7.1.2 Those registered members of St John ordinarily resident in South Australia; however a registered member may elect to not be a member of the Association by advising such in writing to the Chief Executive Officer;

7.1.3 Those employees of the Association ordinarily resident in South Australia, however an employee may elect not to be a member of the Association by advising such in writing to the Chief Executive Officer; and

7.1.4 Members of the Board of Directors not provided for in clauses 7.1.1 to 7.1.3

Voting

All members are eligible to participate in the voting process of the Annual General Meeting and thereby influence the future of St John. Votes are cast either in person at the AGM or via proxy voting.

Proxy voting allows members to appoint the person presiding over the meeting to act as their proxy, to vote on their behalf as the person presiding over the meeting sees fit, at the meeting and at any adjournment of the meeting. This gives opportunity for participation to those members who are unable to attend an AGM or EGM in person.

The St John Ambulance Australia South Australia Inc Rules of the Association can be viewed on our website: www.stjohnsa.com.au/about-us/governance

Board induction

Newly appointed Board members receive a one on one orientation meeting with the Chairman, and receive a comprehensive ‘Board Member Manual’ information pack, containing amongst many other inclusions:

- Rules of the Association
- Associations Incorporation Act
- Business Plan
- Strategic Plan
- Budget
- Risk Management register
- Board policies

Board performance

In 2011-12 the Board held a Strategic Workshop to plan future organisational activity. Through this process the need to strengthen Board governance was identified, including performance.

Importantly strengthened Board governance now forms an integral part of Strategic Plan objectives, with a focus on setting individual and group KPIs together with a reporting and review cycle.

A second workshop of will be held during 2013-14 to focus specifically Board performance.

Conflicts of interest

Every Board member shall declare any actual or potential conflicts of interest and will not participate in any Board duty which may be influenced by that interest, unless the Board considers that matter not to be of material nature.

Remuneration

The Board receive no remuneration for services. They may be reimbursed for reasonable costs and expenses, including travel reimbursement, incurred in connection with Board activities.
Committees

To enable the Board to properly discharge its responsibilities and duties, certain responsibilities have been delegated to Board sub-committees. The creation of sub-committees does not reduce the directors’ overall responsibility and therefore all sub-committees must report and make recommendations to the Board including any issues that may arise.

Each board sub-committee acts in accordance with its respective Terms of Reference.

Audit and Compliance committee

The primary objective of the committee is to assist the Board in fulfilling its responsibilities in regard to audit, accounting and reporting obligations, business risk management, compliance with legal and regulatory obligations, management of investment portfolio, and facilitating the organisation’s ethical development, aided by the review of standing agenda items. The committee includes three specialist external members with relevant experience for the functions of the Audit & Compliance committee (two year appointment with right of reappointment). External representatives receive remuneration for meetings attended.

Andrew McLachlan (Chair) - Chairman
Samantha Hellams (external representation)
Nicholas Chin (external representation)
Claudine Law (external representation)

Standing invitation:
Sharyn Mitten - Chief Executive Officer
Jerie Schmidt - Chief Financial Officer/General Manager Shared Services

Committee commenced: December 2012
<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Auditors – Planning audit/audit fee (April) and signing (September).</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>Generally: Reviewed/actioned</td>
</tr>
<tr>
<td>2</td>
<td>Investment advisors and managers</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>Generally: Work commenced</td>
</tr>
<tr>
<td>3</td>
<td>IT – IT systems advisors on IT systems plan, disaster recovery plan and business continuity plan</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>Generally: Substantial work required/not yet completed</td>
</tr>
<tr>
<td>4</td>
<td>Financial Statements - Annual Financial Statements</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>Generally: Work commenced</td>
</tr>
<tr>
<td>5</td>
<td>Annual report - Concept May, finalised Oct</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>Generally: Work commenced</td>
</tr>
<tr>
<td>6</td>
<td>Legal – Review of legal, regulatory and contractual compliance of obligations, charity licences, annual association information</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>Generally: Work commenced</td>
</tr>
<tr>
<td>7</td>
<td>Tax - Tax obligations and related work/controls</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>Generally: Work commenced</td>
</tr>
<tr>
<td>8</td>
<td>Budget - Annual budget</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>Generally: Work commenced</td>
</tr>
<tr>
<td>9</td>
<td>Risk assessment - Risk assessment, risk weighting and referenced to the controls in place to mitigate the risks</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>Generally: Work commenced</td>
</tr>
<tr>
<td>10</td>
<td>Audit / Management Reports - Auditor and/or other management reports or fraud, theft, policy and internal control breaches (as they arise)</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>Generally: Work commenced</td>
</tr>
<tr>
<td>11</td>
<td>Approval limits</td>
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<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>Generally: Work commenced</td>
</tr>
<tr>
<td>12</td>
<td>Insurance – Insurance coverage &amp; property valuations</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>Generally: Work commenced</td>
</tr>
<tr>
<td>13</td>
<td>Leases – Property leases, costs commitments and any covenants (once or as major new leases are entered into)</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>Generally: Work commenced</td>
</tr>
<tr>
<td>14</td>
<td>Accounting policies (once, or as there are changes to accounting standards)</td>
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<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>Generally: Work commenced</td>
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<tr>
<td>15</td>
<td>Investment policies (to align with visits by advisors)</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>Generally: Work commenced</td>
</tr>
<tr>
<td>16</td>
<td>Bank - Bank arrangements, including any guarantees, covenants or arrangements (link to approvals review, and authorised signatories lists)</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>Generally: Work commenced</td>
</tr>
<tr>
<td>17</td>
<td>Any financial commitments (as they arise)</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>Generally: Work commenced</td>
</tr>
<tr>
<td>18</td>
<td>Sensitive issues, and special projects (as they arise)</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>Generally: Work commenced</td>
</tr>
<tr>
<td>19</td>
<td>Ethics policy</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>Generally: Work commenced</td>
</tr>
<tr>
<td>20</td>
<td>Membership issues (where relevant)</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>Generally: Work commenced</td>
</tr>
<tr>
<td>21</td>
<td>Sanction audit review</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>Generally: Work commenced</td>
</tr>
<tr>
<td>22</td>
<td>Environmental Policy &amp; Plan</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>Generally: Work commenced</td>
</tr>
<tr>
<td>23</td>
<td>Changes to Not for profit Sector legislation</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>Generally: Work commenced</td>
</tr>
</tbody>
</table>
Community Care committee

The committee monitors programs and service delivery to ensure continuing high quality activities that are consistent with St John objectives and also result in effective outcomes for clients, volunteers and staff; promotes Community Care and its activities within the community and St John; provides support where necessary to ensure that each client has access to an advocate of his or her choice; recommends policy and associated procedures; develops proposals for new activities and services in response to community need.

- Bronte Weeks (Chair) - Chair of Community Care
- Sharyn Mitten - Chief Executive Officer
- Kerry Whitehead – GM Programs & Community Engagement
- Eugena Knight-Hoggins - Program Manager, Community Care
- Heather Linton - Client Representative
- Patricia Sharp - Client Rep.
- Brian Delaine - Community Rep.

Commissioner’s Advisory Group

The Commissioner’s Advisory Group is comprised of the most senior of St John Operations Branch State Officers, representing the operational, cadets/youth and medical standards areas. The Chief Executive Officer is a permanent member of the Group whom in addition to routine participation intentionally provides a direct communications relationship with the commercial business and to the Board.

- Vacant (President) – Co-opted Board member
- Ray Greig (Chair) – Commissioner
- Peter Jackson – State Superintendent
- Robert Elliott – State Professional Officer
- Darren Daff – State Officer Cadets
- Sharyn Mitten – Chief Executive Officer
- Kerry Whitehead – GM Programs & Community Engagement
- Maureen Dubois – Minute secretary

Property Review committee

The board sets the direction for the long term management of the property portfolio. Additionally the St John property policy specifies that a review of the property portfolio takes place every five years. In line with the above a working party, including an external specialist, has been formed and work is underway. The review will consider property condition, structure and general maintenance, energy efficiency, location, level of occupancy, energy efficiency, location...

- Andrew McLachlan
  (Chair – commenced 23 May 2013) - Chairman
- Glen Brewer
  (Chair – vacated 23 May 2013)
- Garry Coombes - Chair of Training
- Ray Greig – Commissioner
- Bronte Weeks - Chair of Community Care
- Sharyn Mitten - Chief Executive Officer
- Jerie Schmidt - Chief Financial Officer/General Manager Shared Services

- Andrew McLachlan
  (Chair – commenced 23 May 2013) - Chairman
- Glen Brewer
  (Chair – vacated 23 May 2013)
- Garry Coombes - Chair of Training
- Ray Greig – Commissioner
- Bronte Weeks - Chair of Community Care
- Sharyn Mitten - Chief Executive Officer
- Jerie Schmidt - Chief Financial Officer/General Manager Shared Services
Regional Development committee

Set the direction for future services in regional areas through the development of a new strategic plan; the development of an integrated regional development service delivery model tailored to regional communities’ needs and which takes account of national initiatives towards fostering community resilience; builds capacity to better engage with communities.

Andrew McLachlan
(assumed Chair – 23 May 2013) - Chairman
Glen Brewer (Chair – vacated 23 May 2013)
Sharyn Mitten - Chief Executive Officer
Garry Coombes - Chair of Training
Ray Greig – Commissioner

Remuneration committee

The remuneration committee is established to ensure that remuneration arrangements support the strategic aims of St John and enable the recruitment, motivation and retention of senior executives while complying with the requirements of regulatory and governance bodies, satisfying the expectations of members and remaining consistent with the expectations of the wider employee population.

Glen Brewer (Chair)
Andrew McLachlan - Chairman
Mal Hyde - Co-opted Board Member

Nominations committee

The committee reviews nominations received by existing members for admission/promotion to the Order of the Hospitaliers of St John of Jerusalem, Priory Australia.

The committee meets in January each year to review nominations and then meets in early March with our Deputy Prior, the Governor of South Australia, to formalise the nominations to go forward to the St John Australian Priory for consideration by the National Investigation Committee.

Andrew McLachlan
(Chair – commenced 23 May 2013) - Chairman
Glen Brewer (Chair – vacated 23 May 2013)
Sharyn Mitten - Chief Executive Officer
Garry Coombes - Chair of Training
Ray Greig – Commissioner
Bronte Weeks - Chair of Community Care
Garry Coombes - Chair of Training
Ray Greig – Commissioner
Sharyn Mitten - Chief Executive Officer
Day to day management of the organisation and implementation of corporate strategy and policy initiatives are delegated by the Board to the Chief Executive Officer and the Executive Management team. Each General Manager heads a specific area of the organisation and is supported by business unit managers and their staff.

During the year the new role of General Manager Programs & Community Engagement was introduced, responsible for community based programs and community relationships. The role brings together Volunteer Support Services, Community Care, Youth Development, Grants and Fundraising, Regional Support and Community First Aid in a coordinated and structured portfolio. A key component is the expansion of these services across South Australia, enhancing relevance and reach.

<table>
<thead>
<tr>
<th>NAME</th>
<th>ROLE</th>
<th>RESPONSIBILITY</th>
<th>QUALIFICATIONS</th>
<th>EXPERIENCE</th>
<th>APPOINTED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jerie Schmidt</td>
<td>Chief Financial Officer &amp; General Manager Shared Services</td>
<td>• Finance&lt;br&gt;• IT&lt;br&gt;• Property&lt;br&gt;• Assets and Logistics</td>
<td>• Certified Practicing Accountant&lt;br&gt;• Member of Taxation Institute</td>
<td>• Sole Practitioner - Tax and compliance&lt;br&gt;• Family Accountant - Hill Smith Family&lt;br&gt;• Senior Tax Accountant - KPMG</td>
<td>1/7/2010</td>
</tr>
<tr>
<td>Kerry Whitehead</td>
<td>General Manager Programs &amp; Community Engagement</td>
<td>• Volunteer Support Services&lt;br&gt;• Community Care&lt;br&gt;• Youth Development&lt;br&gt;• Grants and Fundraising&lt;br&gt;• First Aid Event services</td>
<td>• Bachelor of Nursing Degree&lt;br&gt;• Masters in Health Service Management</td>
<td>• Director, Registration - Australian Health Practitioner Regulation Agency&lt;br&gt;• Director, Registration and Investigations — The Nursing and Midwifery Board of South Australia&lt;br&gt;• Nursing Director, Surgery and Obstetrics, The Queen Elizabeth Hospital</td>
<td>21/01/2013</td>
</tr>
<tr>
<td>Greg Clothier</td>
<td>General Manager Commercial Education &amp; Products</td>
<td>• Corporate business&lt;br&gt;• Sales, Product &amp; Distribution&lt;br&gt;• Education</td>
<td>• Diploma in Business&lt;br&gt;• Cert 4 Workplace Assessment and Training&lt;br&gt;• Cert 5 OHS&amp;W&lt;br&gt;• Certified Auditor AS/NZS Standards</td>
<td>• Global Maintenance, Chair of Board&lt;br&gt;• Advisory Council member - UniSA Whyalla&lt;br&gt;• Board Member RESA (Resource, Energy, Skills Association)&lt;br&gt;• General Manager – Action Engineering&lt;br&gt;• Education Manager - TAFE Spencer</td>
<td>4/4/2011</td>
</tr>
<tr>
<td>Sabah Izzet</td>
<td>General Manager People Performance &amp; Culture</td>
<td>• Volunteer Support Services&lt;br&gt;• Community Care&lt;br&gt;• Human Resources&lt;br&gt;• Organisational development</td>
<td>• Diploma in Teaching&lt;br&gt;• Diploma in Project Management&lt;br&gt;• Cert 4 Workplace Assessment and Training</td>
<td>• Manager Human Resource Development — TransAdelaide&lt;br&gt;• Manager Workforce Development — DTEI&lt;br&gt;• Manager Organisational Development — Tower Trust&lt;br&gt;• Manager Human Resources - DEET</td>
<td>30/5/2011</td>
</tr>
</tbody>
</table>
The Leadership Team comprises key representatives and managers from all areas of the organisation. The team is responsible for leading staff in day-to-day activity and implementing corporate strategy at ground level through identified Business Plan initiatives. They are additionally responsible for cascading Leadership Team meeting outcomes, WHS policies and issues of importance.

A review of roles and responsibilities highlighted a gap in the area of succession planning. We will commence work to strengthen strategies in relation to retention and knowledge management as part of planned organisational governance review activity.

As a first step, the Leadership Team established in 2011 underwent Frontline Management training to ensure middle tier management is equipped with appropriate skillsets. Additionally, Leadership Team activity aids Executive Management in identifying key performers.

Leadership Team Terms of Reference will be reviewed as part of 2014 Business Planning.
St John Ambulance Australia is part of the global humanitarian organisation, the Order of St John which works to improve the health and wellbeing of people across the world.

The Order of St John is a major international charity, accredited to the United Nations, whose establishments provide first aid, health care and support services in over 40 countries around the world.

St John Australia-wide is active within all states and territories as part of a federated structure and governed by the St John Australia National Board who determine national policy and set directions for the St John organisation across Australia.

Within South Australia we form part of that federated structure and are governed by a Board of Directors. Directors are responsible to the members for the performance of the incorporated association ensuring St John is appropriately managed and provides leading first aid and community services consistent with the culture and values of the Order of St John.

St John in South Australia, along with all the other St John States and Territories, provides a monthly contribution to the St John Ambulance national office to cover the costs of St John Australia being part of the international Order of St John and the common services provided by the National Office to States and Territories, including developing and maintaining training, assessment and e-learning resources, publications, cadet and junior resources and standards and guidelines, maintaining our RTO registration, undertaking new product development and managing the sourcing of first aid kits and equipment. St John South Australia benefits in that the costs of these functions are shared among all 8 States and Territories. The monthly contributions are calculated primarily on the first aid income of each of the St John State and Territory entities. South Australia’s contribution is 8.5% of the total national office budget.
Our people

Goals and competencies

With such a diverse membership, and one that covers almost all parts of the State, having robust systems in place to effectively support and monitor activity is critical to our success. Whilst Business Plans have been used in various areas previously, this year saw an ambitious, yet very successful, uptake of such formal planning processes within the Operations Branch. With the Strategic Plan as the focus, activities across St John were aligned with key outcomes. These in turn, cascaded as individual goals or KPIs at an individual level. This identified success measures for members as well as highlighting development required to make our Strategic Plan a success.

Within the paid membership, the process for appropriately evaluating and rewarding performance continued, and again, highlighting the importance of setting individual goals. A major exercise is also currently underway in identifying key competencies for all levels of staff and management. Once completed, it is hoped that this can be implemented within Operations Branch.

Work Health Safety

Whilst compliance with legislative requirements has always been an important element of how we do our work, this year saw the introduction of new Work Health Safety requirements. This important piece of legislation recognises volunteers effectively as “workers”, and wherever the work is undertaken, whether that be at Clipsal 500, the local church or at clients’ homes, is now considered as a “workplace”. This places a significant burden on us to ensure that effective measures are in place to mitigate any safety or health risks associated with our activities, which may be under external scrutiny as a result of this legislation.

With the recent appointment of an internal Health and Safety Consultant, such activities continue to gain prominence and awareness across the membership. Some of the activities previously undertaken have been questioned in this regard, and it is pleasing that the focus on “doing the right thing” continues to gain momentum. Associated with this, is a concerted effort to empower all members to take responsibility for their own safety and wellbeing, and through an extensive awareness raising campaign, including regular articles in the internal newsletter Open Airways, members are recognising the importance of such behaviour.

<table>
<thead>
<tr>
<th>Lost time injuries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations</td>
</tr>
<tr>
<td>volunteer members</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>Community Care</td>
</tr>
<tr>
<td>volunteer members</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>Paid members</td>
</tr>
<tr>
<td>4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Work Cover Injuries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Back/neck</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td>Arm/wrist/hand</td>
</tr>
<tr>
<td>–</td>
</tr>
<tr>
<td>Head/face</td>
</tr>
<tr>
<td>–</td>
</tr>
<tr>
<td>Leg/ankle/foot</td>
</tr>
<tr>
<td>3</td>
</tr>
<tr>
<td>Stress</td>
</tr>
<tr>
<td>–</td>
</tr>
<tr>
<td>Heart/major organs</td>
</tr>
<tr>
<td>–</td>
</tr>
</tbody>
</table>
Safe environment

Child protection continues to be one of the most important aspects of how St John operates, and when it comes to the safety, wellbeing and protection of the some 800 cadets and youth that make up St John, there is no compromise. Training and awareness raising of child protection activities and mandated notification has continued with all members dealing with young people required to participate. It is also intended that a formal review of these processes be undertaken next year. Our performance in this regard, as identified with the “Child Protection Scorecard” continues to be exemplary, but with the external focus on such behaviour, including a Royal Commission, it is important for us to demonstrate to all parties, whether internal or external, that we are serious about protecting our cadets.

Crimtrac

St John became an accredited user of Crimtrac, which allows us to conduct in-house criminal history checks for all members. In support of various pieces of legislation, including the Child Protection Act, all members will be required to have such checks conducted on at least a 3 yearly basis. In order to ensure the effectiveness of these checks, all members over the age of 18 were required to have a new criminal history check conducted.

Support for Members

St John became a signatory to the Defence Services Support Program, an exciting partnership where St John publicly acknowledges its support for all members, paid and volunteer, who are also active within the Defence Services reserves.

Greening

The strategic plan required us to commence raising awareness of greening activities within St John. Whilst this has always been an important element for how we conduct ourselves (not being wasteful or excessive), we are keen to minimise its environmental impact as much as is practicable. A survey of the membership identified a number of relatively straightforward and easily implementable strategies that could be introduced, and some have already been implemented. A more robust and far-reaching campaign is scheduled for 2013-14.
Sustainability

Central to our cause is the desire to have a positive influence on the communities of South Australia, and we recognize that this commitment extends much further and includes our environmental impact.

As such a reduced environmental footprint has a major place in our Strategic Plan 2012-17, and whilst it’s still early days some inroads have already been made:

- We embraced a ‘clean desk’ policy and moved away from a paper-based environment. All employees attended a group session to promote benefits and best practice, and follow-up sessions to ease the transition. Reduced paper usage, streamlined working practices, and reduced risk of information loss and confidentiality issues are all positive outcomes achieved.

- Ideas were invited from members to identify short term strategies to reduce environmental impact. Initiatives revolved around paper, energy and recycling and these will be incorporated into future planning.

- Extensive work has taken place to improve efficiencies and reduce paper trails resulting from a number of internal processes, for example expense reconciliations, which now take place electronically.

- Paper reductions have continued with 60% of training course certification distributed electronically, and a further 52% of training course confirmations sent electronically, significantly reducing paper consumption and associated production environmental impact.

- The move to embrace technology has been extended to Annual Reporting, with the 2012-13 Annual Report produced exclusively online.

- Environmentally friendly
- Longer shelf-life (permanent fixture of website)
- Digital content can be used in a number of ways
- Cost savings

- The Property Review understands the importance of environmental impact and will consider initiatives to reduce usage of resources alongside other factors.

- Longer-term it may be advantageous to undertake a wider environmental performance review to facilitate benchmarking and initiatives to mitigate environmental impacts of programs.
Financials

We are a social enterprise, meaning a not-for-profit that applies commercial strategies to generate funding for health and wellbeing programs, rather than maximising profits for shareholders.

This is achieved primarily through the delivery of training as a RTO and the sale of first aid products. Every dollar spent with St John enables us to provide community services like first aid care for the public, education initiatives, support for the underprivileged, social inclusion and youth development programs.

Statement of Comprehensive Income

<table>
<thead>
<tr>
<th>Description</th>
<th>2012-13 ($'000)</th>
<th>2011-12 ($'000)</th>
<th>2010-11 ($'000)</th>
<th>2009-10 ($'000)</th>
<th>2008-09 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>10,456</td>
<td>9,698</td>
<td>9,160</td>
<td>8,255</td>
<td>8,689</td>
</tr>
<tr>
<td>Expenses</td>
<td>10,424</td>
<td>9,222</td>
<td>8,046</td>
<td>8,524</td>
<td>8,657</td>
</tr>
<tr>
<td>Depreciation &amp; Abnormals</td>
<td>688</td>
<td>736</td>
<td>804</td>
<td>885</td>
<td>877</td>
</tr>
<tr>
<td>Surplus/(Deficit)</td>
<td>-655</td>
<td>-260</td>
<td>310</td>
<td>-1,154</td>
<td>-845</td>
</tr>
<tr>
<td>Net Gain/(Loss) on disposal of Property, Plant and Equipment</td>
<td>227</td>
<td>3,046</td>
<td>865</td>
<td>295</td>
<td>-116</td>
</tr>
<tr>
<td>Surplus/(Deficit) for the year</td>
<td>-428</td>
<td>2,786</td>
<td>1,175</td>
<td>-859</td>
<td>-961</td>
</tr>
<tr>
<td>Other Comprehensive Income</td>
<td>727</td>
<td>-512</td>
<td>285</td>
<td>-592</td>
<td>-592</td>
</tr>
<tr>
<td>Surplus/(Deficit) for 2012-13</td>
<td>299</td>
<td>2,274</td>
<td>1,460</td>
<td>-1,451</td>
<td>-1,553</td>
</tr>
</tbody>
</table>

The net result for the financial year ended 30 June 2013 was a deficit of $655,196 compared to the budgeted deficit of $1,314,957 (before gain on disposal of property, plant and equipment and change in fair value of investments). This was a decrease from last year’s deficit of $260,300.
Where our money comes from - revenue

We received operating revenue of $10,456,348 during 2012-13, $758,620 or 8% more than in the previous year. Compared to budget, operating revenue was 4% below expectations due to lower training fees and event fees received.

<table>
<thead>
<tr>
<th>Revenue By Category</th>
<th>2012-13</th>
<th>Percentage</th>
<th>2011-12</th>
<th>2010-11</th>
<th>2009-2010</th>
<th>2008-09</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training Fees</td>
<td>5,939</td>
<td>57%</td>
<td>5,792</td>
<td>5,341</td>
<td>4,895</td>
<td>5,131</td>
</tr>
<tr>
<td>Merchandising</td>
<td>1,815</td>
<td>17%</td>
<td>1,542</td>
<td>1,593</td>
<td>1,451</td>
<td>1,389</td>
</tr>
<tr>
<td>Fundraising &amp; Donations</td>
<td>166</td>
<td>2%</td>
<td>139</td>
<td>568</td>
<td>597</td>
<td>610</td>
</tr>
<tr>
<td>Event Fees</td>
<td>397</td>
<td>4%</td>
<td>433</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Grants</td>
<td>1,019</td>
<td>10%</td>
<td>840</td>
<td>676</td>
<td>677</td>
<td>694</td>
</tr>
<tr>
<td>Investments</td>
<td>595</td>
<td>6%</td>
<td>664</td>
<td>457</td>
<td>367</td>
<td>592</td>
</tr>
<tr>
<td>Bequests</td>
<td>154</td>
<td>1%</td>
<td>63</td>
<td>246</td>
<td>18</td>
<td>58</td>
</tr>
<tr>
<td>Other</td>
<td>372</td>
<td>3%</td>
<td>225</td>
<td>279</td>
<td>250</td>
<td>215</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10,456</strong></td>
<td><strong>100%</strong></td>
<td><strong>9,698</strong></td>
<td><strong>9,160</strong></td>
<td><strong>8,255</strong></td>
<td><strong>8,689</strong></td>
</tr>
</tbody>
</table>

The largest contributions to revenue were provided by the social enterprise activities - training fees and merchandising sales, which accounted for 74% of all revenue received. Of the other revenue sources, grants accounted for 10% of the revenue received, investments 6% and event fees 4%.

Training fees for 2012-13 increased by 3% on last year following a 5% price increase applied to our First Aid training courses effective late July 2012. In addition, the fees we received from on-site courses increased by 9% from last year, with these courses now accounting for 33% of our total training fees. However, the current year’s training fees fell 6% short of the budgeted target due the impacts of increasing competition, course mix changes, lower attendee numbers, more flexible pricing arrangements in response to competitors under cutting prices and delays in scheduling newly created courses. Competitor behaviour is being closely monitored, particularly with regards to on-line learning and the prices being charged. In response, the course prices being charged for 2013-14 have been kept at 2012-13 levels.

Merchandising Income for 2012-13 increased by 18% from last year and 5% from the current year's budget. These increases were driven by our success in winning the contract to supply Clipsal with 4,554 kits. Economic conditions together with increased competitor activity within the market place also impacted on the level of sales generated and margins achieved.

Grant income for 2013-13 increased by 21% on last year due to HACC transitional funding received and by 3% on the current year’s budget representing CPI increases. Investment income decreased by 10% from last year due to a reduction in managed investment fund distributions, whilst event fees also decreased from last year by 8%. Event contributions over 2012-13 averaged $3.28 per hour for the hours provided by volunteers at all events across SA. In comparison, average event contributions over 2011-12 were $4.32 per hour.
Where our money goes - expenses

Total expenses were $11,111,547 during 2012/13, $1,153,966 or 12% more than in the previous year. Compared to budget, operating expenses were 9% below expectations due to lower personnel and administration related costs.

<table>
<thead>
<tr>
<th>Expenses By Category</th>
<th>2012-13</th>
<th>Percentage</th>
<th>2011-12</th>
<th>2010-11</th>
<th>2009-2010</th>
<th>2008-09</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Oncosts</td>
<td>5,241</td>
<td>47%</td>
<td>4,757</td>
<td>4,154</td>
<td>4,120</td>
<td>4,285</td>
</tr>
<tr>
<td>Merchandising</td>
<td>753</td>
<td>7%</td>
<td>603</td>
<td>621</td>
<td>783</td>
<td>708</td>
</tr>
<tr>
<td>Property</td>
<td>674</td>
<td>6%</td>
<td>576</td>
<td>510</td>
<td>539</td>
<td>541</td>
</tr>
<tr>
<td>Marketing</td>
<td>509</td>
<td>4%</td>
<td>452</td>
<td>375</td>
<td>386</td>
<td>427</td>
</tr>
<tr>
<td>Operational</td>
<td>1,308</td>
<td>12%</td>
<td>988</td>
<td>1,045</td>
<td>943</td>
<td>1,035</td>
</tr>
<tr>
<td>Administration</td>
<td>1,743</td>
<td>16%</td>
<td>1,704</td>
<td>1,215</td>
<td>1,597</td>
<td>1,511</td>
</tr>
<tr>
<td>Finance</td>
<td>195</td>
<td>2%</td>
<td>141</td>
<td>126</td>
<td>156</td>
<td>150</td>
</tr>
<tr>
<td>Depreciation</td>
<td>688</td>
<td>6%</td>
<td>736</td>
<td>804</td>
<td>885</td>
<td>877</td>
</tr>
<tr>
<td>Total</td>
<td>11,112</td>
<td>100%</td>
<td>9,958</td>
<td>8,850</td>
<td>9,409</td>
<td>9,534</td>
</tr>
</tbody>
</table>

Salaries and oncosts comprised 47% of our total outlays of which 53% relates to the social enterprise activities, 23% relates to the program delivery activities and 24% relates to the support staff activities. Merchandising, operational and administration based expenses are our other main expense categories, collectively comprising a further 34% of all expenses.

Salaries and oncosts for 2012-13 increased by 10% on last year due to a 3.5% salary increase for EBA staff, non EBA staff salary increases in line with reviews and market recommendations, and the growth in FTE employee numbers of 2.8 over the past year. However, the current year’s salaries and oncosts were 11% below budget due to lower FTE employee numbers. As at year end, FTE employee numbers were 10.8 below budget.

Merchandising costs increased by 25% from last year and were 22% above budget reflecting the contract won during 2012-13 to supply 4,554 kits to Clipsal. Profit margins on kits and componentry decreased by 2% and increased by 3% respectively from the prior year. Operational expenses include vehicle, asset and event management, and these expenses increased by 32% from last year and were 2% above the current year’s budget. Administration related expenses increased by 2% from last year but were 19% lower than the current year’s budget mainly due to the deferral of the IT strategy implementation.

The remaining 18% of expenses comprised spend associated with property including all occupancy related costs, marketing and finance, as well as depreciation on property, plant and equipment assets.
Abnormals

St John sold two properties for proceeds totalling $288,750. This resulted in a gain on disposal of $250,101. The property sales included Penola and Tailem Bend to the South Australian Ambulance Service. These property sales relate to rights exercised by both organisations as agreed and following St John’s separation from ambulance services in 1992-1993.

Statement of financial position

<table>
<thead>
<tr>
<th>Description</th>
<th>2012-13 ($’000)</th>
<th>2011-12 ($’000)</th>
<th>2010-11 ($’000)</th>
<th>2009-10 ($’000)</th>
<th>2008-09 ($’000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assets</td>
<td>20,477</td>
<td>19,815</td>
<td>17,202</td>
<td>15,749</td>
<td>15,733</td>
</tr>
<tr>
<td>Liabilities</td>
<td>2,483</td>
<td>2,120</td>
<td>1,781</td>
<td>1,788</td>
<td>1,340</td>
</tr>
<tr>
<td>Equity</td>
<td>17,994</td>
<td>17,695</td>
<td>15,421</td>
<td>13,961</td>
<td>14,393</td>
</tr>
</tbody>
</table>

What we own - assets

The major components of our assets include:

- Property, vehicles, plant and equipment,
- Cash assets, including short term investments,
- Receivables,
- Inventory, and
- Long term investments.

Together, these assets account for $20.5m as at 30 June 2013. This represents an increase of $0.7m or 3% from last year, and non-current assets comprised 59% of this total.

Asset values increased within receivables due to the impact of an accounting interpretation change when recognising training related debtors (now based on the date of the invoice being raised rather than on when the course has been completed) and within long term investments reflecting capital and income growth in our Managed Investment Fund.

As at 30 June 2013, the market value of our investment portfolio was $7.5m, reflecting a net increase in market value from 30 June 2012 of $0.9m. This increase is reported as an increase in the asset revaluation reserve of St John. The total return after fees over the prior 12 month period was 14.62%.
What we owe - liabilities

Our liabilities were worth $2.5m as at 30 June 2013, an increase of $0.4m compared to 2011-12. Of this, current liabilities comprise 97%.

The increase in liabilities is due to increases in employee provisions due to the growth in staff numbers and to staff not taking their full leave entitlements during the financial year, and to increases within other current liabilities due to the impact on income in advance resulting from the accounting interpretation change when recognising training related debtors.

What we are worth - equity

Equity reflects our net assets less liabilities. The balance of equity as at 30 June 2013 was $18.0m, $0.3m higher than in 2011-12, due to an increase in the fair value reserve of $0.7m partly offset by the operating deficit for the year of $0.4m including property disposals.

Statement of cash flows

<table>
<thead>
<tr>
<th>Description</th>
<th>2012-13 ($’000)</th>
<th>2011-12 ($’000)</th>
<th>2010-11 ($’000)</th>
<th>2009-10 ($’000)</th>
<th>2008-09 ($’000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash flows from operating activities</td>
<td>-789</td>
<td>-386</td>
<td>12</td>
<td>-817</td>
<td>-1,010</td>
</tr>
<tr>
<td>Cash flows from investing activities</td>
<td>151</td>
<td>3,258</td>
<td>729</td>
<td>691</td>
<td>259</td>
</tr>
<tr>
<td>Cash flows from financing activities</td>
<td>331</td>
<td>203</td>
<td>814</td>
<td>615</td>
<td>668</td>
</tr>
<tr>
<td>Net Increase / (Decrease) in Cash Held</td>
<td>-307</td>
<td>3,075</td>
<td>1,555</td>
<td>489</td>
<td>-83</td>
</tr>
<tr>
<td>Cash at Beginning of Financial Year</td>
<td>6,998</td>
<td>3,923</td>
<td>2,368</td>
<td>1,879</td>
<td>1,962</td>
</tr>
<tr>
<td>Cash at End of Financial Year</td>
<td>6,691</td>
<td>6,998</td>
<td>3,923</td>
<td>2,368</td>
<td>1,879</td>
</tr>
</tbody>
</table>

The Cash Flow Statement provides information on the movement of cash in and out of our organisation during the year. Net cash used by operating activities during 2012-13 was $0.8m. As at 30 June 2013, our cash balances were $6.7m.
Independent auditor’s report to the members of St John Ambulance Australia SA Incorporated

Report on the financial report
The accompanying summary financial statements of St John Ambulance Australia SA Incorporated comprising the balance sheet as at 30 June 2013, statement of comprehensive income and the statement of cash flows for the year then ended, and the statement by the Board of Directors are derived from the audited financial report of St John Ambulance Australia SA Incorporated for the year ended 30 June 2013. We expressed an unmodified auditor’s opinion on that financial report in our auditor’s report dated 26 September 2013.

The summary financial statements do not contain all the disclosures required by Australian Accounting Standards. Reading the summary financial statements, therefore is not a substitute for reading the audited financial report of St John Ambulance Australia SA Incorporated.

Director’s responsibility for the summary financial statements
The director’s are responsible for the preparation of the summary of the audited financial report.

Auditor’s responsibility
Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Australian Auditing Standard ASA810 Engagements to Report on Summary Financial Statements.

Auditor’s opinion
In our opinion, the summary financial statements derived from the audited financial report of St John Ambulance Australia SA Incorporated for the year ended 30 June 2013 are consistent in all material respects, with that audited financial report.

Basis of Accounting and Restriction on Distribution and Use
The summary financial statements have been prepared for inclusion in the 2013 Annual Report of St John Ambulance Australia SA Incorporated. As a result, the summary financial statements may not be suitable for another purpose. Our report is intended solely for the members of St John Ambulance Australia SA Incorporated.

PricewaterhouseCoopers

Kevin Reid
Partner

Liability limited by a scheme approved under Professional Standards Legislation.
St John Ambulance Australia SA Inc
Statement by the Board of Directors
30 June 2013

In the opinion of the Board of St John Ambulance Australia SA Incorporated the attached summary financial report for the financial year ended 30 June 2013 has been derived from or is consistent with the full financial report for the financial year.

Dated at Adelaide this 26th day of September 2013

Signed in accordance with a resolution of the Board

[Signature]

Mr Andrew McLachlan CSC
Chairman

Adelaide
Date: 26/9/2013

A copy of the full set of financial statements and Auditor’s full statement is available on request from:

St John Ambulance SA Inc.
85 Edmund Avenue, Unley
South Australia 5061
Telephone: 8306 6999
Email: stjohn@stjohnsa.com.au
### St John Ambulance Australia SA Inc
### Statement of comprehensive income
### For the year ended 30 June 2013

<table>
<thead>
<tr>
<th></th>
<th>30 June 2013</th>
<th>30 June 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>8,773,217</td>
<td>8,173,456</td>
</tr>
<tr>
<td>Other income</td>
<td>1,877,927</td>
<td>1,681,283</td>
</tr>
<tr>
<td>Cost of sales</td>
<td>(753,078)</td>
<td>(603,302)</td>
</tr>
<tr>
<td>Employee expenses</td>
<td>(5,218,410)</td>
<td>(4,748,164)</td>
</tr>
<tr>
<td>Depreciation and amortisation expense</td>
<td>(687,864)</td>
<td>(735,895)</td>
</tr>
<tr>
<td>Administrative expenses</td>
<td>(4,646,988)</td>
<td>(4,027,678)</td>
</tr>
<tr>
<td>Net gain on disposal of property, plant and equipment</td>
<td>227,388</td>
<td>3,046,132</td>
</tr>
<tr>
<td><strong>Profit for the year</strong></td>
<td>(427,808)</td>
<td>2,785,832</td>
</tr>
</tbody>
</table>

### Other comprehensive income
*Items that may be reclassified to profit or loss*

<table>
<thead>
<tr>
<th></th>
<th>30 June 2013</th>
<th>30 June 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changes in the fair value of available for sale investments</td>
<td>727,112</td>
<td>(511,747)</td>
</tr>
</tbody>
</table>

*Items that will not be reclassified to profit or loss*

<table>
<thead>
<tr>
<th></th>
<th>30 June 2013</th>
<th>30 June 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

### Other comprehensive income for the year, net of tax

<table>
<thead>
<tr>
<th></th>
<th>30 June 2013</th>
<th>30 June 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>727,112</td>
<td>(511,747)</td>
</tr>
</tbody>
</table>

### Total comprehensive income for the year

<table>
<thead>
<tr>
<th></th>
<th>30 June 2013</th>
<th>30 June 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>299,304</td>
<td>2,274,085</td>
</tr>
</tbody>
</table>

*The above statement of comprehensive income should be read in conjunction with the accompanying notes.*
### St John Ambulance Australia SA Inc

**Balance sheet**

**As at 30 June 2013**

<table>
<thead>
<tr>
<th></th>
<th>30 June 2013</th>
<th>30 June 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>6,690,916</td>
<td>6,997,362</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>800,919</td>
<td>552,346</td>
</tr>
<tr>
<td>Inventories</td>
<td>160,005</td>
<td>122,878</td>
</tr>
<tr>
<td>Available for sale financial investments</td>
<td>746,175</td>
<td>924,600</td>
</tr>
<tr>
<td>Accrued income</td>
<td>97,850</td>
<td>84,232</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>8,495,865</td>
<td>8,681,418</td>
</tr>
<tr>
<td><strong>Non current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Available for sale investments</td>
<td>6,707,540</td>
<td>5,580,283</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>5,183,005</td>
<td>5,442,033</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>90,974</td>
<td>110,905</td>
</tr>
<tr>
<td><strong>Total non current assets</strong></td>
<td>11,981,519</td>
<td>11,133,221</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>20,477,384</td>
<td>19,814,639</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>30 June 2013</th>
<th>30 June 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>1,698,727</td>
<td>1,443,364</td>
</tr>
<tr>
<td>Provisions</td>
<td>699,437</td>
<td>603,477</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>2,398,164</td>
<td>2,046,841</td>
</tr>
<tr>
<td><strong>Non current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provisions</td>
<td>84,998</td>
<td>72,880</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>2,483,162</td>
<td>2,119,721</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td>17,994,222</td>
<td>17,694,918</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>EQUITY</strong></th>
<th>30 June 2013</th>
<th>30 June 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reserves</td>
<td>6,483,928</td>
<td>5,451,616</td>
</tr>
<tr>
<td>Retained earnings</td>
<td>11,510,294</td>
<td>12,243,302</td>
</tr>
<tr>
<td><strong>Total equity</strong></td>
<td>17,994,222</td>
<td>17,694,918</td>
</tr>
</tbody>
</table>

*The above balance sheet should be read in conjunction with the accompanying notes.*
### Cash flows from operating activities

<table>
<thead>
<tr>
<th>Description</th>
<th>30 June 2013</th>
<th>30 June 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receipts in course of operations</td>
<td>7,694,959</td>
<td>6,655,915</td>
</tr>
<tr>
<td>Payments in course of operations</td>
<td>(9,888,882)</td>
<td>(8,314,573)</td>
</tr>
<tr>
<td>Proceeds from grants</td>
<td>1,019,035</td>
<td>839,526</td>
</tr>
<tr>
<td>Event fees</td>
<td>386,364</td>
<td>432,986</td>
</tr>
<tr>
<td><strong>Net cash (outflow)/inflow from operating activities</strong></td>
<td><strong>(788,524)</strong></td>
<td><strong>(386,146)</strong></td>
</tr>
</tbody>
</table>

### Cash flows from investing activities

<table>
<thead>
<tr>
<th>Description</th>
<th>30 June 2013</th>
<th>30 June 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payments for property, plant and equipment</td>
<td>(478,138)</td>
<td>(415,029)</td>
</tr>
<tr>
<td>Proceeds for intangibles</td>
<td>(37,823)</td>
<td>-</td>
</tr>
<tr>
<td>Proceeds from disposal of property, plant and equipment</td>
<td>334,444</td>
<td>3,388,955</td>
</tr>
<tr>
<td>Dividends and other distributions</td>
<td>49,632</td>
<td>53,780</td>
</tr>
<tr>
<td>Interest received</td>
<td>283,230</td>
<td>230,316</td>
</tr>
<tr>
<td><strong>Net cash inflow from investing activities</strong></td>
<td><strong>151,345</strong></td>
<td><strong>3,258,022</strong></td>
</tr>
</tbody>
</table>

### Cash flows from financing activities

<table>
<thead>
<tr>
<th>Description</th>
<th>30 June 2013</th>
<th>30 June 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proceeds from donors, bequests and fundraising</td>
<td>330,733</td>
<td>202,769</td>
</tr>
<tr>
<td><strong>Net cash inflow from financing activities</strong></td>
<td><strong>330,733</strong></td>
<td><strong>202,769</strong></td>
</tr>
</tbody>
</table>

### Net increase (decrease) in cash and cash equivalents

<table>
<thead>
<tr>
<th>Description</th>
<th>30 June 2013</th>
<th>30 June 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents at the beginning of the financial year</td>
<td>6,997,362</td>
<td>3,922,717</td>
</tr>
<tr>
<td><strong>Cash and cash equivalents at end of year</strong></td>
<td><strong>6,690,916</strong></td>
<td><strong>6,997,362</strong></td>
</tr>
</tbody>
</table>

*The above statement of cash flows should be read in conjunction with the accompanying notes.*
Volunteer Charter

St John recognises that volunteers are the heart of the organisation, providing an invaluable service to the Australian community through the generous gift of their time and expertise.

In appreciation of this contribution, St John will:

- Value and recognise volunteer contribution
- Encourage a fair, respectful, diverse and inclusive volunteer culture
  - Develop a safe, healthy and secure work environment
  - Provide effective induction and ongoing training
  - Support clear channels of communication
    - Listen to and act upon feedback
- Implement policies and procedures that support volunteers

St John Volunteers will:

- Uphold the values of fairness, respect, diversity and inclusion
- Contribute to a safe, healthy and secure work environment
  - Undertake the training required to perform their role
  - Respect all St John related confidential information
- Contribute to St John by providing feedback
- Follow St John policies and procedures
Four documents comprise the 2012-13 Annual Report:

- What we do
- Governance
- Year in review
- Strategy
Four distinct reports make up the Annual Report and should be viewed jointly for a full picture of achievement, governance standards, activity and long-term aspirations.

What we do        Governance        Year in review        Strategic plan

Bringing impact to life
Throughout the online Annual Report you’ll find video stories of our work within communities and the positive effect this has on lives - click to play.

You will also see links like this, and QR codes linking to more information on our website.

Using QR codes on your smartphone:
1. Download QR code reader from App Store or Play Store
2. Scan the code
3. Learn
Letter from the CEO

In an environment of shifting demand, sector reform and tough economic competitiveness St John and its members have performed admirably through a hectic and rewarding year.

The introduction of the Strategic Plan provided a framework for a great number of review and improvement initiatives which at the end of the first year are bearing fruit. Internal processes have been streamlined, service and sustainability reviews have taken place, governance processes have been strengthened, and technology has been given a greater role in effective day-to-day activity.

The plan has also allowed us to prepare for emerging issues, particularly the tightening of legislation across the not for profit sector. Pleasingly our focus on open and transparent reporting has positioned us well amongst our peers as a credible, more accountable organisation. Importantly St John was recognised for this significant body of work, winning three industry standard reporting accolades.

The integration of Strategic Plan activity into Business Unit Plans has allowed this work to take place in a structured and value driven environment. Specific outcomes from year one activity can be viewed within the Progress against objectives 2012–2013 section.

Of course this far-reaching Strategic Plan activity does not occur without some degree of uncertainty, and brings with it challenges in the way these changes are introduced to our members. In recognition a new approach to change management branded ‘Now to WOW’ was introduced to support, inform and engage all members, and this activity will continue throughout the Strategic Plan implementation period.

As a not for profit organisation we rely primarily on self-generated training and product sales to fund charitable services. Prevailing economic conditions continue to affect revenue streams. St John must remain steadfast in the retention of our existing client base and in finding relevance with new clients. The inclusion of dashboard reporting, and longer term the introduction of Business Intelligence analytical tools, have allowed us to forward plan and enabled us to perform more nimbly to any variance.

A priority during the year has been the development of alliances, most notably with the RAA, Defence Teaming Centre, Zoos SA, National Pharmacies, SA Chamber of Mines & Energy and StatewideSuper. This provides their members with favourable access to St John products and training courses, and takes our influence to more people, workplaces and vehicles, across the state.

We acknowledge the need to further diversify revenue streams and have already started work on how this can be achieved. This fact was further exemplified by the sudden withdrawal by the Government of support for St John’s State Emergency Response capacity, which following a series of meetings with the Minister for Health & Ageing was subsequently restored. Although a confronting issue at the time, the media coverage and public outcry demonstrated the intense community support for St John and our services.

A particular highlight was the introduction of the First Aid in Primary Schools program which expands our reach into schools across the state, supporting our ultimate mission to empower and support South Australian community through the provision of first aid response and social care. Clearly St John services match community need; however the decline of funding by Home & Community Care for the expansion of metropolitan Community Care services was a disappointment. This has highlighted that there is still work to do in improving our grant application process.
How St John will look and the services to be provided in regional areas also came under scrutiny this year. An exhaustive Regional review exercise was conducted with input from the local communities of the South East and Upper Spencer Gulf providing valuable input. The result of these reviews was clear; there are many different needs of the communities in these areas, and St John is prepared to work with local people to meet these challenges head on. Specific gaps identified within these communities related to health, patient transport, wellbeing, community resilience and youth development – all areas that St John has expertise and is well-credentialed to bring to life services in these arenas.

The creation of a new and dedicated portfolio, Programs and Community Engagement, was an important step for St John in recognising and affording resources and responsibility to this area. The impact of the work undertaken in this area has already had significant impact with clinical governance, community engagement and expansion of first aid services having raised profiles within and outside of St John.

I can already see that the year ahead will be just as busy as we challenge ourselves to continually improve. I am confident in our people and our organisation to meet these challenges head on, and to emerge a stronger, more relevant organisation, here not just for today but into the years ahead.

I thank sincerely all members who have each contributed to the overwhelming achievements of St John, and I look forward to another year of achievement.

Sharyn Mitten
Chief Executive Officer
Cadet Leader and Cadet of the Year
Danika Crolla named Cadet, and Emma Adams named Cadet Leader of the Year for their outstanding drive, energy and achievements within the youth ranks
July 2012

RAA
We joined forces to give 660,000 RAA members greater access to St John First Aid training and kits, working towards a safer environment for all road users
August 2012

Royal Adelaide Show
First Aid and Healthcare services provided at South Australia’s biggest annual event, held over nine days with hundreds of thousands of event goers
192 St John members
686 Clinical treatments
4 Patients transported to hospital
639 Non-clinical treatments
September 2012

Cadet Camp
203 youth members attended an action packed annual recreational camp at Angaston to develop leadership and social skills, experience team bonding, and most importantly have fun!
October 2012

$200,000
Intense lobbying and overwhelming public support leads to renewed State Government commitment to St John’s State Emergency Disaster Response capacity
October 2012

Awards Day
78 members receive service awards for outstanding contribution to the organisation, including David Heard for 62 years of service
October 2012

Schoolies
First Aid and Healthcare services provided for up to 10,000 enthusiastic Year 12 school leavers celebrating the end of school!
207 members
465 Clinical treatments
5 Patients transported to hospital
November 2012

Australia v India Cricket Test match
First Aid and Healthcare services provided for the thousands of local, interstate and national cricket fans
79 members
87 Clinical treatments
201 Non-clinical treatments
November 2012

STRATEGIC PLAN
Strategic Plan launched to focus activity and resources over the next five years
November 2012

Audit & Compliance Committee
Operating committee of the Board established with oversight of regulatory compliance and risk management
December 2012

1,100
Community first aid kits distributed to St John members with the help of AHA and SAFECOM to enhance community resilience
February 2013

100
COMMUNITY SUPPORT PARTNERS
Businesses supporting our work by partnering as a CSP and choosing St John as their preferred supplier
February 2013

Speed mentoring
21 youth members (18-25) connected with community leaders and professionals for guidance and career counselling
February 2013
WEBSITE
We launched our new website to provide accessible information to stakeholders, and an improved training bookings and shop facility
www.stjohnsa.com.au
March 2013

CLIPSAL 500
Our biggest event, SA Premier Jay Weatherill experiences first aid and patient care for 286,500 racegoers
Over the four days of Clipsal, St John contributed 4,500 volunteer hours, with 81 volunteers at any one time trackside providing first aid care to the thousands of fans who pack the circuit

Treatments Non-clinical treatments
Thursday 45 852
Friday 86 2800
Saturday 105 3583
Sunday 183 5792
March 2013

4,450 KITS
We designed a co-branded workplace first aid kit for Club Clipsal members
March 2013

REPORTING AWARDS
Runner-Up and Most Improved in the $5m to $30m revenue category in the 2012 PwC Transparency Awards for the quality and transparency of our reporting
April 2013

Now to WOW!
Dedicated communications branded Now to WOW introduced to let our members know about Strategic Plan projects, to share information, encourage participation and open up two-way conversation
April 2013

Leadership forum
More than 80 leaders from volunteer First Aid Services across the State took part in a 2 day workshop aimed to develop the important skills of communication, self-awareness, teamwork and leadership
April 2013

Partnering to save lives
St John, Bendigo Bank and Lions Club provide two community defibrillators, giving locals unrestricted access to equipment that could change the outcome of an emergency. Located at Robe Golf Club & Robe Pharmacy
April 2013

MUSEUM
The St John Museum & Research Centre reopens in dedicated premises, keeping our history alive for all to enjoy
May 2013

Indigenous training
Kicked off a First Aid education program for indigenous persons in the Iron Triangle, subsequently widened to the broader community, supported by Federal and State Governments
May 2013

CRIMTRAC
Has allowed internal criminal history checks and cut down administration time
June 2013

WE DID IT AGAIN!
We received a Bronze Award in the 2013 Australasian Reporting Awards as further endorsement of our work toward open and honest reporting
June 2013

Migrant training
A SAFECOM grant enabled us to develop and deliver first aid training to 200 migrants in the City of Playford area, and distribute 200 first aid kits
June 2013

First Aid in Schools
Launch of new program to equip thousands of primary school children with vital first aid skills
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June 2013

CRIMTRAC
Has allowed internal criminal history checks and cut down administration time
June 2013
First aid & healthcare services

Operations Branch
I have great pleasure in presenting the Operations Branch report and highlights of activities during the 2012-13 financial year.

Operations in South Australia
As we all in St John have our attention focused on continuing to achieve our individual goals, sometimes it may appear as if we have not progressed some of our planned objectives. To some extent this is true, with unpredicted, but important circumstances effectively changing the organisation’s priorities. For Operations, under the leadership of the State Superintendent, we have achieved much this year, ensuring we operate in a contemporary business manner particularly in relation to our five year plan and its alignment with the organisation’s Strategic Plan.

Some of our achievements include:
New uniform items (Akubra hats, short-sleeve shirts), increased distribution of Responder First Aid Kits and new Drug Kits in accordance with our Clinical Professional Guidelines.

Every adult member across all Branches has now been provided with a personal First Aid Kit to carry in their motor vehicle or placed within their home. This initiative has furthered St John’s capacity – where our volunteers are equipped to assist at vehicle accidents or simply within their local precinct.

Further, mentoring programs, Divisional visits and supportive performance appraisals have been introduced. Also, new recruiting strategies, including targeted recruitment campaigns, centralised induction nights, updated “new member” packs and new promotional material - all of which are proving successful and have seen an upswing in new members joining St John.

We have increased the number of members with qualifications of Event Team Leader and Commander status through the Bronze Commander Program. The National annual re-accreditation skills maintenance program included this year a compulsory Complex Integrated Scenario for all First and Advanced Responders, assessed by specifically accredited trainers – a process to ensure all Responders have effective skills to manage multiple casualty, multiple medical condition circumstances which are essential to our event and State disaster response commitments.

Similarly, our State Health Care Professionals Group have been engaging with our many Healthcare Professionals to ensure that those attending events are appropriately accredited/credentialed. As a result of this work we have seen the implementation of the very successful Medical Intervention Teams at high risk/acuity events such as Schoolies and Big Day Out, where, for example, a senior consultant joins with a junior doctor, nurse/paramedic and an Advance Responder to provide hospital level care at St John facilities - the objective being (where appropriate) to alleviate the need for patients to present to a hospital emergency department.

Much work has also been focused throughout the year towards ensuring that the introduction of future impacts on Operations processes and procedures will be understood and supported by our members. Some 80 members identified as potential future leaders for Operations Branch enthusiastically attended the professionally delivered ‘Leadership Forums’ and the ‘Now to WOW’ workshop. This enabled some future initiatives to be presented and an opportunity for all to provide input as well as learn the skills necessary for the leadership opportunities which they are encouraged to pursue.

Operations Branch, in fulfilling its primary commitment to public duties, was once again accomplished by the extraordinary effort and dedication by members from across the state. This ensured that all of our public commitments were fulfilled in a professional and efficient manner.
The high risk/large attendance **major events** involved planning and coordination at a State level. In this regard, our unique capacity to fulfill our service level requirements with a ‘tailored’ mix of members comprising First and Advanced Responders and Professional Officers (ie Doctors, Nurses and Paramedics) assured event organisers that all patients were treated meticulously with the majority managed to the extent that there was no need for attendance at an emergency department. Equally, low acuity patients that did require further care and assessment in a healthcare facility were transported in our ambulances by our specifically qualified Patient Transport Crews.

St John believes that this capability is of great benefit to State Government in lowering the number of patients who would normally present at the emergency department of major hospitals and also avoiding the need for the statutory ambulance service’s emergency fleet to be interrupted for ‘minor’ patient carries.

Collectively, the aim of St John Ambulance at major events is to:
- Promote event safety and community resilience through established planning, risk mitigation and public emergency management processes
- Reduce emergency impact on local health and emergency services
- Provide a structured command, communications and logistics capacity including a defined escalation strategy
- Provide public health surveillance through trend monitoring in accordance with established protocols

The other important commitment for St John is the continued availability of our First Response Mobile Units and Divisions being continuously prepared to respond to any incidents or emergencies initiated under the **State Emergency Management Plan**. St John heads-up the Ambulance and First Aid Functional Service, First Aid Functional Group and is responsible for prescribed roles. Additionally, in support of this commitment, our senior officers are representatives of the State Response Advisory Group, State Recovery Committee, State Search & Rescue Committee and the Emergency Services Major Event Coordinating Committee.

**The future**
Effective and modern operational equipment plays a critical part in the provision of St John first aid and patient health care services. Throughout the year, we have continued to identify our required resources and the development of replacement plans. The endeavor is to have all of our Divisions with access to identical equipment (including for training) that is compliant with standards and importantly, WHS requirements.

The identification of a vehicle successor to current Ford Transit has continued. The majority of our fleet is near the end of their economic life and replacement vehicle availability is essential. However, the cost involved will be significant, in the order of $130,000 for each vehicle; to be innovatively sourced in the near future.

Many members took the opportunity to provide feedback on the model and livery of our prototype vehicle, Fleet 180. Consequently, many of the suggestions will be incorporated in a second prototype vehicle which will be delivered soon. This new vehicle is a Mercedes Sprinter model and member input will again be sort to ‘design’ the rear patient compartment, incorporating the latest in contemporary stretchers.
The year ahead sees much opportunity to review and improve, as well as some challenges to overcome which I have no doubt will result in a stronger Operations Branch.

The changes include:
- Relocation of Divisions to ‘St John Community Centres’
- Vehicle fleet replacement, location and management plans to meet communities’ needs
- Risk, governance and financial management policies and procedures to comply with the national not-for-profit/Charities Act
- Centralisation to State Office of many Operations specific administrative processes

I am confident that we can meet these challenges with vigour and enthusiasm which will see us extend our services for the benefit of the SA community.

Thank you
In conclusion, I extend a sincere thank you to:
- State Superintendent, Peter Jackson for his excellent work in ensuring our business processes and the skills of senior officers are commensurate with contemporary practice
- Every adult and Cadet member for all your dedicated work and in contributing to the ongoing success of Operations Branch
- Board members for their compassion and dedication towards an efficient and effective Operations Branch
- Support staff at the State Office
- Our Deputy Prior, His Excellency Rear Admiral Kevin Scarce AC CSC RANR, Governor of South Australia for his active involvement in our formal activities and particularly for his encouragement of our youth members.

I look forward to the coming year and the challenges it brings, Operations Branch, the needs of our members and the voluntary work that we provide to the South Australian community.

Ray Greig OAM KStJ
Commissioner
Ray Greig OAM KStJCommissioner
I am pleased to report another successful year of service to our community through St John Community Care social inclusion programs. Our volunteers continue to give so willingly and generously of their time and skills which enable people in the community to continue to be as self-sufficient as possible, contribute, achieve, learn and teach in a way that is meaningful and fulfilling to them.

We now offer four programs, the newest being First Aid in Primary Schools which officially commenced in early 2013 and is exceptionally well received by our State educators. First Aid in Schools was officially launched by the Governor of South Australia in June following the commencement of this program in April 2013, and is designed to deliver free first aid training to primary schools in South Australia.

St John volunteers and non-volunteer trainers will visit schools throughout Adelaide and empower students with First Aid skills so they are ready to save a life in the event of an emergency.

The program has 4 modules across primary schools. The First Aid learning is age-appropriate and integrates with the South Australian Curriculum, Standards and Accountability Framework (SACSA) which is the curriculum used in government schools for Reception to Year 8 subjects.

The Circle of Friends Program continues to prosper and has drawn favourable media attention through its successful Treasured Stories. These are compiled by dedicated volunteers who work for up to one year to enable their client to achieve the goal of telling and recording their life’s story. Wherever possible a celebratory event is held when the story is complete and clients are presented with their booklet.

With a person-centred approach our Community Care programs continue to offer services in multiple ways, promoting independence and building community resilience through flexible tailored social support. This allows for natural friendships to develop which is the secret of our success.

Our Community Care and Circle of Friends programs embrace cultural diversity with approximately 39% of our client base migrating to Australia.

Project Survival continues to receive referrals from a broad range of Support Services who understand the value of the provision of basic first aid skills to the vulnerable people they support.

Due to the growth of Community Care social inclusion programs a Team Leader was appointed to support our team of Co-ordinators and support staff, which now number 12.

All our Community Care social inclusion programs are supported by a dedicated volunteer workforce without whom we would not be able to operate. Due to the nature of our four programs, volunteers are able to undertake activities that are personally meaningful, utilise a broad range of skills, and are enjoyable. Our volunteers now number nearly 450 and they range in age from 18 to 88.

Volunteers also support carers within our community as they know their loved ones are being supported while they take a well-deserved break.

The Circle of Friends and Community Care Program in South Australia is funded by the State Government Home and Community Care (HACC) Program, the Australian Government Commonwealth HACC Services and St John. The First Aid in Primary Schools and Project Survival Programs are wholly funded by St John but corporate sponsorship is a priority to ensure the program can be sustained over the longer term.
Our committee meets regularly with a full agenda and is truly representative of all participants in our programs with clients, volunteers and community representatives. During 2012-13 we have focused on future growth potential and strategic direction. We have invited several guests with diversified skills to participate at our meetings. This complements the skills of the committee members as we work towards a robust future within SA communities.

The key to accomplishments achieved by Community Care are due in large part to the dedication and abilities of our Coordinators to support and nurture clients and volunteers.

Challenges we have encountered throughout the year include the new requirement to monitor the number of clients within the Community Care and Circle of Friends Programs dependant on age, to ensure services being offered are in accordance with our two funding agreements. Introducing new processes in line with the Community Care Common Standards e.g. ongoing registration, drivers licence checking and police clearance every three years have required an investment of time and resources.

We are also finding it harder to recruit volunteers and have introduced a new recruitment/promotion strategy in line with changing trends as people move away from print media.

During the year we welcomed Kerry Whitehead to the role of Programs and Community Engagement. She brings with her a depth of expertise in the community services arena. We also acknowledge the contribution of Eugena Knight-Hoggins Program Manager to our program success.

Community Care social inclusion is built on layers of support for all levels of personnel and volunteers and is supported by a team of particularly dedicated staff which includes a Team Leader, Coordinators and a Support Officer.

Management highlights include the introduction of invited specialist guests to committee meetings as we continue to discuss service provision and best practice within.

**Summary**

The St John Community Care programs’ philosophy has been one of inclusion and building on individual and community strengths since its inception. One of the strengths has been flexibility and the focus on individual needs, which in turn builds resilience and empowerment. It is a positive and proactive way of empowering members of our community and building resilience in multiple ways.

During the past year our volunteers have generously given 31,589 hours of their time to our program and are highly respected, and we and our clients are truly grateful for all that they give.

It is a privilege to know our clients and volunteers and be a part of their lives.

I am very proud to present this report on behalf of all the wonderful people who make up Community Care.

Bronte Weeks MStJ
Chair of Community Care
Community Care key performance indicators

In line with funding agreements, St John Community Care has implemented services in line with the requirements of the Community Care Common Standards, Commonwealth Program HACC Manual and State HACC Program Guidelines.

<table>
<thead>
<tr>
<th>Agreement Stats</th>
<th>Final Stats</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expected Assessment Hours = 154</td>
<td>122.75</td>
<td>80% achieved</td>
</tr>
<tr>
<td>Expected Client Care Coordination Hours = 363</td>
<td>561.5</td>
<td>55% overachieved</td>
</tr>
<tr>
<td>Expected Counselling/Support/Advocacy Hours = 132</td>
<td>64</td>
<td>48% achieved</td>
</tr>
<tr>
<td>Expected Social Support Hours = 6,500</td>
<td>5,029.5</td>
<td>77% achieved</td>
</tr>
</tbody>
</table>

Commonwealth key performance indicators

Terms of Agreement/South East Region
(Onkaparinga; Norwood; Burnside; Marion; COF) Total Outcome

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expected Assessment Hours = 289</td>
<td>285.5</td>
<td>99% achieved</td>
</tr>
<tr>
<td>Expected Client Care Coordination Hours = 694</td>
<td>484</td>
<td>21% overachieved</td>
</tr>
<tr>
<td>Expected Counselling/Support/Advocacy Hours = 248</td>
<td>325.5</td>
<td>31% overachieved</td>
</tr>
<tr>
<td>Expected Social Support Hours = 12,129</td>
<td>11,984.25</td>
<td>99% achieved</td>
</tr>
</tbody>
</table>

Terms of Agreement/North West Region
(Enfield; Western; Northern; COF )

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expected Assessment Hours = 257</td>
<td>303.75</td>
<td>18% overachieved</td>
</tr>
<tr>
<td>Expected Client Care Coordination Hours = 616</td>
<td>1,227.25</td>
<td>99% overachieved</td>
</tr>
<tr>
<td>Expected Counselling/Support/Advocacy Hours = 220</td>
<td>29.5</td>
<td>75% underachieved</td>
</tr>
<tr>
<td>Expected Social Support Hours = 10,756</td>
<td>12,497</td>
<td>16% overachieved</td>
</tr>
</tbody>
</table>

Analysis of program statistics show outputs were satisfactorily met, however results highlight the need to spread program energy across all areas to balance over and under achievement.

To be confirmed by final audit
Training services

Education is central to our mission to support the health and wellbeing of fellow South Australians, and with close to home disaster events still front of mind our mandate to spread the breadth and depth of First Aid knowledge and resources is more relevant than ever.

Federal and State authorities widely acknowledge that resilient communities recover more quickly and completely, and St John is uniquely positioned through our diverse range of services and emphasis on first aid training to assist communities to cope with and recover from adversity.

Accredited and non-accredited First Aid training courses and other allied topics have been delivered across the state, in the most rural of areas, and to the more vulnerable of community members, including the often neglected indigenous and migrant communities.

Two specific projects were conducted targeting these last two groups, to raise awareness of the importance of First Aid and to increase resilience within these communities.

In May 2013 we commenced an education program for indigenous persons in the Iron Triangle (Port Pirie, Port Augusta, and Whyalla), which was subsequently widened to the broader underprivileged community, the underemployed, non-employed, or those seeking an entrance pathway into further study (including aged care, nursing, child care).

This was the first public delivery of Certificate II Emergency Medical Service First Response, and was supported by Federal and State Government funding (Department of Education Employment and Workplace Relations (DEEWR), Skills for All in Regions - Far North Region, Skills for All).

The second - a South Australian Fire and Emergency Services Commission (SAFECOM) grant enabled St John to educate 200 migrants by October 2013 in the Playford Council area.

Translators were engaged to assist, and participants gained a certificate in either CPR or Emergency First Aid, or a certificate of participation, and built capacity and capability to cope with emergency situations through culturally appropriate communication.

Both programs reinforce the National Disaster Resilience Program and strengthen links between all levels of government, community service organisations such as ourselves, local disaster emergency groups, and communities.

We have built upon this culture of shared responsibility and increasingly seek to form partnerships with businesses and organisations to increase public access around First Aid education and resources.

In particular we teamed up with fellow iconic organisation the RAA, whose commitment to providing a safer environment for all road users is a natural fit with our goal of providing valuable first aid knowledge and skills to the community.

In the five years 2008-2012, there were 31,780* crashes on South Australian roads involving at least one casualty, so drivers face the very real prospect of finding themselves involved in, or at the scene of a crash.

Significantly for St John, this alliance increases public access to First Aid training courses for the 660,000 strong RAA member base, and takes St John First Aid kits into their retail network making more products available to South Australians.

An area of particular focus has been learner drivers, being that 11% of all drivers and motorcycle riders involved in fatal crashes are young persons aged 16-24. This age group only represents 14% of licence holders.

*Source Road Crashes in South Australia – Government of South Australia, Department of Planning, Transport and Infrastructure
Other key alliances include Defence Teaming Centre (DTC), SA Chamber of Mines and Energy (SACOME), National Pharmacies, Zoos SA, and Statewide Super, where these partnerships have raised awareness of the importance of First Aid and provided a greater degree of public access.

We have also worked to build resilience with our younger generations with the introduction of the First Aid in Primary Schools program. This new initiative fits the South Australian Curriculum, Standards and Accountability Framework (SACSA) and the Australian Curriculum: Health & Physical Education Learning Area. Launched in June 2013 the program takes first aid skills and emergency awareness to primary school aged children.

As a respected authority on first aid, quality remains of the utmost importance. We continually audit course content and requirements of the RTO (Registered Training Organisation) governing body ASQA (Australian Skills Quality Authority). Importantly during the year was our RTO status reaccreditation. The accreditation process assesses trainer quality, course content, training standards (national VET regulation act), policies and processes, and promotional material, with a 100% pass rate.

**Quality extends to our people**

Special mention must be made to the enormous effort that goes into the continual training and reaccreditation of St John’s committed volunteer workforce whose care for the public at events extends across the state.

New for 2012-13 was the introduction of a First Responder Course, Certificate II Emergency Medical Service First Response for new St John members which builds on the St John national training package, moving from self-paced learning to a supportive course learning environment.

The training is specific to our policies and procedures, drug protocols, equipment and operating environment, preparing new members to be effective First Responders within SA.

Additionally all members, volunteer and employee, attended a *respectful behaviours* course to raise consciousness around actions and behaviour, and nurture a supportive environment for all.

Action was also taken to strengthen child safety, with all volunteers and employees who oversee the work of children or with direct interaction attending compulsory Child Safe Environment training. The course is approved by Families SA, and attendees also obtain a nationally accredited unit of competence.

Additionally, Training Services present and assess nationally accredited leadership and management qualifications to prepare volunteers for leadership roles for both within St John and within the wider community.

It is within this wider context that the skills and competencies delivered really count.

Disasters can stretch the capacity of emergency services and overwhelm communities. St John members, as an integral part of the State Emergency Management Plan, have the relevant knowledge and abilities to work alongside emergency services and take appropriate action to minimise the impact of adversity at a local level.

This skills empowerment and strong community spirit of St John members to support those in need completes the picture in our mission to empower and support the South Australian community.
The future

We will continue to use our experience and expertise in the field of education, community engagement, service provision and resourcing to impart knowledge, skills and confidence to fellow South Australians and St John members.

To do this we must retain relevance and continue to meet stakeholder need. This will involve looking at new courses in the arena of mining rescue, Emergency Services and Paramedics, and increasingly risk mitigation.

Certainly the availability and accessibility of technology will be of growing importance and enable us to diversify learning options in an environment where participants are looking for choice.

We will also nurture new partnerships, particularly to support educational programs such as First Aid in Primary Schools program, which is taking First Aid skills into a classroom setting. This exciting new initiative would benefit from a community partner to ensure the longevity of this valuable program.

Training will continue to be the foundation to St John’s contribution to individual and community resilience, and I look forward to another busy year of achievement.

Garry Coombes AM KStJ
Chair of Training
Social enterprise
Commercial education and products

We are a social enterprise, meaning a not-for-profit that applies commercial strategies to generate funding for health and wellbeing services, rather than maximising profit for shareholders.

This is achieved primarily through the delivery of training as a RTO and the sale of first aid products. This means that every dollar spent with St John enables us to provide community services like first aid care for the public, education initiatives, support for the underprivileged, social inclusion and youth development programs.

We are reliant on this funding stream which provides some 76% of total funds, and a big goal this coming year will be to get the message out to consumers that their support makes community services possible.

Sector activity
In a continuously changing market climate we have experienced a stable year of social enterprise activity.

Training courses remain our primary area of activity, with a large proportion of the South Australian market selecting St John as the trusted industry leader for their workplace and individual first aid and allied topics training.

Venues range from our own training centres to industry and commercial worksites. An exciting development has been the utilisation of new external training locations such as Australian Institute of Management and AAMI Stadium, taking our courses to a new level of accessibility for the public.

Leaders in the field
Excitingly we’ve been able to launch new education initiatives that, together with bringing substantial social benefit, position St John as a leader in the field of tailored multi-cultural training packages.

The culturally appropriate training packages embed practical skills within indigenous and migrant communities, helping people prepare for and respond to emergency situations, and support the Government Natural Disaster Resilience Program. Importantly these initiatives facilitate St John engagement within these communities.

New tailored courses include Sports First Aid, launched in March 2013 specifically for those working in a sport and recreation environment, in particular sports trainers.

eLearning is now an established delivery tool, and includes Workplace Infection Control and Apply First Aid. eLearning will continue to be an important arena for St John and we will work to expand the range of First Aid educational online learning opportunities.

Our courses will continue to evolve as we respond to customer and industry specific requirements.

Community Support Partners (CSP)
The CSP initiative gives more value to businesses for their First Aid needs with the opportunity to join with St John and support community and charitable projects. This area has seen growth over the past year, providing a commitment to St John in return for favourable business terms.

First Aid kits and equipment
St John continues to be a household name through our products, and this past year has seen big steps in innovation to fill market need.

We worked with Bike SA in the development of a Bike First Aid kit. This was trialled at the Tour Down Under and received positive consumer feedback. This will now be included within the product range in 2013-14.
We also designed and supplied a co-branded nationally compliant workplace First Aid Kit for Club Clipsal, ensuring their members are safe on any worksite – a great example of how we are working together with local businesses and organisations to meet need and bolster community resilience.

**Restocking**
St John provides a comprehensive onsite restocking service to workplaces and organisations in both metro and regional South Australia. During the past year the service demand has seen the introduction of a secondary van in the metropolitan area that additionally supports CSP clients.

**Key alliances**
A culture of shared responsibility is increasingly seeing Government, communities and organisations working together. St John in particular is actively exploring new alliances, and has prominence within our own Strategic Plan.

We teamed up with the RAA to better prepare South Australian drivers for roadside emergency. This includes giving easy access to St John training to the 660,000 RAA member base and, as with National Pharmacies, takes St John products onto the shelves of their extensive retail network.

Other key alliances include Defence Teaming Centre (DTC), SA Chamber of Mines and Energy (SACOME), Zoos SA, and Statewide Super, giving their members access to discounted training, and taking St John’s influence into an increasing number of different sector workplaces.

**The future**
The forecast for 2013-14 remains extremely competitive; we must remain alert and responsive to client demand and continue to meet market expectations.

St John operates to the highest commercial and service standards, the difference being that shareholder profit is not our focus.

We run commercial activities to be financially sustainable while providing economic and social benefit to the community. Our challenge this coming year will be to help consumers make the connection that their custom (by selecting St John training and products) helps effect real change by funding positive services within their own communities.

We will continue to strive towards more integrated services, where training, products and social projects go hand-in-hand, and add new members to our family through the Community Support Partner initiative.

We are confident in our ability to meet future market challenges, and communities, individuals, workplaces and organisations can feel confident they are dealing with the industry leader.

Jerie Schmidt  
Acting General Manager Commercial Education & Products  
Chief Financial Officer  
General Manager Shared Services
## Key outcomes

By 2017, we will have achieved the following outcomes

<table>
<thead>
<tr>
<th>Programs and community engagement</th>
<th>Outcome 1</th>
<th>New and existing programs and services are relevant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>Outcome 2</td>
<td>Improved community resilience through first aid education</td>
</tr>
<tr>
<td>Governance</td>
<td>Outcome 3</td>
<td>Strong, sustainable and diverse income streams</td>
</tr>
<tr>
<td>People &amp; culture</td>
<td>Outcome 4</td>
<td>Strengthened organisational governance</td>
</tr>
<tr>
<td></td>
<td>Outcome 5</td>
<td>Strengthened Board governance</td>
</tr>
<tr>
<td></td>
<td>Outcome 6</td>
<td>Reduced environmental footprint</td>
</tr>
<tr>
<td>Assets &amp; systems</td>
<td>Outcome 7</td>
<td>The best results will be achieved through our people and culture</td>
</tr>
<tr>
<td></td>
<td>Outcome 8</td>
<td>Safety and wellbeing of members &amp; those we deal with is a shared responsibility</td>
</tr>
<tr>
<td>Brand</td>
<td>Outcome 9</td>
<td>The right data, assets and systems</td>
</tr>
<tr>
<td></td>
<td>Outcome 10</td>
<td>Robust financial management</td>
</tr>
<tr>
<td></td>
<td>Outcome 11</td>
<td>Unique brand enhancing reach, revenue and culture</td>
</tr>
<tr>
<td></td>
<td>Outcome 12</td>
<td>Greater Government recognition</td>
</tr>
<tr>
<td></td>
<td>Outcome 13</td>
<td>Respected source of health data and information</td>
</tr>
</tbody>
</table>
## Progress against objectives 2012-2013

### Outcome 1  New and existing programs and services are relevant

<table>
<thead>
<tr>
<th>Success measures</th>
<th>Status</th>
<th>Activity</th>
<th>Expected completion date</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing programs and services expanded</td>
<td>✔️</td>
<td>Focus centred on increasing participation in First Aid competitions providing an opportunity to practice First Aid in a safe, challenging and realistic environment.</td>
<td></td>
<td>GM PACE</td>
</tr>
<tr>
<td>75% satisfaction rate in client survey</td>
<td>✔️</td>
<td>Event management committee formed, processes evaluated. Result: Enhanced processes mapped, implementation plan developed for rollout in 2012-13.</td>
<td>Q2</td>
<td>GM PACE</td>
</tr>
<tr>
<td>Registration of Historical Society as a Museum with History SA</td>
<td>✔️</td>
<td>Registration process commenced with completion of documentation. Result: Visit by History SA officials scheduled for early September to complete registration.</td>
<td>Q2</td>
<td>CEO</td>
</tr>
</tbody>
</table>

**Year 1 - 2012-13**

- **Increase participation of youth members to deliver first aid**

**Year 1 - 2012-13**

- **Develop and implement a consistent event management model across the state**

**Year 1 - 2012-13**

- **Registration of Historical Society as a Museum with History SA**

**Year 1 - 2012-13**

- **Explore and expand Community Care activities linked to funding opportunities**

**Year 1 - 2012-13**

- **Evaluate and review our non-emergency transport service to improve reach and impact**

**Year 1 - 2012-13**

- **Evaluate and review our youth development program to improve reach, retention and impact**

**Year 1 - 2012-13**

- **Evaluate and review our existing programs to improve reach and impact in regional areas through community engagement**

**Year 1 - 2012-13**

- **Expand Community Care Program to include 2nd Coordinator for Western Region and Circle of Friends**

**Year 1 - 2012-13**

- **Focus centred on increasing participation in First Aid competitions providing an opportunity to practice First Aid in a safe, challenging and realistic environment.**

**Year 1 - 2012-13**

- **Event management committee formed, processes evaluated. Result: Enhanced processes mapped, implementation plan developed for rollout in 2012-13.**

**Year 1 - 2012-13**

- **Registration process commenced with completion of documentation. Result: Visit by History SA officials scheduled for early September to complete registration.**

**Year 1 - 2012-13**

- **HACC funding submission lodged for expansion into Western and Mitcham areas. Result: Request declined, unable to expand service at this time.**

**Year 1 - 2012-13**

- **Non-emergency transport expression of interest submitted to SA Ambulance Service (SAAS). Result: Awaiting outcome.**

**Year 1 - 2012-13**

- **Activity scheduled for 2013-14.**

**Year 1 - 2012-13**

- **Regional review completed, recommendations included appointment of full time community engagement employee based in Mount Gambier and Northern. Result: Mount Gambier position funding approved by Board and recruitment scheduled for 2013-14.**

**Year 1 - 2012-13**

- **No expansion. Focus was given to reviewing our quality framework and policies and procedures, updating in line with the Commonwealth and state HACC requirements to ensure we remain compliant, and to position for future social inclusion relevance.**

### Status indicators:
- Projects tracking to timelines, or complete.
- Projects commenced but areas of concern identified, or in need of close monitoring to ensure objectives and timelines met.
- Projects significantly behind schedule, stalled, or major roadblocks identified.

### Success measures:
- Projects tracking to timelines, or complete.
- Projects commenced but areas of concern identified, or in need of close monitoring to ensure objectives and timelines met.
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### Generally:
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### Generally:
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## Outcome 2  Improved community resilience through first aid education

<table>
<thead>
<tr>
<th>Success measures</th>
<th>Status</th>
<th>Activity</th>
<th>Expected completion date</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>▶ 5 new programs / services implemented</td>
<td></td>
<td>Communication begun with Government representatives. Result: Initial meetings held with the intent to build advocacy influence in the health sector.</td>
<td>Ongoing</td>
<td>CEO</td>
</tr>
<tr>
<td>▶ 75% satisfaction rate in client survey</td>
<td></td>
<td>Program implementation prioritised through St John Ambulance Chief Executive's Committee (CEC). Feasibility and implementation plan conducted, Program Coordinator engaged. Result: First Aid in Primary Schools launched 25 June 2013. 13 schools signed up or participated as of 30/6/13, target 6,000 students for 2013 calendar year.</td>
<td>GM PACE</td>
<td></td>
</tr>
</tbody>
</table>

**Year 1**

**2012 - 13**

- Lobby Government for compulsory first aid training for learner drivers

**Year 2**

- Launch first aid education program in schools

### Outcome 3  Strong, sustainable and diverse income streams

<table>
<thead>
<tr>
<th>Success measures</th>
<th>Status</th>
<th>Activity</th>
<th>Expected completion date</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>▶ Revenue streams providing resources to undertake charitable purpose and meet budget expectations ▶ $15 million in income by 2017</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Year 1**

**2012 - 13**

- Expand range of accredited training to include Certificate 2, 3 and 4
- Increase revenue from first aid service delivery
- Review product range
- Review product distribution capability
- Implement new funding model for Operations Branch

**Year 2**

- Maintain and grow our Community Support Program

<table>
<thead>
<tr>
<th>Year 1</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2012 - 13</td>
<td></td>
<td>Certificate 2 developed and delivered. Certificate 3 and 4 development commenced.</td>
<td>Q4</td>
<td>GM CEAP</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3% increase in revenue from previous year. Training certificates issued 46,644, 0.32% increase on previous year.</td>
<td></td>
<td>GM CEAP</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Review to be undertaken.</td>
<td></td>
<td>GM CEAP</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Review to be undertaken.</td>
<td></td>
<td>GM CEAP</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Review undertaken focusing on reducing volunteer administration, ensuring equality across the state, and providing standard resources and equipment. Result: Recommendations endorsed by board, scheduled for 2013-14.</td>
<td>Year 2</td>
<td>GM PACE</td>
</tr>
</tbody>
</table>

**Year 2**

- Sustained focus and community engagement has increased partnerships. Result: 118 CSP members as at 30 June 2013. | Year 2 | GM CEAP |
## Outcome 4  Strengthened organisational governance

<table>
<thead>
<tr>
<th>Success measures</th>
<th>Status</th>
<th>Activity</th>
<th>Expected completion date</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Reduced risk exposure and strong mitigation measures</td>
<td></td>
<td>Risk framework review commenced.</td>
<td>End year 2</td>
<td>GM SS</td>
</tr>
<tr>
<td>● 75% satisfaction rate in client survey</td>
<td></td>
<td>Committee established comprising Treasurer as Chair, and 3 external independents with risk and financial expertise.</td>
<td></td>
<td>GM SS</td>
</tr>
<tr>
<td>Year 1 2012-13</td>
<td></td>
<td>Review undertaken which identified some legislative impact, for example fundraisers will need to hold a Government certification. Defining future fundraising strategies scheduled for 2013-14.</td>
<td>Q2</td>
<td>GM PACE</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Policy and schedule completed. Result: Received Board endorsement, rollout and implementation scheduled 2013-14.</td>
<td>Q2</td>
<td>GM PP&amp;C</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Annual scorecards integrated into reporting cycle to the Board and management, and to stakeholders through Annual Report.</td>
<td></td>
<td>CEO</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Privacy policy being reviewed to incorporate the Privacy Amendment Act 2012 to commence in March 2014.</td>
<td></td>
<td>GM PP&amp;C</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Implementation of Strategic Plan reporting has facilitated integrated Board, management and organisational reporting. Result: Increased clarity around statistics, better utilisation of data, identification of gaps, and flow through of information via improved internal communication channels. Groundwork underway in the development of Business Intelligence model (rollout Q2 2013-14).</td>
<td>On going</td>
<td>GM PP&amp;C</td>
</tr>
<tr>
<td></td>
<td></td>
<td>High priority. Project commenced but behind timeline with 12 Policies and 6 Procedures written/edited, 1 Policy approved.</td>
<td>Q3</td>
<td>GM PP&amp;C</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Result: Paid staff key performance indicators (KPIs) and Business Plans are now aligned; volunteer alignment KPIs to be done.</td>
<td>Q4</td>
<td>CEO</td>
</tr>
<tr>
<td>Year 1-3</td>
<td></td>
<td>Financial benchmarking within South Australia complete, in addition auditors PricewaterhouseCoopers (PwC) provided best business practice benchmarking for their clients. Result: Identified areas of potential efficiency improvements in procurement and margins within social enterprise. Benchmarking overheads and administrative costs planned 2013-14.</td>
<td>Q4</td>
<td>CEO</td>
</tr>
</tbody>
</table>
## Outcome 5  Strengthened Board governance

<table>
<thead>
<tr>
<th>Success measures</th>
<th>Status</th>
<th>Activity</th>
<th>Expected completion date</th>
<th>Owner</th>
</tr>
</thead>
</table>
| ▶ Satisfactory Board evaluation results  
▶ KPIs achieved |        |          |                           |       |
| **Year 1 2012 - 13** |        |          |                           |       |
| Strengthen Board induction process | Delayed due to competing organisational priorities. | End year 2 | GM PP&C |
| Agree individual and group KPIs for the Board including sub-committees to drive the strategic plan | Delayed due to competing organisational priorities. | End year 2 | GM PP&C |
| Establish reporting and review cycle for Board KPIs | Delayed due to competing organisational priorities. | End year 2 | GM PP&C |

### Status indicators:
- Projects tracking to timelines, or complete.
- Projects commenced but areas of concern identified, or in need of close monitoring to ensure objectives and timelines met.
- Projects significantly behind schedule, stalled, or major roadblocks identified.

## Outcome 6  Reduced environmental footprint

<table>
<thead>
<tr>
<th>Success measures</th>
<th>Status</th>
<th>Activity</th>
<th>Expected completion date</th>
<th>Owner</th>
</tr>
</thead>
</table>
| ▶ Greening of St John plan fully implemented and operational  
▶ Property Master Plan implemented |        |          |                           |       |
| **Year 1 2012 - 13** |        |          |                           |       |
| Identify short term strategies to reduce environmental impact and reduction of waste | Delayed due to competing organisational priorities. | End year 2 | GM SS |
| Greening strategies included in Property Master Plan | Initial steps taken in raising awareness of greening activities. A member survey identified a number of easily implementable strategies, some of which have been implemented. A more robust and far-reaching campaign is scheduled for 2013-14. | End year 2 | GM SS |
| Extensive work undertaken in developing Property Master Plan which will incorporate greening strategies within the implementation plan. | | End year 2 | GM SS |
### Outcome 7  The best results will be achieved through our people and culture

<table>
<thead>
<tr>
<th>Success measures</th>
<th>Status</th>
<th>Activity</th>
<th>Expected completion date</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>75% satisfaction rate in member and client surveys</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Year 1 2012 - 13</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct workforce planning organisationally wide (the right people, with the right skills in the right jobs at the right time)</td>
<td></td>
<td>Delayed due to competing organisational priorities.</td>
<td>On hold</td>
<td>GM PP&amp;C</td>
</tr>
<tr>
<td>Identify and implement youth specific activities to increase youth retention</td>
<td></td>
<td>Speed mentoring initiative introduced to pair youth with organisation talent to develop networking and knowledge transfer opportunity.</td>
<td>On going</td>
<td>GM PACE</td>
</tr>
<tr>
<td>Increase rate of transition from Junior/Cadet to Adult Operations Branch member</td>
<td></td>
<td>Some improvement. A policy review in relation to the transition from Cadet to Adult is required to support this process.</td>
<td>On going</td>
<td>GM PACE</td>
</tr>
<tr>
<td>Conduct member survey and develop member wellbeing plan supporting retention and engagement</td>
<td></td>
<td>Member survey conducted June 2012 with results shared across the organisation. Member wellbeing activities introduced, including a wellbeing newsletter and regular articles and incident reporting in the internal newsletter Open Airways, also the appointment of an internal Health &amp; Safety Consultant.</td>
<td></td>
<td>GM PP&amp;C</td>
</tr>
<tr>
<td>Develop our communication plan</td>
<td></td>
<td>Communications strengthened through expansion of key channel distribution, inclusion of Board/CEO content within member newsletter Open Airways, introduction of Your Voice (feedback/questions email channel), and dedicated Now to WOW communications regarding Strategic Plan projects.</td>
<td>On going</td>
<td>GM PP&amp;C</td>
</tr>
<tr>
<td>Develop a customer service ethos relevant to internal and external stakeholders</td>
<td></td>
<td>Identified as a gap in strategic planning - new inclusion.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Status indicators:**
- Projects tracking to timelines, or complete.
- Projects commenced but areas of concern identified, or in need of close monitoring to ensure objectives and timelines met.
- Projects significantly behind schedule, stalled, or major roadblocks identified.

The Strategic Plan has a five year view but is reviewed annually. Some new inclusions were made in 2012-13.
### Outcome 8  Safety and wellbeing of members & those we deal with is a shared responsibility

<table>
<thead>
<tr>
<th>Success measures</th>
<th>Status</th>
<th>Activity</th>
<th>Expected completion date</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>75% satisfaction rate in member survey</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduction in reported incidents and injuries</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Year 1 2012 - 13**

- Develop strategies and plan consistent with OH&S/WHS legislation
  - Introduced Work Health & Safety position to strengthen processes, improve incident reporting, and ensure compliance.
  - On going
  - GM PP&C

- Develop member wellbeing plan
  - Member wellbeing activities introduced including a wellbeing newsletter, and regular articles and incident reporting in the internal newsletter Open Airways, and the appointment of an internal Health and Safety Consultant.
  - GM PP&C

- Conduct member survey
  - Member survey conducted June 2012 with results shared across the organisation. Next scheduled for 2013-14.
  - Year 2
  - GM PP&C

**Status indicators:**
- Projects tracking to timelines, or complete.
- Projects commenced but areas of concern identified, or in need of close monitoring to ensure objectives and timelines met.
- Projects significantly behind schedule, stalled, or major roadblocks identified.
### Outcome 9  The right data, assets and systems

<table>
<thead>
<tr>
<th>Success measures</th>
<th>Status</th>
<th>Activity</th>
<th>Expected completion date</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identified IT systems fully implemented</td>
<td></td>
<td>Investigated possibility of joint venture with St John VIC for core system replacement and undertook extensive review of IT function.</td>
<td>On going</td>
<td>CEO</td>
</tr>
<tr>
<td>Board reporting meets best practice / industry benchmarks</td>
<td></td>
<td>Utilisation analysis completed, criteria defined for Metro location requirements, and subsequently endorsed by Board. Feasibility and analysis of lease vs buy options to be completed to finalise Master Property Plan.</td>
<td>Q4</td>
<td>GM SS</td>
</tr>
<tr>
<td>75% satisfaction rate in member survey</td>
<td></td>
<td>Financial capability and long term capital replacement plan under development.</td>
<td>Year 2</td>
<td>GM SS</td>
</tr>
<tr>
<td>Year 1 2012-13 Review IT platforms and select best platform to meet long term business needs</td>
<td></td>
<td>Warehousing review undertaken, implementation of outcomes on hold pending Property Review.</td>
<td>Year 3</td>
<td>GM SS</td>
</tr>
<tr>
<td>Review property holdings and service footprint to develop the master property plan for the metropolitan area</td>
<td></td>
<td>SA business listing purchased to further retail and sales opportunity and digital engagement. Alliances also provided opportunity to gather contact information and ABN numbers to minimise internal duplication. Further investigation needs to take place to exploit full value in the areas of fundraising opportunities, bequest program.</td>
<td></td>
<td>GM CEAP</td>
</tr>
<tr>
<td>Develop asset (including Fleet) upgrade, standardisation, replacement and utilisation plan</td>
<td></td>
<td>Redevelopment included information architecture, useability, online visibility, look and feel. Result: Improved customer experience with user-friendly training bookings and shop function.</td>
<td>Launched March 2013</td>
<td>GM CEAP</td>
</tr>
<tr>
<td>Year 1 -3 Development and launch of new website</td>
<td></td>
<td>Launched online expense management system (ProMaster) to Operations Branch, resulting in integration into financial reporting and streamlined reimbursement of out of pocket expenses. Set up Property helpdesk system; One Trainer automation of certificates and confirmations; Web site live shopping cart; Business Plan database; Online Payroll; Automated entry of trainer times to Ezylabour manager; Automated ordering of printer supplies Certificate expiration reminders via Email.</td>
<td>On going</td>
<td>GM SS</td>
</tr>
<tr>
<td>Implement systems to record and capture data about all aspects of our business, clients and members</td>
<td></td>
<td>Dashboard reporting being developed which presents statistics and data to stakeholders in real-time (Business Intelligence).</td>
<td>On going</td>
<td>GM SS</td>
</tr>
<tr>
<td>Success measures</td>
<td>Status</td>
<td>Activity</td>
<td>Expected completion date</td>
<td>Owner</td>
</tr>
<tr>
<td>------------------</td>
<td>--------</td>
<td>----------</td>
<td>--------------------------</td>
<td>-------</td>
</tr>
<tr>
<td>Meet or exceed policy investment returns</td>
<td>Met or exceeded budget expectations</td>
<td>Audit and Compliance Committee to work with Treasurer.</td>
<td>Year 2</td>
<td>CEO/CFO</td>
</tr>
<tr>
<td>Improve internal financial control and process audits</td>
<td></td>
<td>New auditors engaged and completed an internal financial control audit, and recommendations provided.</td>
<td></td>
<td>CFO</td>
</tr>
<tr>
<td>Establish rolling forecast model and process for organisational budgeting</td>
<td></td>
<td>Bi-monthly forecasts now allow management and Board to react to sector conditions and emerging issues.</td>
<td></td>
<td>CFO</td>
</tr>
<tr>
<td>Implement improved financial processes and controls (from audit)</td>
<td></td>
<td>Majority of internal financial control audit recommendations implemented.</td>
<td>Q2</td>
<td>CFO</td>
</tr>
</tbody>
</table>

**Status indicators:**
- Green: Projects tracking to timelines, or complete.
- Orange: Projects commenced but areas of concern identified, or in need of close monitoring to ensure objectives and timelines met.
- Red: Projects significantly behind schedule, stalled, or major roadblocks identified.
**Outcome 11  Unique brand enhancing reach, revenue and culture**

<table>
<thead>
<tr>
<th>Success measures</th>
<th>Status</th>
<th>Activity</th>
<th>Expected completion date</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>25% increase in the public’s awareness of services</td>
<td></td>
<td></td>
<td>(based on 2013-14 financial year)</td>
<td></td>
</tr>
<tr>
<td>Year 1 2012 - 13</td>
<td>Measure current brand impact and value through external brand evaluation</td>
<td>Green</td>
<td>Brand evaluation undertaken by external agency Square Holes, results are being considered in all branding campaigns.</td>
<td>CEO</td>
</tr>
<tr>
<td></td>
<td>Review and enhance brand strategy</td>
<td>Orange</td>
<td>Brand strategy enhanced by ‘It’s me’ branding campaign and commercial tailored industry campaigns with a focus on compliance, training and products.</td>
<td>On going CEO</td>
</tr>
<tr>
<td></td>
<td>Establish long term media strategies including website and social media</td>
<td>Orange</td>
<td>Long term media strategies to be developed 2013-14. Initial website work has included scoping stage 2 upgrades and development of mobile-friendly version – both on hold. Social media work includes cementing a presence on key social media platforms with regular media appropriate content, with a focus on core services promotion and interaction, resulting in a sound Facebook and Twitter following.</td>
<td>Year 2 CEO</td>
</tr>
<tr>
<td></td>
<td>Continue to expand on ‘It’s me’ branding</td>
<td>Green</td>
<td>The ‘It’s me’ brand was expanded with more outdoor banners, particularly recruitment banners in Adelaide and regional areas. Re-branding of marketing collateral continues.</td>
<td>CEO/ GM CEAP</td>
</tr>
<tr>
<td></td>
<td>Identify strategies that enhance St John values within the membership</td>
<td>Orange</td>
<td>St John values embedded within Strategic Plan which guides all activity, supported by Now to WOW communications. Further strategies to be developed to strengthen this work.</td>
<td>On going GM PP&amp;C</td>
</tr>
</tbody>
</table>

**Status indicators:**
- Projects tracking to timelines, or complete.
- Projects commenced but areas of concern identified, or in need of close monitoring to ensure objectives and timelines met.
- Projects significantly behind schedule, stalled, or major roadblocks identified.

**Outcome Indicators:**
- Generally:
- 25% increase in the public’s awareness of services (based on 2013-14 financial year)
## Outcome 12  Greater Government recognition

<table>
<thead>
<tr>
<th>Success measures</th>
<th>Status</th>
<th>Activity</th>
<th>Expected completion date</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>New initiatives targeting Government recognition developed and implemented</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Year 1 2012 - 13**

No year 1 activity.

**Status indicators:**

- Green: Projects tracking to timelines, or complete.
- Orange: Projects commenced but areas of concern identified, or in need of close monitoring to ensure objectives and timelines met.
- Red: Projects significantly behind schedule, stalled, or major roadblocks identified.
### Outcome 13  Respected source of health data and research

<table>
<thead>
<tr>
<th>Success measures</th>
<th>Status indicators:</th>
<th>Activity</th>
<th>Expected completion date</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 2 - 5 2013 - 14</td>
<td>Explore feasibility and options of providing relevant health data and information to meet community needs</td>
<td>Although not a year 1 objective, project commenced (OB12) to centralise the compilation of statistics, and record our impact.</td>
<td>(based on 2013-14 financial year)</td>
<td>GM PACE</td>
</tr>
</tbody>
</table>

**Success measures**
- 3 new initiatives targeting health sector advice and support implemented

**Status indicators:**
- Green: Projects tracking to timelines, or complete.
- Orange: Projects commenced but areas of concern identified, or in need of close monitoring to ensure objectives and timelines met.
- Red: Projects significantly behind schedule, stalled, or major roadblocks identified.
Four documents comprise the 2012-13 Annual Report:

- What we do
- Governance
- Year in review
- Strategy
Four distinct reports make up the Annual Report and should be viewed jointly for a full picture of achievement, governance standards, activity and long-term aspirations.

**What we do**

**Governance**

**Year in review**

**Strategic plan**

**Bringing impact to life**

Throughout the online Annual Report you’ll find video stories of our work within communities and the positive effect this has on lives - click to play.

You will also see links like this, and QR codes linking to more information on our website.

Using QR codes on your smartphone:

1. Download QR code reader from App Store or Play Store
2. Scan the code
3. Learn
Strategy message from the Chairman

Like all organisations working diligently for the community good, we face many challenges. In 2012 we developed a plan to navigate these challenges and to serve as our community call to action. The Strategic Plan is our roadmap to 2017 which affirms our dedication to ensuring all of our efforts and resources result in the best possible outcomes for the South Australian community and St John in the years ahead. The coming year (2013-14) will see planned Year 2 targeted activity take place.

The environment in which we operate is ever changing including the expectations of the community and St John members. St John must rise to meet the challenges presented by the dynamic environment in which it operates. Careful planning and focused execution will allow us to confidently meet the new demand placed upon us.

Our energies must be well-targeted and governance robust to ensure we are positioned to shape our response to our operational environment. Long term strategies will allow us to maximise every opportunity that a changing landscape brings. These include the launch of new initiatives and the opportunity to partner with fellow not for profit organisations who share common goals and aspirations (Outcome 2 Strategic Plan activity improved community resilience through first aid education). It is pleasing to note that some of these initiatives have already been commenced.

In line with our Strategic Plan the year ahead will see us continuing our systematic improvement of governance practices. The next step will be organisation-wide implementation of a full governance framework. We will also be reinvigorating our risk management programme, by undertaking a fresh review to ensure all risks are effectively managed to achieve our operational goals. Robust risk management will help us more fully understand impacts, allowing new strategic initiatives to be explored and piloted with potential risks managed.

Sound organisational governance principles coupled with a robust risk management framework will support us into the years ahead in being the service provider of choice, with our stakeholders assured that we are a well-managed and well-lead organisation that upholds the highest ethical and operational standards. That we act with integrity and that all services, products and commercial activity are to the highest standard will ensure we remain sustainable and keep faith with South Australians.

The Strategic Plan also cements our commitment to managing our funds in the most prudent and efficient manner. With this in mind we will also look at our underlying corporate structure with a view to exploring establishing a foundation to hold community funds donated to us. This will allow the donations to grow our capital base while the income generated from the same is applied to funding our community work. Coupled with this will be a structural review with the intent to create a dedicated fundraising channel to run in parallel to existing funding streams. We have placed importance in our future planning on diversifying our income streams and see this as critical if we are to keep our organisation sustainable and relevant in the community.

The year ahead will also see a focus on our child safety and vulnerable persons’ practices and procedures as part of Strategic Plan activity (Outcome 8: Safety & wellbeing of members & those we deal with is a shared responsibility). We have always been committed to taking every practicable step to ensure all our young volunteers have a safe environment in which to learn new skills, and a commitment to ensuring the vulnerable people we assist are safe. The coming year will see an extensive review performed by PricewaterhouseCoopers of our existing practices and procedures for the protection of children and vulnerable adults across all areas of St John. This will ensure we do more than apply high quality practices that comply with legislation, but that we exceed community expectations when it comes to protecting children and the vulnerable in our care.

In all, our planned activity for the coming years is ambitious yet necessary if we are to retain our relevance in a changing landscape and deliver on our vision of being indispensable to the health and safety of every household, workplace and public gathering in South Australia. The task ahead will not be easy but this Plan affirms our commitment to all South Australians that we intend to deliver sustainable meaningful community services which are founded on the values of volunteerism and professionalism.

I look forward to working with every member of St John and all our partners in implementing the Plan’s initiatives over the coming years.

Andrew McLachlan CSC
Chairman
**Executive summary**

<table>
<thead>
<tr>
<th>Our mission</th>
<th>To empower and support the South Australian community through the provision of first aid response and social care</th>
</tr>
</thead>
</table>
| Our vision | We will be indispensable to the health of every household, workplace and public gathering in South Australia  
Our people and expertise will help those in need, including our international neighbours |
| Our future | • In 2017, St John, prominently located across South Australia, is indispensable to the health & social welfare of the community 
• We are a highly regarded key responder to civil emergencies  
• We are known as educators  
• We are a respected source of well-researched health data & information & actively support the development of technology for first aid  
• We are renowned as an organisation that seriously engages youth from which St John benefits, as do they  
• We have made first aid visible |
| Our values | **Skilled**, accomplishing amazing amounts of work, demonstrating consistently strong performance others can rely on, and make wise decisions  
**Resilient**, maintaining calm in stressful situations, making tough decisions without excessive agonising, discovering practical solutions to hard problems, taking smart risks and are tenacious  
**Dynamic**, creating new ideas that prove useful, minimising complexity and finding time to simplify, focusing on great results rather than on process, and display a true “can do” attitude  
**Respectful**, working with others in the best interests of St John, listening well to better understand, making time to help other members and sharing information and advice openly and proactively  
**Courageous**, questioning actions inconsistent with our values, inspiring others with a thirst for excellence, caring intensely about St John’s success, admitting mistakes and are ego-less when searching for best ideas |
### Key drivers

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community need</td>
<td>Community needs will always be our focus, and our programs, services and actions will always represent this</td>
</tr>
<tr>
<td>Our people</td>
<td>The work that we do relies on the professionalism, enthusiasm, commitment and caring of our members</td>
</tr>
<tr>
<td>Reach</td>
<td>We will strive to ensure that as many people as possible within South Australia have access to our services and programs</td>
</tr>
<tr>
<td>Research</td>
<td>The work that we do will be underpinned by robust research and evaluation</td>
</tr>
<tr>
<td>Our assets</td>
<td>Our assets will be fit-for-purpose, commercially viable and highly utilised</td>
</tr>
<tr>
<td>Volunteers</td>
<td>Volunteerism is the foundation that drives the activities of St John, and underpins our success</td>
</tr>
<tr>
<td>Engagement</td>
<td>We will engage and form meaningful partnerships with the community and stakeholders to ensure that we remain relevant</td>
</tr>
<tr>
<td>Our actions</td>
<td>Our actions, and the way we conduct our business, will support and enhance the ideal of ‘One St John’</td>
</tr>
</tbody>
</table>
### Key outcomes

**By 2017, we will have achieved the following outcomes**

<table>
<thead>
<tr>
<th>Programs and community engagement</th>
<th>Outcome 1</th>
<th>Outcome 2</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>New and existing programs and services are relevant</td>
<td>Improved community resilience through first aid education</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Outcome 3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strong, sustainable and diverse income streams</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Governance</th>
<th>Outcome 4</th>
<th>Outcome 5</th>
<th>Outcome 6</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strengthened organisational governance</td>
<td>Strengthened Board governance</td>
<td>Reduced environmental footprint</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>People &amp; culture</th>
<th>Outcome 7</th>
<th>Outcome 8</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The best results will be achieved through our people and culture</td>
<td>Safety and wellbeing of members &amp; those we deal with is a shared responsibility</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Assets &amp; systems</th>
<th>Outcome 9</th>
<th>Outcome 10</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The right data, assets and systems</td>
<td>Robust financial management</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Brand</th>
<th>Outcome 11</th>
<th>Outcome 12</th>
<th>Outcome 13</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unique brand enhancing reach, revenue and culture</td>
<td>Greater Government recognition</td>
<td>Respected source of health data and information</td>
</tr>
</tbody>
</table>
### Outcome 1

**New and existing programs and services are relevant**

<table>
<thead>
<tr>
<th>Success measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Existing programs and services expanded</td>
</tr>
<tr>
<td>• 75% satisfaction rate in client survey</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 1 2012 - 13</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Increase participation of youth members to deliver first aid</td>
</tr>
<tr>
<td>• Develop and implement a consistent event management model across the state</td>
</tr>
<tr>
<td>• Registration of Historical Society as a Museum with History SA</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 1 - 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Explore and expand Community Care activities linked to funding opportunities</td>
</tr>
<tr>
<td>• Evaluate and review our non-emergency transport service to improve reach and impact</td>
</tr>
<tr>
<td>• Evaluate and review our youth development program to improve reach, retention and impact</td>
</tr>
<tr>
<td>• Evaluate and review our existing programs to improve reach and impact in regional areas through community engagement</td>
</tr>
<tr>
<td>• Expand Community Care Program to include 2nd Coordinator for Western Region and Circle of Friends</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Explore options for event management activities (including paramedic services)</td>
</tr>
<tr>
<td>• Explore opportunities for expansion of Community Care services into regional areas</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Develop and implement expanded Community Care activities consistent with funding opportunities</td>
</tr>
<tr>
<td>• Partner with existing Ophthalmic service providers to support treatment of marginalised groups within South Australia</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 3 - 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Delivery of reinvigorated youth development program</td>
</tr>
<tr>
<td>• Expand event management activities to improve reach and enhance volunteer engagement</td>
</tr>
<tr>
<td>• Delivery of revamped regional services model utilising well established local partnerships and key stakeholders</td>
</tr>
<tr>
<td>• Provide assistance to overseas causes and initiatives as identified by St John Australia Office</td>
</tr>
<tr>
<td>• Deliver new non-emergency patient transport service</td>
</tr>
<tr>
<td>• Develop and grow the visitor program of the museum</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Explore feasibility of providing emergency transport</td>
</tr>
</tbody>
</table>
### Outcome 2

**Improved community resilience through first aid education**

<table>
<thead>
<tr>
<th>Success measures</th>
<th>Year 1 2012-13</th>
<th>Year 2</th>
<th>Year 2 - 5</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 4 - 5</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Lobby Government for compulsory first aid training for learner drivers</td>
<td>Launch first aid education program in schools</td>
<td>Delivery of learner driver education program</td>
<td>Partner with a not-for-profit (Diabetes) to inform the community on the importance of first aid education</td>
<td>Partner with a not-for-profit (Kidney) to inform the community on the importance of first aid education</td>
<td>Expand first aid education to include indigenous groups</td>
<td>Partner with a not-for-profit (Alzheimer’s) to inform the community on the importance of first aid education</td>
</tr>
<tr>
<td></td>
<td>5 new programs / services implemented</td>
<td>Partner with a not-for-profit (Heart) to inform the community on the importance of first aid education</td>
<td></td>
<td>Expand first aid education to include non English speaking background groups</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>75% satisfaction rate in client survey</td>
<td></td>
<td></td>
<td>Expand first aid education to include remote locations</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Outcome 3**  
**Strong, sustainable and diverse income streams**

<table>
<thead>
<tr>
<th>Success measures</th>
</tr>
</thead>
</table>
| • Revenue streams providing resources to undertake charitable purpose and meet budget expectations  
• $15 million in income by 2017 |  
| Year 1  
2012-13 |  
| • Expand range of accredited training to include Certificate 2, 3 and 4  
• Increase revenue from first aid service delivery  
• Review product range  
• Review product distribution capability  
• Implement new funding model for Operations Branch |  
| Year 1 - 5 |  
| • Maintain and grow our Community Support Program |  
| Year 2 |  
| • Research into alternate income streams  
• Explore feasibility of corporate sponsorship  
• Expand product distribution capability |  
| Year 2 - 5 |  
| • Expand training, service and product offering  
• Review and enhance fundraising model  
• Review and enhance bequest, grant and foundation model  
• Investigate government funding opportunities and develop plan |  
| Year 3 - 5 |  
| • Implement enhanced fundraising model  
• Implement bequest, grant and foundation model |
### Outcome 4

#### Strengthened organisational governance

<table>
<thead>
<tr>
<th>Success measures</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Reduced risk exposure and strong mitigation measures</td>
<td></td>
</tr>
<tr>
<td>• Compliance with relevant legislation</td>
<td></td>
</tr>
</tbody>
</table>

| Year 1  
2012 -13 |  |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Review and update risk management framework</td>
<td></td>
</tr>
<tr>
<td>• Instigate audit and compliance committee</td>
<td></td>
</tr>
<tr>
<td>• Review our fundraising practices and processes against legislation, best practice and risk management</td>
<td></td>
</tr>
<tr>
<td>• Define delegations to reflect structure and roles</td>
<td></td>
</tr>
<tr>
<td>• Establish reporting and review cycle of the strategic plan</td>
<td></td>
</tr>
<tr>
<td>• Review privacy policy consistent with legislation</td>
<td></td>
</tr>
<tr>
<td>• Review and implement reporting framework across all areas of St John</td>
<td></td>
</tr>
<tr>
<td>• Review and update policies and procedures</td>
<td></td>
</tr>
<tr>
<td>• Align business plans and member KPIs</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 1 - 3</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Investigate opportunities for benchmarking against other not-for-profit organisations including St John entities across Australia</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 2</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Implement updated risk management framework</td>
<td></td>
</tr>
<tr>
<td>• Refine and refresh business continuity plan</td>
<td></td>
</tr>
<tr>
<td>• Review St John constitution to support the strategic plan</td>
<td></td>
</tr>
<tr>
<td>• Review and strengthen internal audit and compliance checks</td>
<td></td>
</tr>
<tr>
<td>• Implement whistleblower legislation</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 4</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Review risk framework and update as required</td>
<td></td>
</tr>
<tr>
<td>• Review policies and procedures</td>
<td></td>
</tr>
</tbody>
</table>
### Outcome 5  
**Strengthened Board governance**

<table>
<thead>
<tr>
<th>Success measures</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Satisfactory Board evaluation results</td>
<td></td>
</tr>
<tr>
<td>• KPIs achieved</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 1</th>
<th>2012 -13</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Strengthen Board induction process</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Agree individual and group KPIs for the Board including sub-committees to drive the strategic plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Establish reporting and review cycle for Board KPIs</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 2</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Establish succession plan for Board members</td>
<td></td>
</tr>
<tr>
<td>• Identify and deliver tailored learning and development for Board members to support KPI delivery</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 3</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Conduct Board evaluation process</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 4 - 5</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Planning for the St John 2018–2023 Strategic Plan</td>
<td></td>
</tr>
</tbody>
</table>
### Outcome 6

**Reduced environmental footprint**

<table>
<thead>
<tr>
<th>Success measures</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Greening of St John plan fully implemented and operational</td>
</tr>
<tr>
<td></td>
<td>• Property Master Plan implemented</td>
</tr>
<tr>
<td>Year 1 2012 -13</td>
<td>• Identify short term strategies to reduce environmental impact, and reduction of waste</td>
</tr>
<tr>
<td></td>
<td>• Greening strategies included in Property Master Plan</td>
</tr>
<tr>
<td>Year 2 - 3</td>
<td>• Establish and implement environmental impact policy and strategies</td>
</tr>
<tr>
<td>Year 4 - 5</td>
<td>• Assess and continuously improve environmental strategies</td>
</tr>
</tbody>
</table>
Outcome 7  The best results will be achieved through our people and culture

<table>
<thead>
<tr>
<th>Success measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 75% satisfaction rate in member and client surveys</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 1 2012-13</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Conduct workforce planning organisationally wide (the right people, with the right skills in the right jobs at the right time)</td>
</tr>
<tr>
<td>• Identify and implement youth specific activities to increase youth retention</td>
</tr>
<tr>
<td>• Increase rate of transition from Junior/Cadet to Adult Operations Branch member</td>
</tr>
<tr>
<td>• Conduct member survey and develop member wellbeing plan supporting retention and engagement</td>
</tr>
<tr>
<td>• Develop our communication plan</td>
</tr>
<tr>
<td>• Develop a customer service ethos relevant to internal and external stakeholders</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Align volunteer expectations with organisational strategy</td>
</tr>
<tr>
<td>• Establish management and leadership development program</td>
</tr>
<tr>
<td>• Hold the inaugural One St John leadership conference</td>
</tr>
<tr>
<td>• Identify and implement youth specific activities to increase youth attraction</td>
</tr>
<tr>
<td>• Implement our communication plan</td>
</tr>
<tr>
<td>• Develop and implement a change management framework supporting the strategic plan</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 2 - 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Implement workforce planning strategies and monitor effectiveness to ensure service delivery expectations fulfilled</td>
</tr>
<tr>
<td>• Expand member support services</td>
</tr>
<tr>
<td>• Promote values with our people</td>
</tr>
</tbody>
</table>

The Strategic Plan has a five year view but is reviewed annually. Some new inclusions were made in 2012-13.
**Outcome 8**

Safety & wellbeing of members & those we deal with is a shared responsibility

<table>
<thead>
<tr>
<th>Success measures</th>
<th>Year 1 2012 -13</th>
<th>Year 2 - 5</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 75% satisfaction rate in member survey</td>
<td>• Develop strategies and plan consistent with OH&amp;S / WHS legislation</td>
<td>• Implement safety and wellbeing plans</td>
<td>• Review effectiveness of safety learning and development</td>
<td>• Conduct member survey to review member safety and wellbeing plans</td>
<td>• Review effectiveness of safety learning and development</td>
</tr>
</tbody>
</table>
**Outcome 9  The right data, assets and systems**

<table>
<thead>
<tr>
<th>Success measures</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Identified IT systems fully implemented</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Board reporting meets best practice / industry benchmarks</strong></td>
<td></td>
</tr>
<tr>
<td><strong>75% satisfaction rate in member survey</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 1 2012 -13</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Review IT platforms and select best platform to meet long term business needs</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Review property holdings and service footprint to develop the master property plan for the metropolitan area</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Develop asset (including Fleet) upgrade, standardisation, replacement and utilisation plan</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Evaluate and review warehousing activities to improve capacity and financial impact</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Maximise the potential of the organisational database</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Development and launch of new website</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 1 - 3</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Automation of processes across all areas of the organisation</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 1 - 5</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Implement systems to record and capture data about all aspects of our business, clients and members</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 2 - 3</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Implement IT platforms to meet long term business needs</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Update property holdings and service footprint in line with the master property plan for the metropolitan area</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Implement asset (including Fleet) upgrade, standardisation, replacement and utilisation plan</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 2 - 5</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Implement master property plan, including refurbishment of existing properties and/or new building in prominent locations across South Australia</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Implement asset upgrade, replacement and utilisation plan</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Review property holdings and service footprint to develop the master property plan for the regional area</strong></td>
<td></td>
</tr>
</tbody>
</table>
### Outcome 10  
Robust financial management

<table>
<thead>
<tr>
<th>Success measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Meet or exceed policy investment returns</td>
</tr>
<tr>
<td>• Met or exceeded budget expectations</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 1 2012 -13</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Review investment policy</td>
</tr>
<tr>
<td>• Undertake internal financial control audit</td>
</tr>
<tr>
<td>• Establish rolling forecast model and process for organisational budgeting</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 1 - 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Implement improved financial processes and controls (from audit)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Establish business reporting and intelligence systems</td>
</tr>
<tr>
<td>• Implement investment strategies</td>
</tr>
<tr>
<td>• Develop and implement organisational procurement plan</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 2 - 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Utilise investment revenue to fund organisational growth</td>
</tr>
<tr>
<td>• Continue improvement of business reporting and intelligence systems</td>
</tr>
<tr>
<td>• Develop capital expenditure budgeting and funding model</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 3 - 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Monitor and review investment strategies</td>
</tr>
</tbody>
</table>

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The Strategic Plan has a five year view but is reviewed annually. Some new inclusions were made in 2012-13.
### Outcome 11

**Unique brand enhancing reach, revenue and culture**

<table>
<thead>
<tr>
<th>Success measures</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>25% increase in the public’s awareness of services</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>Year 1 2012-13</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure current brand impact and value through external brand evaluation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review and enhance brand strategy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establish long term media strategies including website and social media</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continue to expand on “It’s me” branding</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify strategies that enhance St John values within the membership</td>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 2</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish brand, style and standards and implement across St John</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implement brand strategy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop public awareness program</td>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 3 - 5</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement public awareness program</td>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 5</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Review and expand brand and media strategies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review current brand impact and value through external brand evaluation</td>
<td></td>
<td></td>
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</tbody>
</table>
### Outcome 12: Greater Government recognition

<table>
<thead>
<tr>
<th>Success measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>• New initiatives targeting Government recognition developed and implemented</td>
</tr>
<tr>
<td>Year 2</td>
</tr>
<tr>
<td>• Develop Government awareness program, targeting engagement, funding and recognition</td>
</tr>
<tr>
<td>Year 3 - 5</td>
</tr>
<tr>
<td>• Implement, monitor and review Government awareness plan</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Success measures</th>
<th>Year 2 - 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 3 new initiatives targeting health sector advice and support implemented</td>
<td>• Explore options of providing relevant health data and information to assist health sector</td>
</tr>
<tr>
<td></td>
<td>• Identify, develop and maintain key health related partnerships within the community</td>
</tr>
</tbody>
</table>
Four documents comprise the 2012-13 Annual Report:

- What we do
- Governance
- Year in review
- Strategy

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