



**St John**



The Priory of England & the Islands  
of the Most Venerable Order of the  
Hospital of St John of Jerusalem

## Annual Report & Accounts

For the year ended 31 December 2023  
Including the work of St John Ambulance



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## Foreword

St John is a remarkable organisation full of great people, undertaking service vital to the health of the nation. On behalf of our trustees, this foreword offers an opportunity to say thank you to our people for everything that they are achieving, to acknowledge the depth of their impact and to share reflections on the past year.

A year ago, we were seeing some of the very real challenges that we, like many in our sector, are facing head on post-pandemic. These challenges impose especially difficult choices on any organisation determined to do all it can to step forward whenever needed. There is huge pride in the impact our people and programmes make in communities at a time of expanding needs, but equally we realise that our efforts must be moderated by significant, fast-moving pressures on our resources – not least the impact of inflationary pressures, increasing costs and relentless pressure on sources of income.

We have had to pay ever closer attention to our financial resilience. In the past, St John had chosen to invest significantly to meet the needs of those we serve, as well as increased regulatory demands and stakeholder expectations through modernising our operations. Under our former Chief Executive, Martin Houghton-Brown, that investment enabled the breadth of our service during the pandemic, enhanced clinical assurance and increased youth provision. However,

investments that outstripped our income over repeated years had depleted our reserves without yet delivering a fully sustainable underlying operating model.

Having openly acknowledged the situation, our trustees, executives and the whole community of St John embraced the need for change at every level. In parallel, we have carefully reviewed our corporate governance. A comprehensive Board-led restructure to better configure the organisation and a wide-ranging multi-year transformation programme provide a clear path forward. That path is being led with the relentless energy and goodwill of St John people including volunteers and staff, many of whom are stepping into changed or bigger roles as part of our reshaping.

We have understood the depth of the continuing need for community-based health resilience and the vital importance of charities like St John in enabling it. This is all the clearer following the pandemic. We are proud to hold a trusted and special place in the hearts of communities up and down the country - community resilience now sits at the heart of our purpose and strategy that we set out in the detail of this report.

Through the challenges of 2023, we were also right to trust in the resilience of the people of St John. The lifeblood of the charity, the local volunteers embedded in so many communities, are now engaged in their own redesign to ensure local focus, accountability and empowerment in the years ahead. Their extraordinary goodwill and quiet dedication to service provide the most solid of foundations for a successful future.

I want to thank all St John people for their personal contribution to our movement and to all those who continue to support us in our mission. We owe you all a huge debt of gratitude.

Stuart Shilson, Prior

## A message from Ben Freeman, interim Chief Executive

"When I was last at St John in 2020, the charity was confronted with responding to the pandemic which completely stopped our training activity whilst at the same time fully stretching our clinical capability. At the time, the future felt very unsure and yet in the face of this challenge, St John volunteers and staff put service to others first. Over time we were able to mobilise our volunteers to make a significant difference through the vaccination programme and the incredible resilience of our people was wonderful to be a part of. My role at that time was to focus on the finances which had been severely impacted by the cessation of training activity.

"This meant I was well placed to support the Board when I returned in September to identify and review strategies to improve St John's sustainability. Many

initiatives were already in place, but we were able to put some structure around these ideas to create a comprehensive transformation plan that was signed off by the Board. In the New Year I was then delighted to step up into the role of Chief Executive to take on the mantle of leadership during this difficult period of transition

"The breadth and scale of the challenge we are tackling are significant. There is no stone unturned and a sustainable platform will not be achieved overnight. We have had to scale back some activity and all our staff have been impacted by a redundancy programme as we restructure our internal operations. This has involved some tough choices. However, a determined focus has given us a clear path to a sustainable operating model for the charity. The current year, 2024 will be a year of change

with the ambition to consolidate this in 2025 to achieve a sustainable break-even position.

"Whilst there has been pain and anxiety at both the loss of jobs and the need for wider change, I have been struck by the lack of resistance and indeed openness to the need for new ways of working. Both volunteers and employees have reached out to me with creative ideas on how we can be more effective in winning new income, reducing our costs or being more effective in what we do. Our approach has been to be open and transparent in our communication and despite the difficult times I am pleased by the engagement of the leadership team to harness the energy and enthusiasm of our 1,700 employees and thousands of volunteers and this underpins my confidence in the future."



“

We are so incredibly proud of Emily and her quick actions that day. To be able to be calm enough to remember her skills in that sort of situation is remarkable, but to do all of this when your mum is involved is a completely different matter. There is no doubt that I wouldn't have made the amazing recovery that I have had Emily not known what to do. It's really taught us that learning some first aid, even the basics, is so vitally important as you just don't know when you might need it. Emily is our real life hero and I'll be forever in her debt.

Debbie Smith, stroke survivor and mum of St John Ambulance Cadet, Emily

”

“

I never want any family to go through the same heartbreak we have been through. The loss of my youngest brother really highlights why CPR and defibrillators are so immensely important. It's crucial that more events and awareness sessions like this happen across ethnic minority communities in the UK – where we know people are more likely to have a cardiac arrest and less likely to know what to do – so more lives can be saved.

Samina Kiyani,  
first aid training advocate

”



“In the early hours of Saturday morning, my brother-in-law was stabbed twice during a mental health episode. My sister, who is partially sighted, was so upset and afraid he was going to die – and then in walked the heroes of the hour. Later, at the hospital, my brother-in-law finally opened up to your ambulance team about what he was going through. He has never done this. He is finally

getting the specialist help he needs. We just wanted to say a huge thank you for the two amazing St John people you sent to their home that night. We've since been told that neither of them get paid but do it because they want to help others. They are two very special people.”

Testimony from the family of  
one of our ambulance service patients

# Our mission and purpose

The Priory of England and the Islands of the Most Venerable Order of the Hospital of St John of Jerusalem ("The Priory", also referred to as "the charity") is a modern working Crown Order of Chivalry. Through its wholly owned subsidiary, St John Ambulance, it operates as a volunteer-powered, charitable organisation dedicated to first aid education and response. We train people in first aid to make their communities more resilient, provide medical support at public events and support the NHS. We also deliver engaging youth programmes throughout England.

The Priory's charitable objects and mission remain as relevant today as they did when it first formed – "to encourage and promote the relief of persons in sickness, distress, suffering or danger". Our modern vision statement is that **everyone receives the help they need in a health crisis from those around them.**

We will achieve that by putting community first aid at the heart of every community:

- » **Educating and equipping** to ensure resilient communities and safer workplaces and to inspire every generation with confidence in a health crisis.
- » **Responding** as volunteers and first responders, and as a trusted auxiliary to the nation's health services.

And we will build an enduring home for this community first aid movement, continuing to support recognition within the Order of St John for those who:

- Serve humanity and our mission without judgement.
- Take time to care, for others and each other.
- Learn the skills to meet health needs.
- Champion the lifesaving role anyone can play.

## Statement of public benefit

Our principal activities have a considerable positive impact on the communities we serve, from the patients we treat in their moments of need to the personal and social development that being part of St John offers to volunteers themselves. More broadly, our activities focus on enabling communities to become more health resilient, which includes teaching first aid to young people through our Badgers, Cadets and outreach programmes, as well as to adults in the workplace through our commercial workplace training courses. We also provide support to the NHS, through the Ambulance Auxiliary service and transporting patients.

The trustees confirm that they have complied with their duty under the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission in determining the activities undertaken by the charity. The trustees are satisfied that all St John's charitable activities fall within its objectives and result in considerable benefit to the public. Our impact is summarised in the following pages and set out in detail in the description of our performance against our strategic goals.



# Our Heritage

**St John has been part of communities in England and the Islands for well over 130 years, providing and enabling community first aid; our first aid training has been in existence for even longer. Our volunteer uniform still displays the eight-pointed cross worn by the first Hospitallers as they provided free medical care in their hospital in Jerusalem.**

The story of healthcare through the ages as enabled by the Order of St John is told in the Museum of the Order in Clerkenwell. In 2023, we welcomed thousands of visitors through our doors, providing a range of talks, tours and other learning activities for 4,482 participants to bring to life our impact through history. We also supported local areas to continue to tell their story of community connection through local museums.

The funded Archives Revealed project, now titled: Care and Community Response: The Founding Years of St John Ambulance (c.1870-1939), is well into phase one and we look forward to sharing this part of our story later in 2024.

Supporting and training young people has been part of our mission for 100 years and in 2023 we celebrated their stories in publishing our Cadet Voices oral history project. You can listen to reflections of Cadets from the 1940s through to the present day at [sjacadetvoices.org.uk](https://sjacadetvoices.org.uk).



## Our impact

At St John, we know that community first aid saves lives.

Community first aid also:

- » improves health outcomes through faster treatment;
- » makes communities safer and more resilient to face the emergencies that occur every day;
- » reduces pressure and demand on statutory services, principally but not exclusively in health; and
- » in its learning and practice, provides purpose, belonging and opportunities to develop for all individuals that engage, irrespective of age or background.

In 2023, we delivered that impact in the following ways:



## Educating and equipping for safer, more resilient communities

**215,708 people**  
trained in the workplace.

Almost  
**38,000 businesses**  
supported to be more resilient.

Over  
**16,000 attendees**  
at community first aid sessions.

**15,348 young responders**  
trained with increased confidence to help.

**3,961 young people**  
registered as NHS cadets.

Increased awareness of carbon  
monoxide poisoning for

**21,502 students**



**Responding to save lives  
and reduce pressure on the  
nation's health services**

**Building a resilient home  
for the nation's community  
first aid movement.**

**72,716 hours**

of emergency ambulance cover,  
treating almost 8,000 patients.

First aid cover at

**8,487 events.**

Delivered by

**5,450 trained**

clinical volunteers.

**1,000 volunteers**

in one day for the London Marathon

**3,453 patients**

treated in the night-time economy  
services across 11 towns and cities.

Attendance at

**158 cardiac arrests**

saving 39 lives.

**56,500 hours**

of community service  
by Cadets and Badgers

**1,359 students**

enrolled with St John at their  
institutions and with local units.

**31,848 volunteers**

in 2023 supported by:

**265,410 hours**

of volunteer training.

**53,410 garments**

from our new uniform range.

**1,716 employees**

in 2023 (1,369.60 of those were FTE).



## With thanks

We would like to thank all of our volunteers, donors, trusts, foundations, corporate supporters, advocates and partners who have supported St John throughout the year.

Through your generosity we raised more than £14.8 million of voluntary income and increased awareness of the importance of first aid. Together we've made a great difference to the lives of many, across our communities up and down the country.

We would like to give our sincere thanks to everyone who so generously supported St John in 2023. From Direct Debits to appeals, people raising funds on our behalf and donations dropped into a collection tin - every penny counts, towards our vital work. Heartfelt thanks as well to those who remembered St John with a gift in their Will in 2023. And a particular mention for the generosity of:



Ardeola Charitable Trust

Argos Barton Central  
Distribution Centre

BNA Charity

Cadent Gas

Co-Op Community Funds

Department for Digital,  
Culture, Media and Sport

EBM Charitable Trust

Elizabeth Mellows

Frances Connolly

Garfield Weston Foundation

George Cadbury Trust

Graham Barker

Hertfordshire Mark Masons

John Fenwick

John James Bristol  
Foundation

Kinetik Wellbeing

Lubrizol

Kusuma Trust

Peacock Charitable Trust

People's Postcode Lottery

Tesco Community Grants

The Medlock Charitable Trust

The Vernon N Ely  
Charitable Trust

Tyne Tunnels

Worth Waynflete Foundation

Association for  
Industrial Archaeology

City of London Corporation

Archives Revealed funded by  
The National Archives/Pilgrim  
Trust/Wolfson Foundation

Mr Michael S Smart Legacy

Mr Ronald G Birkitt Legacy

Mrs Pamela Freeman Legacy



**We'd also like to pay tribute to the support and efforts of partners and volunteers of all ages. In 2023:**

We marked ten years working in partnership with NHS Blood and Transplant, to provide the Order of St John Award for Organ Donation. This award honours the incredible gift donors and their families in the UK make by donating their organs to save and improve the lives of others. In 2023, we issued 995 awards.

We commemorated 40 years of the St John Fellowship, providing support to members to stay connected with the charity after they end active voluntary service as well as continuing to support operational activities and member welfare, with a special event at the National Memorial Arboretum.

We celebrated the admission and promotion of 136 members into the Order of St John, as sanctioned by His Majesty The King as sovereign head of the Order.



Twelve of our dedicated volunteers were recognised by Their Majesties King Charles III and Queen Camilla as Coronation Champions for their significant contribution to their communities.

They included Steven Drury, of Rowley Regis, West Midlands, who has given in the last five years over 10,000 hours of voluntary service to the community as voluntary Emergency Ambulance Crew. As a senior logistics advisor, he has also played an important role in volunteer operations at high profile national events, such as Her late Majesty The Queen's funeral, our pandemic response and the Afghanistan refugee crisis at Birmingham Airport. Steve is also involved in St John's Birmingham Night-Time Economy pop up treatment centre, responding to emergency calls, providing care at the scene, or transporting patients, relieving pressure on the local NHS, police and ambulance services and preventing emergency department admissions.



We saw the contribution of St John people to supporting the coronation of His Majesty The King, celebrated with 603 individuals eligible to receive the Coronation Medal 2023.

And we honoured the long service of 671 volunteers who in 2023 received long service medals for contributing a combined 14,500 years of service between them.

# Facing our challenges

Our principal challenge in 2023 was – and remains – safeguarding our financial sustainability in a time of great change. Despite our longer-term intention to balance income and expenditure, with an objective to maximise the impact that we have with our resources, build sustainability and increase free reserves from their current levels, in 2023 we incurred significant net expenditure of £16.6m.

A significant proportion of our first aid training consists of qualification renewals on a three-year cycle. With 2023 being the third anniversary of the first year of COVID-19 lockdowns we anticipated a level of decline in income from our first aid training activity. However, the decline we experienced was greater and lasted longer than expected, in part due to the overall economic slowdown following the pandemic and global instability.

At the same time, extraordinary inflationary increases in several of our core costs, such as property utility charges and fuel for our vehicles, were at higher levels than had been budgeted for, as well as impacting decision-making on a cost-of-living salary increase. These increases, together with the impact of a wider increased cost base, such as increased staffing, built in anticipation of our budgeted income, also made our contracted ambulance work loss-making and made it difficult to react as quickly as income dropped.

As we saw financial underperformance, trustees commissioned further diagnosis into the root causes. Our primary conclusion was that our current operating model was not financially sustainable (and indeed had not been properly sustainable for many years) and that remedial action was needed. The cost of delivering our services to the quality we expected, including the costs of supporting a large community of volunteers, had become too high and too inflexible, an issue exacerbated as pressures on our income also increased. Over time, our determination to serve communities to

the best of our abilities, investing in our clinical practice and digital platforms with small repeated deficits, had left our reserves depleted. Our organisation had also become overly complex and the experience we provided for people within the organisation, employed and volunteer had become disempowering with reduced local autonomy closest to our direct impact.

It was also clear post COVID-19 that the need for an organisation like St John, helping to enable local community health resilience, was as high as ever. We recognised the substantial opportunity to realign the charity to better meet its potential and best honour the extraordinary goodwill of our body of passionate and committed volunteers, determined to serve those in need.

We have therefore embraced the challenge to renew our size, shape, experience and focus and, taking into account analysis of our risks and opportunities we:

- » Commenced a comprehensive programme of central cost reduction including a redundancy programme and voluntary redundancy scheme in our central functions leading to departures in late 2023 and into 2024.
- » Brought in an interim Transformation Director, Ben Freeman, subsequently appointed as interim Chief Executive, with intimate knowledge of St John from his previous work with the organisation to create momentum in understanding the underlying nature of our challenges.
- » Restructured our financial management approach to provide greater transparency into how each of our major types of activity were performing financially, and more reliable financial forecasting and foresight to help us balance between income and investment in times that we expect to remain turbulent.

- » Implemented tighter controls to reduce expenditure.
- » Deferred planned capital expenditure on system, fleet and property improvements.
- » Commenced a comprehensive review of our overall property needs and how we might reduce ongoing property maintenance costs.
- » Engaged with volunteers to better understand how we might more efficiently organise ourselves locally, shaping our resolve to restructure locally in 2024.
- » Consolidated all the transformation efforts into a single, multi-year programme with its own governance and focus and an aspiration to achieve operating break even by the end of 2025.

Beyond the financial challenges, St John faced a variety of other risks, challenges and opportunities throughout 2023 which are summarised throughout the detailed report that follows. In many cases, our response has reinforced our commitment to partner with others to support delivery of our mission, with the success of our Young Responders programme in large part down to the breadth of new partners engaged in each local area. More traditional partnerships, with the NHS including Ambulance Trusts, with members of the Voluntary and Community Sector Emergencies Partnership, the British Heart Foundation and Resuscitation Council UK, continued to be a vital part of our emergency response and community education activity. We're grateful for the support of all our partners and look forward to our continued collaboration in 2024.



# Delivering against our objectives

Strategic objective	Planned 2023 commitments	Progress
<b>Community first aid at the heart of every community</b>	Expand our engagement and community education offer, working with partners to build on the 'Three Ways to Save a Life' campaign in Manchester	A further 16,000 people trained through community sessions, with new resources for different community needs.
	Invest in our youth movement, to grow the reach and quality of our core Badger and Cadet programmes, recruiting a new wave of youth leaders to create 3,500 new youth places over the next two years	Increased youth volunteering activity, significant investment secured and plans developed to recruit the youth leaders needed to stay on track for 3,500 new places.
	Broaden our reach through engaging 15,000 Young Responders and piloting approaches for first aid education in schools	15,348 young people trained, including through schools.
	Regrow the scale of our first aid support at public events	Slight reduction in number of events covered compared to 2022, although increase in larger, multi-day events. Event growth ambitions now better synchronised with volunteer engagement activity.
<b>Enabling the nation's health resilience</b>	Continue as an effective auxiliary to the NHS and communities through our ambulance auxiliary work	Continued service delivery, but with lower levels in winter 2023/4 than 2022/3
	Grow our ambulance provision	Low success rate in winning new contracts as a focus on ensuring high quality led to us losing out on price.
	Broaden our reach through supporting more NHS Cadets	Just under 4,000 more young people registered for NHS Cadets, over 80% with at least one of the target characteristics
<b>Training for safer workplaces and communities</b>	Target growth in our training enterprises, including expanding our mental health first aid training	9% reduction in delegate numbers, with dip in three-year requalification cycle post-Covid and wider economic pressures, despite modest growth in mental health provision
	Pilot falls education and response initiatives	Engaged the health commissioning community and designed a community training product in preparation for a possible pilot.
<b>Delivering high quality care and education</b>	Roll out a new approach to electronic patient reporting, utilising the new capabilities to understand and continuously improve our standards of care	Project successfully completed across St John
	Publish a new Quality and Safety framework to help govern our work in this space	Framework published and being implemented
<b>Developing as an inclusive organisation providing positive experiences for our people and those we serve</b>	Continue our culture journey, including with a focus on behaviours and boundaries and how we best connect and support each other safely, inclusively and compassionately	Early focus on connection and civility in the workplace but slower progress in second half of the year with shift in focus to transformation programme
	Transform customer and donor experiences through digital investment	Completion of wave 1 of digital programme (SHIFT) delivering foundations for technology needs including fundraising database and marketing capabilities.  Subsequent waves paused in response to financial position and to ensure learning captured for future development.
<b>Ensuring a sustainable, resilient charity</b>	Targeting growth in our enterprises and fundraising, including expanding our mental health first aid training	Reduced income, particularly through enterprises, with transformation plans in place to refresh performance in 2024 and beyond.
	Prioritising Spend SMART initiatives to maximise our efficiency as a charity	Significant progress on cost-efficiencies made in the latter stages of 2023, planned to impact positively through 2024.



# What we plan to deliver next

Our primary focus in 2024 will be to renew St John in England as the sustainable, inclusive and volunteer-powered home for a diverse community first aid movement at the heart of the nation's resilience. Meeting the opportunity of a community-focused future in the context of our current financial position means a transformation is required to protect the quality in delivery expected of us by all those we serve. Our plans for the future are structured around two overall ambitions:

## 1. To deliver a strong institution with a sustainable operating model, we know we must in 2024:

### Safeguard St John as a sustainable, resilient charity by:

- » Delivering our transformation programmes to realign as an organisation of the right shape and size to be sustainable and to maximise our impact, in particular through continuing to restructure the size of our workforce and reducing the costs of our estates.
- » Inspiring our fundraising, locally and nationally, delivering our fundraising strategy targets, including through telling a consistent story of our community impact to create increased donation opportunities and better engaging all St John people as community fundraisers.
- » Renewing and revitalising our training enterprise, increasing its financial contribution.
- » Reviewing our ambulance and event operations to ensure financial viability.
- » Ensuring that we maximise the benefit of having our extraordinary cohort of volunteers and ensuring that those volunteers have a properly fulfilling and rewarding experience.

### Develop a robust, inclusive organisation by:

- » Ensuring a people-centric approach to our transformation programme, embedding the conditions for sustainable organisation change and recovery.
- » Embedding practice of a new ethical behaviours framework and rolling out cultural intelligence training.
- » Sustaining and developing our youth, volunteer and employee voice.

### Provide positive experiences for our people and those we serve, by:

- » Completing our review of our reward strategy and publishing a timetable for implementing agreed recommendations.
- » Improving triangulation of quality and safety, incident and safeguarding data to continuously improve our learning and response.
- » Better utilising existing digital systems, including around learner management, deliver new training booking system and youth on-boarding platform and explore options for a volunteer app.
- » Identifying, as part of transformation, areas of our core processes that can be delivered in a more effective and efficient way, including our finance and HR processes.

## Our values



## 2. To put community first aid at the heart of more communities, serving their needs through education and response, we plan in 2024 to:

### Build the community first aid movement and build local health capacity and resilience by:

- » Reviewing our event first aid delivery model to maximise our support for community events, whilst delivering financially sustainable large event first aid cover that sets the standard for the commercial event industry as new regulations come into effect.
- » Rolling out training for Emergency Responder and Community First Aider roles to best equip volunteers for future event regulations and customer needs.
- » Empowering our volunteers, engaging our whole volunteering community to design and roll out a new model for volunteering at St John based on developing inclusive community first aid networks with goals for delivery, education and fundraising set locally within a national framework.
- » Delivering more community education, in particular the three ways to save a life, focusing on supporting volunteers in local networks to grow our reach into communities.
- » Delivering an increase in places within our core youth programmes (Badgers and Cadets) and build on the success of Young Responders.

### Continue to build national capacity and resilience by:

- » Where possible, supporting the NHS in providing auxiliary ambulance surge capacity through financially sustainable arrangements.
- » Delivering a positive experience for NHS Cadets, supporting future health volunteering and career choices and developing new partnerships with NHS Trusts and schools to enable delivery.
- » Consolidating our response activity, whilst continuing to explore the role of community education and equipment in effective falls responses in order to take pressure off the emergency ambulance system.
- » Empowering our local volunteering communities to provide first aid support in the night-time economy of cities and towns across England.

### Deliver clinical and training excellence to enable safer workplaces and communities by:

- » Regrowing our training income, increasing contribution through improving efficiencies and increased marketing effectiveness.
- » Exploring opportunities to grow our mental health first aid training.

## How we're organised to deliver

The Priory of England and the Islands is one of eleven international Priors of the International Order of St John, and our work of providing First Aid Training and Services is carried out on our behalf by our wholly owned subsidiary St John Ambulance, England's leading first aid charity.

The governing bodies of the Priory are the Priory Council of Trustees ('Priory Council') and the Priory Chapter. The Priory Council has delegated to the Board of St John Ambulance the responsibility for setting that charity's strategy and policies. Committees are in place to support the Board to oversee strategic risks across St John's activities and are constituted as committees of both the Priory Council and St John Ambulance Board.

Authority to conduct the daily operations of the Priory and St John Ambulance is delegated by the Priory Council and the St John Ambulance Board to the Chief Executive. The Chief Executive is assisted in the implementation of strategy and policies by their team of Executives to whom certain functions are further delegated.

To support the operational delivery of our strategy we organise the charity through networks, to reflect the different aspects of our delivery and supporting functions and to reduce barriers to collaboration between teams, in keeping with our value of teamwork. Our remaining **HEART** values – humanity, excellence, accountability and responsiveness – are also core to our organisation design, informing the behaviours we expect of all St John people.

In addition to the standing committees of the Board and more regular meetings of the Board, trustees established a new Transformation Committee in 2023 to assist in close oversight of the charity's transformation programme and to delegate more agile decision-making. This reflects the scale and pace of change identified as being needed to achieve a long-term sustainable operating model.

# 1. Community First Aid at the heart of every community

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**Community first aid saves lives.** Today, a toddler will choke. A teenager will fall victim to a knife crime. A commuter will suffer a cardiac arrest. For some families, the outcome will be devastating. Fewer than 1 in 10 people survive an out-of-hospital cardiac arrest - a figure that is getting worse, not better. Street violence and knife crime continue to rise. The simple ways to save a life are still needed every day.

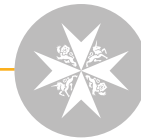
Post-pandemic, the day-to-day demand on health services is growing. That means delays in answering less life-threatening health incidents. It means health needs getting worse when they could have been resolved.

An elderly faller suffers the consequence of a long lie when the right early care would have helped them safely to their chair. A student suffers harm on a night out when a safe space to relieve their anxiety would have reduced their vulnerability.

It doesn't need to be this way. This community health emergency has a community answer. Community First Aid - the care you need in a health crisis, however big or small, available from those around you.







## Our Goal

**Our long-term ambition is to inspire a diverse, nationwide movement of confident first aiders of all ages, trained, equipped and supported by thriving networks of local St John people, through:**

**Developing community first aid networks**, bringing together all local St John volunteer activity under a single vision and plan.

**Revitalising our presence within communities**, including at community events, with a focus on delivering community first aid education and working with partners to ensure easy access to early defibrillation.

**Supporting a thriving St John youth movement**, integrated within our work locally and with a programme of outreach through Young Responders.

### Planned 2023 commitments

Regrow the scale of our first aid support at public events.

Expand our engagement and community education offer, working with partners to build on the Three Ways to Save a Life campaign in Manchester.

Invest in our youth movement, to grow the reach and quality of our core Badger and Cadet programmes, recruiting a new wave of youth leaders to create 3,500 new youth places over the next two years.

Broaden our reach through engaging 15,000 Young Responders and piloting approaches for first aid education in schools.

### Progress ● ● ●

Slight reduction in events cover compared to 2022, although increase in larger, multi-day events. Event growth ambitions now better synchronised with volunteer engagement activity.

Steady delivery of 16,000 people trained through community sessions, with new resources for different community needs. Ambition for expansion has been rolled forward into new community first aid network model of volunteering.

Increased youth volunteering activity, significant investment secured and plans developed to recruit for youth leader recruitment.

15,348 young people trained, including through schools.

# Our progress and what we delivered

## Engaging more young people in first aid.

2023 saw us build real momentum in our young people programmes (for 5-25 year olds), as well as improving connection and involvement of St John young people in activity across the charity.

We broadened opportunities for Cadets to take part in our operations, with over 56,500 operational hours being provided by over 1,700 of our young people across event delivery, logistics and night-time economy services. 686 Cadets achieved their operational first aider qualification. And to build this further we introduced pilots of a new “first aid only” offer for 16-17 year olds joining the organisation, alongside the more comprehensive Grand Prior award that continues to be the core offer for all Cadets and which 99 young people achieved in 2023 (alongside 117 Super Badger awards for 5-10 year olds). The “first aid only” trial (in Hampshire and Manchester) was born from exploring the needs of 16-17-year-olds involved in the Vaccination Programme, recognising that many would turn 18 within 18 months. This alternative approach allows us to induct a young person as if they were an adult first aider, allowing them to be ready to hit the ground running when they turned 18.



When Debbie Smith collapsed in her bathroom in July 2023, the actions of her daughter and St John Ambulance Cadet, Emily, saved her life:

**“Mum and dad had just got back from walking Bones, our German shepherd cross, when mum said she had developed a sudden headache, at the back of her head. I thought nothing more of it. Dad popped out to collect my younger brother Elliott from his martial arts club. It wasn't long before he'd left, around 7.30pm or so, when I heard mum run upstairs to the toilet where I heard her vomit. I then heard a crash upstairs and I ran up the stairs.”**

Emily found her mum in the bathroom unresponsive, so immediately called 999.

**“It was really surreal as mum was still trying to vomit while unresponsive. I cleared her airways, attempted to roll mum into the recovery position, which**

**wasn't easy, where I then noticed that her jaw was locked and she was incontinent, so I suspected a seizure.”**

First responders and paramedics arrived 13 minutes after Emily's call.

**“At one point, in total there were 11 health care professionals in my house and the air ambulance was even dispatched, before it had to be called away to another person. My mum was first taken to Leicester Royal Infirmary with dad, while I stayed home with Elliott.”**

A call the next day revealed Debbie had suffered a subarachnoid haemorrhage, an uncommon type of stroke. After surgery at Queen's Medical Centre in Nottingham, Debbie was discharged eight days later and is now fully recovered. Debbie said:

**“We are so incredibly proud of Emily and her quick actions that day. To be able to be calm enough to remember her skills in that sort of situation is remarkable, but to do all of this when your mum is involved is a completely different matter. There is no doubt that I wouldn't have made the amazing recovery that I have had Emily not known what to do. It's really taught us that learning some first aid, even the basics, is so vitally important as you just don't know when you might need it. Emily is our real life hero and I'll be forever in her debt.”**

In November, Emily's life-saving was recognised by The Princess Royal at St John's annual Young Achievers awards, where St John celebrates and rewards young people who have saved lives, shown exceptional bravery, or overcome difficult personal circumstances.

In 2023, we secured significant investment from the Department for Culture, Media & Sport (DCMS) - £2.4 million - as part of the Uniformed Youth Fund (UYF), a three-year programme targeted at helping organisations reach more young people. Our goal is to create 3,500 new Cadet spaces in our programmes, addressing the waiting lists we have for many of our units by recruiting 350 new Youth Leaders through a national recruitment campaign and developing a new Youth joining website.

Working in partnership with schools, charities and statutory bodies (e.g. police and Violence Reduction Units), we beat our 2023 target for engaging young people in our flagship **Young Responders programme**. Made possible by funds raised by players of the People's Postcode Lottery, the programme aims to equip young people from underserved communities with physical health first aid, street violence first aid and mental health awareness skills. 15,200 young people in London, the West Midlands and the North East participated in the programme and recorded a huge jump in confidence to help someone in need of first aid from 7% to 81% as a result of the programme. St John representatives at the British

Youth Council, led by Rebecca Edwards, successfully presented a motion urging the UK Government to include street first aid education in its public campaigns and priorities, which we intend to continue to push in 2024.

Trinity Academy student Emanuele De Felice, 16, who attended a Young Responder workshop said,

“

**I found the session good, learning about spiking was good as it's something that happens in real life and knowing what to do is beneficial to you, those around you as well as people you don't know.**

”



What's the impact?  
**15,343 Young Responders trained**

**Student volunteering** continues to be an important part of our youth work, with student volunteers recorded across over 100 institutions, undertaking community training, engagement, fundraising and social action. In 2023, 1,359 students enrolled with St John both at their institutions and with local units, with around a third providing active first aid at events. We introduced an Affiliation and Re-Affiliation Procedure for University First Aid Societies, creating a formal relationship between them and St John for the first time to help further develop our support. To date 31 Societies have affiliated., the majority with Student Volunteering Units attached. Students led a new partnership with Cadent Gas during Freshers Week to raise awareness of carbon monoxide poisoning and how to spot the signs, engaging 21,502 students. We also developed a new Keeping Safe in Halls & Home awareness session for students, which demonstrated positive results on first aid confidence levels in its pilots and will be rolled out in 2024.

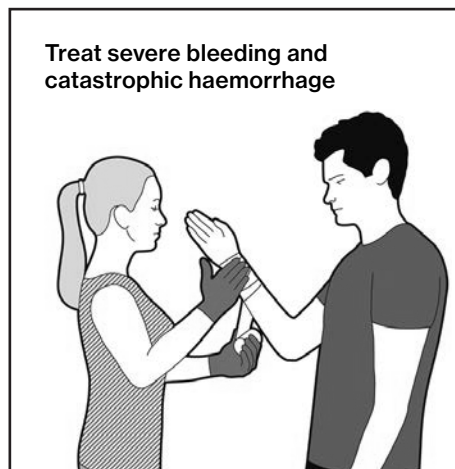
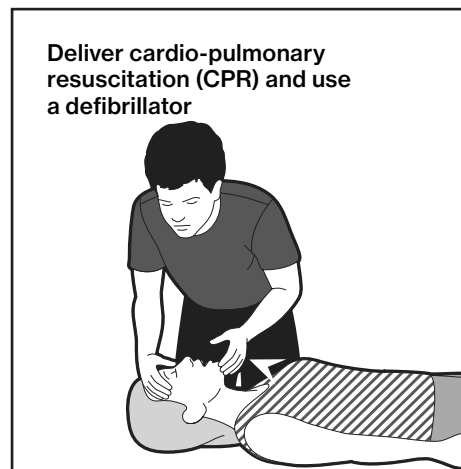
Alongside teaching and practicing lifesaving skills, our youth programmes continue to **support wider development opportunities for our young people**. In 2023, 277 St John young people

began Duke of Edinburgh awards with over 75 achieving their goals and 21 individuals receiving their Gold awards at Buckingham Palace in May. 68 Cadets completed their BTECs with the Cadet Vocational College, whilst a new First Aid badge was completed over 6,500 times on the Inspiring Digital Enterprise Award (iDEA) platform, supporting young people to develop digital, employability and enterprise skills for free. That made it the most popular gold-level badge on iDEA. And 2023 also saw the completion of our Health Citizens programme. Funded through Futuremakers by the Standard Chartered Foundation, we launched the Health Citizens Programme in 2021 with the aim of helping young people from communities hit hardest by the pandemic to develop their employability skills. Throughout the programme, our Health Citizens Coaches have supported young people to identify and address a health or social care related issue in their community by delivering a social action project and in 2023, over 100 students were recognised as Community Wellbeing Champions, having completed their social action projects on topics ranging from keeping safe on a night out, to reducing period poverty and knife crime.



## Sharing community first aid skills and equipment with the public

In January we completed the first wave of the Three Ways to Save a Life campaign in Manchester, with 16,120 people trained across 2022 and 2023



We held first aid awareness sessions throughout the year. In late 2023, we helped launch a campaign with Greater Manchester Fire and Rescue Service to teach CPR to every year 6 pupil in Tameside by February 2024. Jake Percival, District Cadet of the Year for Greater Manchester in 2023, is a Champion for the campaign.

**“The Greater Manchester Three Ways to Save a Life campaign comes off the back of the initial Manchester Arena inquiry where it was identified that members of the public who knew first aid were able to save lives on the night of the attack at the arena. It was mainly people my age who were at the arena five years ago. You never know when or where you might be when someone may be injured and need immediate help. It has been great to see so many young people encouraged to get involved and be part of the campaign, with over 30% of the staffing of the Save a Life sessions carried out by young people.”**

As we looked to expand on this success, across the country in 2023, over 16,000 people attended our community first aid sessions to learn the skills to save a life – 9,003 through first aid awareness sessions and 7,303 attendees at Restart a Heart events, which for its 10th anniversary focused on the simple message of Phone, Push, Press:

- » **Phone** – Call 999. Whilst early chest compressions and early defibrillation are vital, so is calling an ambulance. If you have someone to help, the ambulance call handler can tell them where to find the nearest defibrillator.
- » **Push** – Start chest compressions (CPR) on the casualty to help keep the heart and brain oxygenated until the ambulance arrives, or someone brings you a defibrillator.
- » **Press** – Press the button on the defibrillator to give a shock to the casualty. If you have defibrillator, continue CPR whilst someone else turns on the defibrillator and places the pads.

In our own responses, St John people recorded attendance at 158 cardiac arrest patients as part of their duties and saved 39 lives - a return of spontaneous circulation (ROSC) in 25% of cases. This is comparable to the latest available data from the Warwick OHCA Registry on overall ROSC rates (25.8% in 2022).

We continued our partnership with the British Heart Foundation, Resuscitation Council UK, NHS England and Ambulance Trusts on delivering and promoting The Circuit (the national defibrillator database) and took over co-chairing the advisory board. Together, we have now ensured almost 80,000 defibrillators are registered and accessible for use in an emergency. We also partnered with the Epilepsy Society in providing the simple Calm, Cushion, Call advice when faced with someone having a seizure.

**What's the impact?**  
**Over 16,000 people**  
**learnt community first aid**



## Reaching new audiences with community first aid

In recent years, we've made progress in ensuring our first aid advice and guidance is available in different languages to meet the need of diverse communities.

In 2023, we worked with deaf and hard of hearing actors to launch CPR and defibrillator videos in British Sign Language (BSL) - A British Sign Language Emergency First Aid Film - Learn CPR ([youtube.com](https://www.youtube.com/watch?v=999BSL)) – that also showcased 999BSL, the Ofcom registered emergency video relay service.



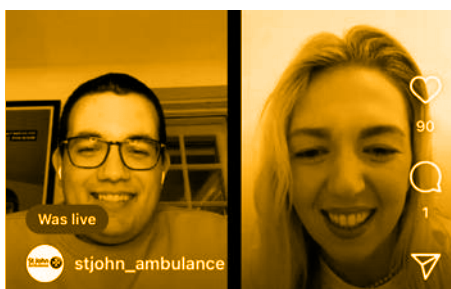
We also worked with Samina Kiyani to support her efforts to train hundreds of people in lifesaving skills at the East London Mosque and London Muslim Centre, in honour of her brother who sadly died from a sudden cardiac arrest:

**"I never want any family to go through the same heartbreak we have been through. The loss of my youngest brother really highlights why CPR and defibrillators are so immensely important. It's crucial that more events and awareness sessions like this happen across ethnic minority communities in the UK - where we know people are more likely to have a cardiac arrest and less likely to know what to do - so more lives can be saved."**

Sessions were offered in Bengali and Urdu as well as English, raising awareness of these vital skills within the South Asian community, which can face greater risks of cardiac arrest with sometimes limited access to lifesaving resources. More than half of people (59 percent) living in ethnic minority communities feel they lack the knowledge to perform CPR, which is significantly higher compared to rest of the UK. People from these communities are statistically more likely to suffer a cardiac arrest, yet just 22 percent have received training in the last 10 years, compared with 41 percent of the UK population in same period.



Meanwhile, online, we teamed up with stars of BBC's popular *Traitors* series to discuss mental health as part of a new Instagram Lives feature and cadets Sneha Daga and Shivani Patel made waves with the September launch of their *Saving Lives* on Air podcast for Rangoli Radio, a Hindu community radio station that has reached 158 countries and attracts 8,000 monthly listeners.



**"We thought of the project in April, when we both met up as Rangoli Radio presenters at an away day. The team were talking about youth empowerment and our growing number of young people becoming presenters when we looked at each other across the room and the idea of a young people's radio series sparked. Given that we were both Cadet First Aiders, bringing our roles and skills together meant we could create a platform for inspiring young people. It's something we are both passionate about. First aid saves lives, and if more people know how to deliver lifesaving first aid, more lives will be saved."**



# Our challenges and what we learned

## Making progress on volunteer engagement

In our 2022 Annual Report, we set out the progress we had made on volunteer recruitment but identified that many existing volunteers had not yet re-engaged post-pandemic to their previous levels of activity. Progress has been made during 2023 but it was not as rapid as we hoped and some parts of the country struggled more than others, despite the strong teamwork and desire to return to St John "normality". This has had a knock-on impact on both event and ambulance auxiliary outputs through the year compared to our initial forecasts.

Our principal intervention was our Engage to Activate programme, one of the sustained benefits of which has been improved access to data about volunteer behaviours locally. Of St John's thousands of volunteers, 6,710 have participated in our event delivery as qualified first aiders and above. Of those, 3,012 have done at least six duties in the last 12 months (our definition for "active"), while a further 1,111 are classified as "engaged" (having done at least 3 duties in the last 90 days). Critically, there are significant regional variations within these numbers. This insight provides a better platform for enabling local volunteer leaders to

focus efforts and we believe a refreshed volunteering model that gives those leaders more levers to shape experience will help further progress in 2024.

We ran further trials of the St John Reserve model of volunteering, developed to support a more flexible alternative for event volunteering especially for volunteers who joined us for the vaccination programme. On evaluation, we concluded that continuing to integrate all volunteers together locally would serve the charity better, including through focused volunteering opportunities like the Newcastle stadium project outlined in our regional highlights, than an overall "reserve" so cancelled the initiative.

We did also deliver practical improvements to volunteer experience including the roll out of new operational uniform, made from new material to be more breathable in the summer and easier to layer in the cooler months. It is ethically sourced and more sustainable as well as more cost effective and between March and December 2023, we distributed 53,410 garments from the new uniform range to our St John people.

## What's the impact? Volunteer capacity risk reduced



## A challenging events market

First aid and medical services at events remains at the core of St John volunteering activity and one of the most significant ways that the public engages with us. The pandemic had a dramatic impact on both the event industry and our activation of community volunteers in all parts of the country. With our event work at less than half the volume of the immediate pre-pandemic years we set out to regrow this core aspect of our work. Challenges with capacity and the need to improve the commerciality of this work meant we did not increase our event output but at fewer, sometimes larger events.

In 2023, we provided first aid cover at 8,487 events, down slightly on the 8,632 in 2022. Some of the events we cover (e.g. major sports tournaments like Wimbledon, or regional carnivals and festivals) stretch over multiple days and the balance of activity in 2023 included more large-scale events, including HM

The King's Coronation. This meant almost a thousand more event days in 2023 than 2022 (11,238 compared to 10,308). But it also meant more events where we needed to pool volunteer resources from different areas, increasing travel and other costs of delivery. As well as supporting over 2,000 professional football and rugby union fixtures to take place safely week after week, we remain a mainstay of local firework displays, new year's celebrations and Remembrance Day services.





On review, our ambitions for our event work were not synchronised with the timetable for recovering volunteer engagement, retention and activity post-pandemic through our Engage to Activate programme, leading us to turn down the opportunity to cover 1,700 events. Cover at community events grew modestly, with some areas of the country particularly strong in delivering significant numbers of local events but we recognise the work still to be done to re-engage our volunteer community and match their motivation to serve their community with the opportunities we can create to do so. We intend to pursue a refreshed model of volunteering in 2024 alongside an improved commercial strategy for larger events.



#### On duty for the Coronation

Maintaining our long history of humble service to the Royal family and the public at major Royal events, hundreds of St John people put on an inspiring display of support as the crowds cheered our new King and Queen in May 2023. Highly trained first aiders, including 60 healthcare professionals and 80 cadets, volunteered at 21 pop up treatment centres across

London, with Cycle Responders and ambulance crews giving care and medical treatment to those who needed it. 50 Cadets watched the ceremony at Their Majesties invitation at a special screening in St Margaret's Westminster. St John volunteers were also on hand for the Coronation Concert at Windsor Castle and numerous screenings and local events across the country.

## In 2024, we plan to:



- » Review our event first aid delivery model to maximise our support for community events, whilst delivering financially sustainable large event first aid cover that sets the standard for the commercial event industry as new regulations come into effect.
- » Empower our volunteers, engaging with our whole volunteering community to design and roll out a new model for volunteering at St John based on the principle of developing a focused number of inclusive community first aid networks with clear goals for delivery, education and fundraising set locally within a national framework.
- » Deliver more community education, in particular the three ways to save a life, focusing on supporting volunteers in local networks to grow our reach into communities.
- » Deliver an increase in places within our core youth programmes (Badgers and Cadets) through recruiting more youth leaders, improving recruitment processes and delivering more volunteering opportunities for young people.
- » Continue to build on the success of Young Responders, creating new local partnerships and seeking increased investment for its expanded delivery.

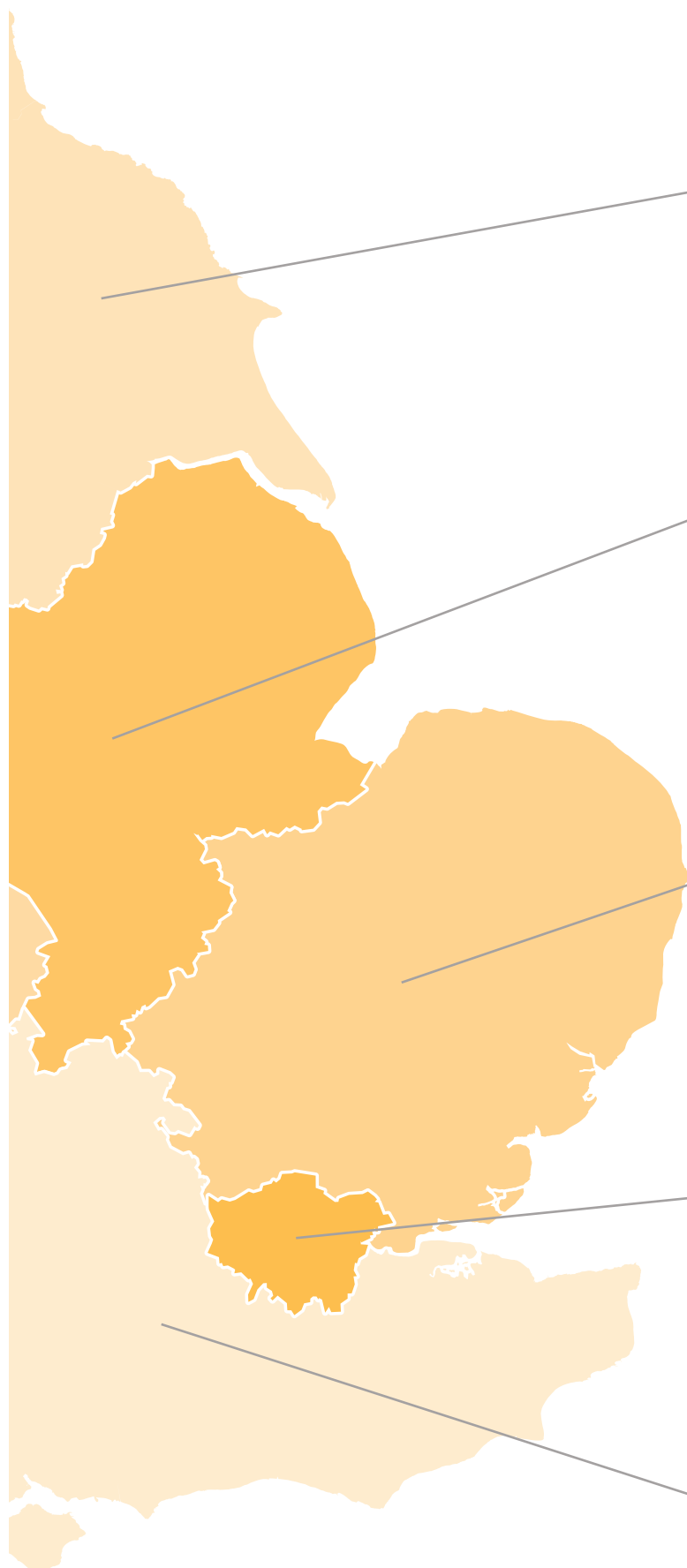
## Regional focus

The connections St John units and counties enjoy with their local areas have always been central to our delivery and impact. Following the appointment of 8 Regional Commissioners in 2022, we continued in 2023 to work on increased empowerment for regions to deliver impact in line with the needs of their communities. This principle is key to our community first aid future and will be a significant part of our focus in 2024 and beyond. Around the map below are just a few highlights of the different responses in different regions to the first aid needs around them.

**North West** – During 2023 we had two new Community Support Units delivered across the region thanks to the volunteer effort to raise the funds for this. In Greater Manchester, as part of the Three Ways to Save a Life campaign, over 16,000 members of the public were trained across 2022 and 2023. Volunteers across the region turned out in strength to support the Grand National weekend at Aintree.

**West Midlands** – In 2023 volunteers gave over 42,000 hours supporting communities at public events across the West Midlands as well as reducing pressures on A&E departments through various night-time economy projects. We also educated over 3,000 members of the public during Restart a Heart month in October across shopping centres and through our units opening their doors.

**South West** – We supported the Somerset Illuminated Carnival, which visits the South West for approximately six weeks, representing a significant activity for volunteers locally. It's an intense time for the region with one fair per week covered by anything from 20-40 volunteers, often covered by one district who work hard to cover the event every week. Great communication and dedication has helped us to succeed with this event. In 2023 it wasn't the only major event in the South West with the Bristol International Balloon Festival; Ten Tors; Cheltenham Festival; Cornwall Show; Plymouth International Fireworks Competition; and Western Enduro all covered successfully.



**North East** – In 2023 we innovated with a new Stadia Unit in Newcastle, which has attracted new volunteers from within the Newcastle United fanbase to supplement our volunteer team at Newcastle United Football Club. This has enabled us to maintain and fully cover the service to the club and its tens of thousands of spectators. Wider stadia activity in the North East has included regular events at Hull, Bradford, Leeds, Doncaster and Rotherham, alongside Bramham Horse Trials, Tramlines festival, Hull Fair, the Great North Run and York Races.

**East Midlands** – Volunteers including Priory Groups have continued to work hard in raising funds for our operational activities and in 2023 the Region was able to receive a new Kia electric vehicle in Northamptonshire and place orders for two Community Support Vehicles to ensure that our volunteers have access to the equipment, transport and welfare facilities they need when spending their time with us.

**East of England** – During 2023 our young people have been involved in lots of different activities from attending the Coronation to taking part in the Germany Cadet Exchange Trip with Johanniter International as well as spending time out at sea with Tall Ships learning valuable skills. Youth voice was a priority for the East this year which saw the relaunch of the Regional Youth Forum. Our volunteers in Norfolk continue to hold Open Gardens which brought in over £12,000 as well as training primary school children in first aid.

**London** – the London Marathon remains one of our biggest events and approximately 1,000 volunteers were again needed to support the runners and members of the public on the day. This year almost 50,000 runners signed up to take part. We mounted an incredible response – comprising 42 Treatment Centres, 52 ambulances, more than 600 first aiders, 100 Health Care Professionals, 40 Medical Response Teams, 14 Cycle Response Unit teams and 150 Cadets.

**South East** – Alongside covering 1,842 events, in August we launched a new form of first aid support for those enjoying the seaside on the Isle of Sheppey, based on similar activities in the night-time economy and a 2021 pilot, when St John reduced pressures on local NHS services in Great Yarmouth and Hunstanton.



## 2. Enabling the nation's health resilience

### Community first aid reduces pressure and demand on our health services.

Frontline pressures on NHS services remained high during 2023, not least with year-on-year increases in urgent and emergency department attendances and emergency admissions.

Community first aid responses and increased community and health service resilience, including our work in partnership with others through the Voluntary and Community Sector Emergencies Partnership (VCSEP), can help reduce this demand in the short-term.

The publication of the first NHS long-term workforce plan in June 2023 acknowledged the lack of coordinated planning for the NHS workforce over decades and pointed to a gap of more than 260-360,000 staff by 2036/37. The plan sets out three priority areas for action – to increase education and training to record levels including increasing apprenticeships and alternative routes into professional roles; to retain more staff; and to reform productivity. We welcomed the recognition of our NHS Cadets programme and wider volunteering opportunities in the plan as effective routes into the NHS workforce to support capacity in the medium-term. This was echoed in recommendations from the NHS Volunteer Taskforce.

What's the impact?  
**72,716 hours of emergency ambulance cover**



### Our Goal

**Our long-term ambition is to continue to be ready, in partnership with the nation, to respond to local and national emergencies through:**

- » Delivering compassionate, safe and effective ambulance services [see also our section on Quality at page 32]
- » Maintaining and developing our role as the nation's ambulance auxiliary
- » Working with partners to develop the health career and volunteering pathways that our volunteering and youth work provide.

#### Planned 2023 commitments

- To continue as an effective auxiliary to the NHS and communities through our ambulance auxiliary work
- To grow our ambulance provision
- To broaden our reach through supporting more NHS Cadets

#### Progress ● ● ●

Continued service delivery, but with lower levels in winter 2023/4 than 2022/23 to grow our ambulance provision.

Increased income but low success rate in winning new contracts as unwilling to sacrifice quality for price.

Just under 4,000 more young people registered for NHS Cadets, over 80% with at least one of the target characteristics

## Our progress and what we delivered

### Ambulance Auxiliary

Under the terms of our ambulance auxiliary contact with the NHS, which had its first anniversary in 2023, we provide surge capacity in support of England's 11 ambulance trusts. A base level of service is provided throughout the year as part of maintaining skill levels and in partnership with individual trusts to match their needs, with additional surges of activity in Winter and specific emergencies. Our trained crews, both employed and volunteer are used in different ways by different trusts depending on demand in each area.

In 2023, we delivered 72,716 hours of emergency ambulance cover through the auxiliary and additional arrangements with North West Ambulance Service. We treated just under 8,000 patients (7,890 completed electronic patient records), with a diverse case mix that reflects the undifferentiated care needs within an ambulance service, with chest pain, shortness of breath, abdominal pain, head injury, falls and hip injury some of the more frequent presenting complaints we attended.

Volunteers were also on hand at Birmingham and Stansted Airports in April to support those arriving in the evacuations from Sudan with immediate first aid needs.

We are proud of the positive feedback so often received from patients and families for the compassion and expertise shown by our emergency ambulance crews, as shown in these two examples:



“

In the early hours of Saturday morning, my brother-in-law was stabbed twice during a mental health episode. My sister, who is partially sighted, was so upset and afraid he was going to die – and then in walked the heroes of the hour. They were so quick and reassuring to everyone, and quickly put a dressing on his chest. And next thing, he was inside the ambulance getting the help he needed.

Later, at the hospital, my brother-in-law finally opened up to your ambulance team about what he was going through. He has never done this. They told the hospital what he had said and he is finally getting the specialist help he needs.

We just wanted to say a huge thank you for the two amazing St John people you sent to their home that night. We've since been told that neither of them get paid but do it because they want to help others. They are two very special people.”

”

“

Connor and Matthew came to help my brother, Simon, who has very bad mental health problems (schizophrenia) had collapsed in the street after drinking too much. They helped get him to my mum's house and were amazing with him, me and my elderly mum.

Both are volunteers: I mean, wow. I could not thank them enough. It was so wet and cold, and they saved his life by being there to help, then stayed with us until he passed out asleep and they knew we were safe. Connor and Matthew were truly heroes who went above and beyond – really lovely, amazing people. Thank you so, so much.



”

### Night-time economy

Our NTE programme offers emergency medical care in busy nightlife areas as well as welfare support and providing a place of safety, to providing high standards of pre-hospital care to people socialising in towns or city centres throughout the evening and early hours of the morning, particularly on Friday and Saturday nights. By providing dedicated treatment centres in towns and cities, we're able to provide

medical support quickly and effectively alleviating pressure on local resources such as the NHS and local ambulance services.

In 2023, we expanded to 11 different areas including opening a second safe space in Birmingham in partnership with the local police and providing a new service in Skegness over a busy bank holiday weekend. We saw 3,453

patients, 1,571 of whom had clinical needs but just 660 (42%) of those had to be sent to Emergency Departments. St John people were able to convey more than half of those requiring further medical treatment, again reducing the burden on emergency services. For the larger group of non-clinical needs, we provided a safe space which we have evaluated as reducing wider demand on statutory services in busy night-time city centres.



What's the impact?  
**3,453 patients in the  
night-time economy**

### NHS Cadets

Since 2020, St John has worked in partnership with NHS England to deliver the NHS Cadets programme, providing opportunities to explore roles in healthcare. It is targeted at 14-18 year olds from communities currently under-represented within the NHS and St John Ambulance and aims to reach a diverse range of young people with barriers to entering health volunteering and/or healthcare careers. Target groups include young people who are not in education, employment or training, who have a learning disability, come from low-income families, are young carers, have mental health conditions or are from ethnic minority backgrounds.

In 2023, a further 3,961 young people registered to be part of NHS Cadets, bringing the total registered in the programme since launch to 7,682, split evenly between the Foundation and Advanced courses. Over 80% of registered participants have at least one of the target characteristics.

### Responding to a respiratory arrest

When East Midlands Ambulance Service (EMAS) passed over a 999 call to St John Ambulance, reporting that a male had been found by police officers on the street in Leicester, unconscious and not breathing, we were able to deploy two cycle response units, a paramedic and a double crewed emergency ambulance, from our night-time economy operation.

Initially, St John volunteers, working alongside specialist EMAS colleagues, supported the patient by breathing for him, utilising airway management techniques as well as administering doses of the life-saving drug, Naloxone, which reverses the effects of opiate-based drugs. Our emergency ambulance, supported by an EMAS critical care doctor, transported the patient to hospital, releasing other EMAS resources to focus on emergencies elsewhere. The patient made a full recovery.

Baba Odumera is a recent graduate of the NHS Cadet programme:

**Baba decided that he would like to study medicine at university but the pandemic made it difficult to gain experience in this field. What drew Baba towards the NHS Cadets was the fact that this programme was offered to people from a similar background. Baba used the experience gained with the NHS Cadets to write the statement to apply to university. Baba expressed that St John contributed so much to his application and in autumn 2023 he started to study medicine. He is also now a fully qualified adult first aider and volunteers at his university.**



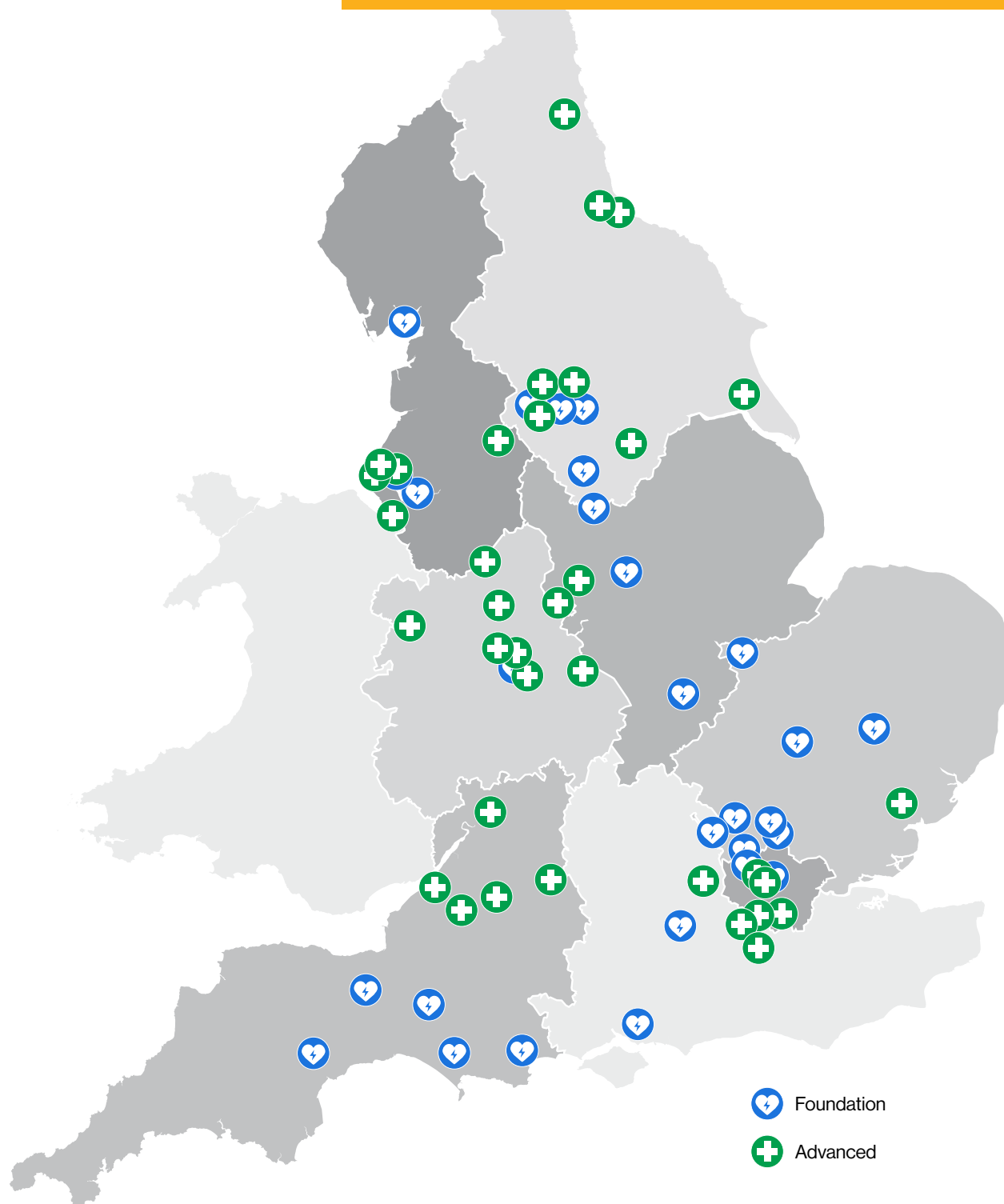
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There are currently 131 live NHS Cadet programmes (see map below). In 2023, we expanded our partnerships outside just NHS Trusts to include 16 schools, including Waterhead Academy in Oldham.

Neil Wilson, Assistant Principal for Person Development, had this to say:

To become one of the first secondary schools in England to deliver the St John Ambulance; NHS Cadets programme is an excellent opportunity for our students. Whilst undertaking the qualification, our Cadets will also benefit from a range of presentations and practical sessions delivered by health care professionals. The qualification will further equip our students to enable them to pursue health related post-16 education and training courses as well as providing them with the most valuable life skill of all; the required knowledge to potentially save an individual's life.

”



## Our challenges and what we learned

### Changing focus post-pandemic

As we've begun to recover post-pandemic, we've had to assess the costs of running a breadth of different services, each with different regulatory and operational requirements. Our role in vaccination – such a crown jewel in our service to the nation during Covid-19 – came to a natural end in March 2023.

A wider strategic review has led to difficult decisions about how we can best focus our resources to maximise our

impact. During the pandemic, hospital volunteering by trained St John volunteers added significant value to a number of NHS trusts. Our volunteers' ability to help with basic clinical observations within emergency departments eased the burden for stretched NHS staff and improved patient experience. This support has dwindled to a few sites and we have chosen to exit this activity, supporting individual volunteers in their connections with their local trust to continue their activity directly as appropriate.

Similarly, our falls services and provision of care for the homeless community around the south coast have added considerable value in recent years for patients and clients respectively. While the need remains, operational and financial challenges and a lack of sustainable funding for those services means we will exit from them during 2024.



### Ambulance sustainability

Our critical care ambulance services, for example the transport of critically ill babies and children in partnership with specialist NHS trusts around the country, continue to deliver with the professionalism and compassion that befits our CQC Good rating. We continued to encourage NHS partners to innovate in how critical care transport services are combined in a region, as demonstrated through our Castle Donnington site in the East Midlands, officially opened by HRH The Princess Royal in October 2023.

However, commercially we experienced challenges in our delivery of these services in 2023. Our continued focus on ensuring high quality has meant a low success rate in securing new contracts where price has been the determining factor, although we did successfully re-tender for the KIDS contract in the West Midlands to continue almost a decade of providing lifesaving care and transport to critically ill children in the region. With public sector health commissioning remaining a very low margin enterprise, we will be reviewing all our costs in 2024 to assess what type of contracts are sustainable in the future.

What's the impact?  
Financial sustainability risk elevated



## In 2024, we plan to:

- » Where possible, support the NHS in providing auxiliary ambulance surge capacity through financially sustainable arrangements.
- » Continue to deliver a positive experience for NHS Cadets, supporting future health volunteering and career choices and developing new partnerships with NHS Trusts and schools to enable delivery. We are committed to working with NHS England on applying our learning from the programme to shape wider pathways into health careers from both youth work and adult volunteering, in line with the aspirations of the NHS Volunteering Taskforce and Long-term Workforce Plan.
- » Consolidate our response activity, ending our homeless, hospital volunteering and falls response services, whilst continuing to explore the role of community education and equipment in effective falls responses.
- » Empower our local volunteering communities to provide first aid support in the night-time economy of cities and towns across England.



St John volunteer, Flora Streeter, is not alone in making the transition from volunteer to NHS career: "In March 2023 I switched jobs from working in Digital Marketing to become a 999 emergency call handler for the London Ambulance Service. I made the change because I wanted to do something similar to my volunteering – I want to know I'm helping people in my everyday life."

# 3. Training for safer workplaces and communities

**Community first aid makes communities safer and more resilient to the emergencies that occur every day. Education has been at the heart of our mission for almost 150 years, within both workplaces and the wider community.**

“

As working patterns and community needs evolve, the importance of ensuring safe places to live and work remains paramount. That's why we continue to adapt our curriculum to teach not just the core first aid standards within the First Aid Manual that we set with St Andrews Ambulance Association and the British Red Cross, but also mental health awareness and first aid, as well as the skills to treat the impact of street violence and falls in the home. Not least with hybrid workforces and more remote working, as well as the underlying pressures within society, we are seeing an increased need for mental health first aid skills at work and remain committed to working with customers to respond to that need alongside their statutory duties for safety in the workplace. Recognising the increased financial pressures on employers from inflation and the wider economy, we'll continue to work with customers to meet their needs.

When James, a construction manager and father of three, was overwhelmed by suicidal thoughts, he found the courage to ask for help:

“As much as being a construction site manager is stressful, I used to view work as an escape from my life. I have three sons who suffer from a range of challenging conditions, two of them with autism. But last year I began to really struggle. I started feeling like I couldn't do it anymore. I felt anxious about doing things I wouldn't have thought twice about before. I got to the point where I was driving to work and felt like I wanted to turn the wheel of the car and drive into a tree or the barrier on the motorway.”

Luckily, his boss, Phil, was a trained mental health first aider:

“It was noticed that James' performance was going down. He wasn't in a good place; he and his family were facing some really big challenges. I and his line manager encouraged him to share his problems so we could help him. In our line of work, especially within build teams, people are not keen to come forward to talk about poor mental health. It can be deemed as a weakness. You can't wave a magic wand but being able to talk makes someone feel better. You're not qualified to give medical advice but you can listen and follow it up and reassure someone you care. My St John course taught me how to really listen.”

For James, the impact was clear:

“Companies would definitely benefit from putting people on mental health first aid courses. Instead of automatically thinking “they are not doing their job” they might think, “wait a minute, are they OK?”. Having someone to talk about how things were, who wasn't going to judge, and wasn't my wife or parents, was so beneficial. Now I'm performing really well again. Touch wood, I'm back to firing on all cylinders.”

”

## Our Goal

**Our ambition is to renew and revitalise our commercial training and supplies enterprise, supporting employers to ensure safer workplaces by delivering best-in-class first aid, health and safety training and developing our role in mental health first aid. We also want to explore how new community first aid training products can improve the response to changing community health needs, including better outcomes for elderly fallers.**

### Planned 2023 commitments

Target growth in our training enterprises, including expanding our mental health first aid training.

Pilot falls education and response initiatives.

### Progress

9% reduction in delegate numbers, with dip in three-year requalification cycle post-Covid and wider economic pressures, despite modest growth in mental health provision.

Engaged the health commissioning community and designed a community training product in preparation for a possible pilot.



# Our progress and what we delivered

## Maintaining quality

In 2023, we continued to support thousands of workplaces – just under 38,000 businesses supported - to be safer and more resilient for their people through both our training and successful supplies enterprises. We remain proud of the market-leading quality of our training across a breadth of courses and how that reflects on the skills and experience of our cadre of Workplace Trainers. Appreciation for that quality is reflected in the reviews that customers give and we have now received over 30,000 Trust Pilot reviews with a 5 star rating (4.9-5.0). Here are just a few of the things customers said about our training in 2023:

“

**Amazing course. I learnt so much more on this refresher than my previous one which has made me feel more confident if I ever need to administer first aid. I was booked on this course for work but would highly recommend it to everyone.**

Kris Young, Dec 2023

”

“

**Great course, good training! Really enjoyed the training the teacher Steve was good he went through everything and we could ask lots of questions and get stuck into practicals. I'm usually quite a shy person and after a few hours of being there I opened up a lot more and I just felt at ease getting to know everyone and getting involved. Well worth the 3 days training.**

Nicole Jesson, July 2023

“

**Life changing decision. Learning experience provided by Maurice was unmatched. For me personally, it was so great and impactful that made me go on to actually sign up for volunteering with SJA. I would highly recommend using SJA services.**

Krzysztof Krzyzanowski, July 2023

”

“

**I recently participated in a two day mental health first aid course with SJA in Bolton. The course was delivered by a lady called Vee, and was done to an extremely high standard and equally engaging. Thank you for equipping me to deal with a whole host of delicate situations, not only in the workplace, but my personal life also.**

Andy Revell, April 2023

”

”

## Exploring new opportunities for impact on community needs

We worked closely with NHS bodies and partners in the charity sector to explore the health and health sector demand impacts for those who fall at home, where help can often be long-delayed in arriving. That led us to develop a new community training product and a model for community falls cushions that we are looking pilot in partnership with local NHS trusts in 2024.



**What's the impact?  
215,708 workplace  
training delegates**

## Our challenges and what we learned

### Overall enterprise performance

As highlighted in the overall summary of the year, the financial underperformance of our training enterprise in 2023 was a key factor in our overall results. First aid at work certification operates on a three-year requalification cycle and 2023 marked three years on from the first Covid-19 lockdown in 2020 when our training business like so many face-to-face activities ceased for a period. While we anticipated therefore that there would be a short-term dip in delegates and income during the period that mirrored the months of lockdown, we did not anticipate the full scale and the slow recovery that followed from that dip. Moreover, we have witnessed some changes in the demand for first aid at work, linked to the country's overall economic performance as well as changed patterns of post-pandemic work.

While we remain the market leader in the full three-day First Aid at Work course, providing the most comprehensive training, particularly in higher risk industries, there is a greater spread of providers for the one day Emergency First Aid at Work course and in 2023 an increase in customer interest in that option.

Taken all together we saw a reduction in our delegates from 236,921 in 2022 to 215,708 in 2023. We are confident in our ability to rebuild our delegate base in 2024 and beyond, albeit we will also experience the moment three years on from the second Covid lockdown during Spring. This will require us to review and renew our training operations and challenge ourselves to get even closer to our customers and their needs.



What's the impact?  
**Financial sustainability risk elevated**

### Delivering for mental health

Mental health awareness and first aid training remains a key priority for us both commercially and missionally, given the needs we are seeing in communities and workplaces. In 2023, we developed and piloted various more accessible awareness course offers, including an online course. We provided 1,690 mental health courses

and trained 10,784 delegates. Although our core mental health first aid offer remained popular and enjoyed modest growth, these new products have not yet met the mark in terms of customer interest and demand. However, recognising the importance of this area for both customers and us we are committed to continue to develop this aspect of our business in 2024.



## In 2024, we plan to:

- » Regrow our training income, increasing contribution through improving efficiencies and increased marketing effectiveness.
- » Explore opportunities to grow our mental health first aid training.
- » Pilot and evaluate community falls training and equipment in Derbyshire in order to take pressure off the emergency ambulance system.



## 4. Delivering high quality care and education

### Our Goal

As part of our long-term ambitions, we remain committed to enhancing the practical clinical and training excellence which underpins all our work and for which the St John brand is recognised.

That includes delivering high quality, evidence-based and people-centred care to all the communities we serve.

#### Planned 2023 commitments

Roll out a new approach to electronic patient reporting, utilising the new capabilities to understand and continuously improve our standards of care.

Publish a new Quality and Safety framework to help govern our work in this space.

#### Progress ● ● ●

Project successfully completed across St John.

Framework published and being implemented.

### Our progress and what we delivered

#### Delivering Electronic Patient Records

Following extensive development work in 2022, 11 February 2023 at Uttoxeter races marked a significant milestone for St John's clinical practice with the submission of our first electronic patient report form (ePRF). By December 2023, the new approach had been successfully rolled out across the whole charity and given a positive bill of health by our internal audit team. At each stage of the roll out, the feedback of colleagues allowed us to update the functionality to improve both the experience of users and the benefits, e.g. through amended drop down lists for presenting complaints.

Delivering electronic patient reporting remains a challenge across the wider health sector and we're delighted to have been able to roll this out to effectively across our organisation. One major positive impact of making the switch to an ePRF model is our ability to use the new data to make better and more informed decisions. For example, we now have access to a real-time portal that displays all records submitted during a duty, and a PowerBI dashboard for observing strategic trends over time.

What's the impact?  
Clinical risk reduced



#### Setting our Quality Framework

We published our first Quality and Safety framework following extensive consultation with key stakeholders. It is based on the pillars that are needed to embed a quality and safety culture under the goals of:

- 1 Promoting and developing an inclusive and open learning culture.
- 2 Building the foundations for high quality, safe and effective care, improving expertise, knowledge and skills of our people through training.
- 3 The right systems and processes to embed high quality care consistently across operational and clinical activities.

In 2023, we launched our Health and Safety transformation plan to ensure a more focussed level of support across the organisations where everyone feels

engaged and accountable for their own safety and others around them. We moved our Events Operations manual online and set up a 6 weekly review by an Updates and Governance Group to sense check content – given the changing nature of event regulation noted below and our planned approach to local delivery, this will help maintain standards in the future.

St John continues to build on its relationship with our regulatory bodies through regular dialogue. That includes answering concerns as they occur in partnership with the Care Quality Commission (CQC). We launched our "Delivery to Board Assurance Framework" to support the maintenance and development of our CQC "Good" rating. This Framework is aligned with the Care Quality Commission (CQC) fundamental standards and includes standardising our approach to assurance visits across our clinical activity (events, ambulance and community response) having previously

employed different reporting systems and approaches. This is helping more accurately capture examples of both good practice and potential areas for continuous improvement.

What's the impact?  
Regulatory risk unchanged





## Our challenges and what we learned

### Changing regulations in event medicine

Following the publication of the recommendations of the Manchester Inquiry, we have worked closely with partners and policy-makers on the likely changes to event medicine regulation. We welcomed the recommendations and the role they will play in making experiences safer for the public but also recognised the impact of proposed changes in the Purple Guide and the likely enactment of “Martyn’s Law” in 2024 for our operations. Principal among the changes in the requirement for a level 3 qualification to participate as first aiders at licensed events.

In response, we have developed two new roles for volunteers at St John to both meet future regulatory requirements and be as inclusive as possible in our volunteering in terms of choices of role:

- » **Emergency Responder.**  
These volunteers (aged 16 and above) will hold Level 3 qualification and will be equipped for duty at larger, licensed events. The training requirement will be a hybrid course of learning with up to 6 days face to face and a 3-year revalidation.
- » **Community First Aider.**  
These volunteers (aged 13 and above) will hold skills relevant to delivering first aid and education at community events. The training requirement will be a hybrid course of learning online /up to 2 days face-to-face (3-year revalidation).



## In 2024, we plan to:

- » Roll out training for Emergency Responder and Community First Aider roles to best equip volunteers for future event regulations and customer needs.
- » Improve triangulation of quality and safety, incident and safeguarding data to continuously improve our learning and response, taking advantage of changes in our structure as part of organisation re-design work.



## 5. Developing as an inclusive organisation, providing positive experiences for our people and those we serve

### Our Goal

**Our ambition is to provide inclusive and purposeful experiences for all St John people, through simplifying accountability and strengthening core business services, technologies and processes that underpin our work to be a digitally enabled, data savvy, learning organisation.**

We recognise the need to travel further to be the safe, inclusive, connected organisation we want to see, whilst ensuring the traditions of the Order of St John remain the faithful beating heart of all that we do.

#### Planned 2023 commitments

To continue our cultural journey, including a focus on behaviours and boundaries and how we best connect and support each other safely, inclusively and compassionately.

To transform customer and donor experiences through digital investment.

#### Progress

Early focus on connection and civility in the workplace but slower progress in second half of the year with shift in focus to transformation programme.

Completion of wave 1 of digital programme (SHIFT) delivering foundations for technology needs including fundraising database and marketing capabilities. Subsequent waves paused in response to financial position and to ensure learning captured for future development.



### Our progress and what we delivered

#### Involving our people in shaping our future

We began 2023 looking to the future with a series of regional roadshows and workshops to engage St John people in our future strategy. This was complemented by the latest theme of “connection” in our internal Heartbeat campaign – bringing to life our values through everyday behaviours with a focus on teamwork and breaking down siloes and the challenges of remote working. Engagement culminated in a Leadership Conference in March at Warwick University, bringing together 600 leaders across the charity to celebrate our impact, connect with our vision for the next ten years and challenge ourselves on how we would need to lead to deliver our ambitions whilst building a consistent sense of belonging and inclusion across the charity.

However, as the year progressed and the scale of transformation that would be needed to address our financial position was better understood our engagement priorities shifted. In September, we launched our transformation programme and began to engage with employees on the need to reduce the size of our paid workforce within an overall organisation design approach based on 8 core principles. We committed to and maintained regular communications, including active engagement with our National Employee Forum, but recognised that the autumn was a period of significant uncertainty for many colleagues. To create options for employees, we opened a Voluntary Release (VR) programme and formal collective consultation commenced in November and ran until mid-December. Final outcomes from consultation were to be delivered in early 2024. Through VR, redeployment opportunities and natural attrition, we anticipated minimising the number of compulsory redundancies as part of reducing our overall establishment in this first phase of change by around 160 roles. Our learning from this process is shaping our approach to continuing change in the organisation and is captured below.

Ensuring a voice for all within the organisation throughout this period of change remains a priority. Alongside support for our network of Freedom to Speak Up (FTSU) Advocates, we made good progress on Youth Voice, including through youth participation in community delivery through an operations steering group, support for national, regional and district youth forums and recruitment of more youth voice leaders. Young people are part of significant recruitment exercises, including the search for a new CEO, and their voice continues to be represented at the Board by our young trustee.



**The world of St John is like no other, it feels like you are a part of work family, one that many of us invest in far more than others might in their ‘working worlds’. That makes the process of change with the inevitable drawbacks and discomforts especially difficult to digest. The NEF team worked hard to support colleagues and were proud to work together with Network Chiefs to find the best possible outcomes for colleagues whilst also shaping a positive future for St John. All families suffer painful episodes, however pulling together, challenging with kindness, listening and responding to others honestly and with empathy ultimately will lead us to a brighter future for everyone.**

Karla Auker, Chair of our National Employee Forum (NEF)



### Support for our people

Following a discretionary winter payment in 2022 to value and support our employees and with significant cost of living pressures continuing in 2023, we decided to provide an elevated pay increase to staff (up to 7.5% for our lowest paid). While we're pleased that our median gender pay gap remains low and significantly below the national average, we have seen a steady increase in the last two years having reported no gap at all in 2021. We remain committed to equity and are keen to explore and reverse this trend.

Pay increases sat alongside continued support for our already strong wellbeing offer, for which we were recognised at the Make a Difference Wellbeing Awards, winning the category of 'The Employer that has made the most difference to workplace mental health and wellbeing in the public sector/not for profit organisations'.

Our wellbeing offer for staff and volunteers is complemented by a new cohort of Wellbeing Champions, recruited in 2023 and by:

- » **Our Presidents**, who as "Chiefs of Morale" provide help to local volunteers as well as acting as ambassadors for the charity locally;
- » **Our Fellowship**, who provide both a place for members of St John to continue their involvement after the end of their active service with the charity and support our active operations, particularly from a welfare perspective; and
- » **Our Chaplaincy**, who provide an on-call service, regular Thoughts for the Week and a Monday Prayer group.

Priory Sub-Dean, Revd Dr Andrew Schumann reflected on the role of Chaplaincy following spending time with St John volunteers and the public at the Coronation:

"One of the reasons why I love Chaplaincy within an organisation is that while we are part of the family and know St John, we are not part of the reporting structure. That frees us up for others to be able to share with us. So of the many conversations I had there was, yes, some distinctly spiritual stuff, but the vast majority was to do with being a human being and the challenges and joys that brings - jobs, friends, family, health and the like. A Chaplaincy reminds us of our shared humanity. Yes we have jobs and tasks to do within St John and on duty, but we must always remember that we are human beings underneath it all. I sometimes describe a chaplain's role as that of 'second aid' - we are the ones you talk to after you've done your first aid - when you start to emotionally process how things have gone, well or otherwise or when other things in life pop up. Mostly it's just simply that we all need people to talk to... So what does a Chaplain do? We love doing the ceremonial and the spiritual stuff - but we also love dressing in green and getting stuck in. We are part of the St John family."

As part of our commitment to being an Armed Forces-friendly employer as part of the Armed Forces Covenant, we achieved the Employer Recognition Scheme's Silver Award and continue to work towards Gold. The Armed Forces Covenant is a pledge to acknowledge and understand that those who serve or who have served in the Armed Forces, and their families, should be

treated with fairness and respect in the communities, economy and society they service with their lives.

More broadly, we continued to support the work of our People Networks, including our Armed Forces Network, as safe spaces to share, learn, educate and inform the development of our strategy and policy. All our

networks – Multicultural, Disability and Accessibility, Pride, Women, Family and Carers – encourage active allyship as part of celebrating the rich diversity within St John and the communities we serve. In 2023, we supported their work through new EDI e-learning and launched dedicated drop in Cultural Conversations to help develop cultural awareness.

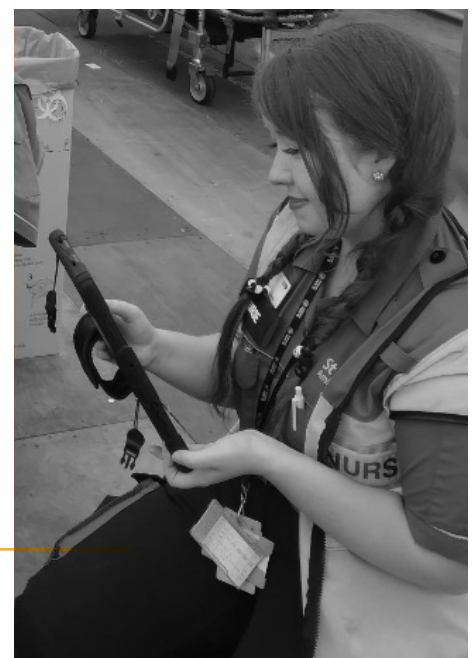
### Digital transformation

Alongside continuing to manage an ageing technology estate and making improvements to how we manage our data to better enable us to use it in our decision-making, we made two significant digital investments in 2023. Our successful roll out of electronic patient records is covered in more detail in our quality section (page 32). We also completed the first stage of our SHIFT programme, delivering a new Microsoft Dynamics 365 backbone for our technology needs which we can now build our future services on. This included delivering a new fundraising system and real-time marketing capabilities and the technology backbone is also underpinning the Customer Service and Shared Service Centre Email Management Systems.

In the latter part of the year, we took the learning from the start of the SHIFT programme to recognise the importance of identifying changes required in how business areas operate up front to align further system changes. Having spent time building requirements for the core Training Booking System that powers our most important enterprise, we're in good stead for 2024 to deliver our next build by replacing that system, as well as looking at how we can make wider improvements by maximising the use of existing systems in our estate in response to constraints on likely investment levels in the short-term.



What's the impact?  
**Technology transformation risk unchanged**





# Our challenges and what we learned

## Culture journey through change

The shift in focus mid-year to financial and transformation goals and the pace at which we needed to respond, meant that some cultural programme priorities were delayed, in particular roll out of a new ethical behaviours framework and further work on civility within the organisation. Both will be picked up in 2024. We have attempted to embed EDI principles within our first phase of transformation but recognise the continued effort required in this area.

We're also acutely aware of the risks to wellbeing and retention during a period of transformation and recognise the need to provide adequate support to individuals as well as leaders and managers, as well as providing effective communications

and engagement opportunities. We're grateful for the feedback from colleagues to date on how we can improve the consistency and effectiveness of those interventions and are committed to improve as we progress through change. As part of this we have identified a series of conditions for sustainable change – clarity and consistency of direction, clarity of accountability, depth of inclusion, embedded values, team and leadership development, recognition - and intend to embed these moving forward.



What's the impact?  
**Culture and retention risk elevated**



## Maintaining focus on safeguarding

We take our safeguarding responsibilities very seriously and have long focused on the importance of a robust and regulatory compliant safeguarding framework to protect young people and vulnerable adults in our care from serious harm. During 2023 we identified that the reporting records on compliance with our safeguarding training were incomplete, implying compliance amongst youth leaders had dropped below acceptable levels. Following a concerted drive to improve the monitoring and refresh

training, this position was resolved within the calendar year with compliance now reporting to be above our expected 90% (set to recognise the turnover within youth leadership roles). However, it has prompted us to want to review our overall safeguarding governance, policies and processes to assure ourselves that they remain to the quality we expect. This work will be completed in the first half of 2024 and we are committed to implementing any significant recommendations as well as to ongoing continuous improvement in our safeguarding practice.

What's the impact?  
**Safeguarding risk elevated while we complete our review**



## In 2024, we plan to:

- » Ensure a people-centric approach to our transformation programme, embedding the conditions for sustainable organisation change and recovery, including embedding cultural and EDI commitments within future engagement and any statutory consultation required. Includes:
  - Embedding practice of a new ethical behaviours framework
  - Rolling out cultural intelligence training.
  - Reviewing our safeguarding governance.
- » Complete our review of our reward strategy and publish a timetable for implementing agreed recommendations.
- » Better utilise existing digital systems, including around learner management, deliver a new youth on-boarding platform and explore options for a volunteer app to support increased engagement.
- » Identify, as part of transformation, areas of our core processes that can be delivered more effectively and efficiently, including our finance and HR processes.

## 6. Ensuring a sustainable, resilient charity

### Our Goal

**St John is committed to building strong sustainable foundations to ensure it can make the impact on community health. We understand it is important to make choices today that ensure a long-term sustainable organisation, but also sustainable society.**

This applies to our finances, but also our care for place (environmental impact), ensuring we are focused on people (social), and reflecting on how the charity's approach to stewardship (governance) is set to achieve these aims.

From a financial perspective, we need to ensure a sustainable operating model with the right balance between income and expenditure, maximising resources focused on delivering our mission, only maintaining the assets and capabilities needed to fulfil it and with a longer term objective to increase free reserves from their current levels.

#### Planned 2023 commitments

Target growth in our training enterprises, including expanding our mental health first aid training.

Prioritising Spend SMART initiatives to maximise our efficiency as a charity.

#### Progress ● ● ●

Reduced income, particularly through enterprises, with transformation plans in place to refresh performance in 2024 and beyond.

Significant progress on cost-efficiencies made in the latter stages of 2023, planned to impact positively through 2024.

#### Overall financial performance

While St John Ambulance operates with the intention to balance income and expenditure, with an objective in the longer term to increase free reserves from their current levels, this has not been possible during 2023. A decline in income from our first aid training activity had been expected following changes in the pattern of training course attendance after the Covid lockdown that had led to strong growth in 2022, however this was greater than anticipated. At the same time, inflationary increases in several of our core costs, such as salary costs, property utility charges and fuel for our vehicles were at higher levels than had

been budgeted for. These price increases, together with the impact of an increased cost base built in anticipation of our budgeted income, made it difficult to react quickly to reduce costs in line with the drop in income experienced.

The overall net expenditure for the year is £16.6m compared to a £3.7m net expenditure in 2022, as we were unable to adjust costs in line with reduced income within the calendar year, despite lower losses on the investment portfolio of £0.4m (2022: losses of £3.4m).

Potential financial underperformance was identified during spring 2023 and

mitigating actions started to be taken from early summer onwards. These included a reduction in expenditure, including both day to day spend and the deferral of planned capital expenditure on system, fleet and property improvements. We began a review of our property needs to be able to bring forward a plan for a further reduced estate from 2024 onwards, as part of reducing ongoing running costs. of 2024. An initial restructuring programme to reduce our costs, leading to redundancies in late 2023 and early 2024 has taken place, with a broader Transformation programme for longer term change underway in the first half of 2024.



# For 2024

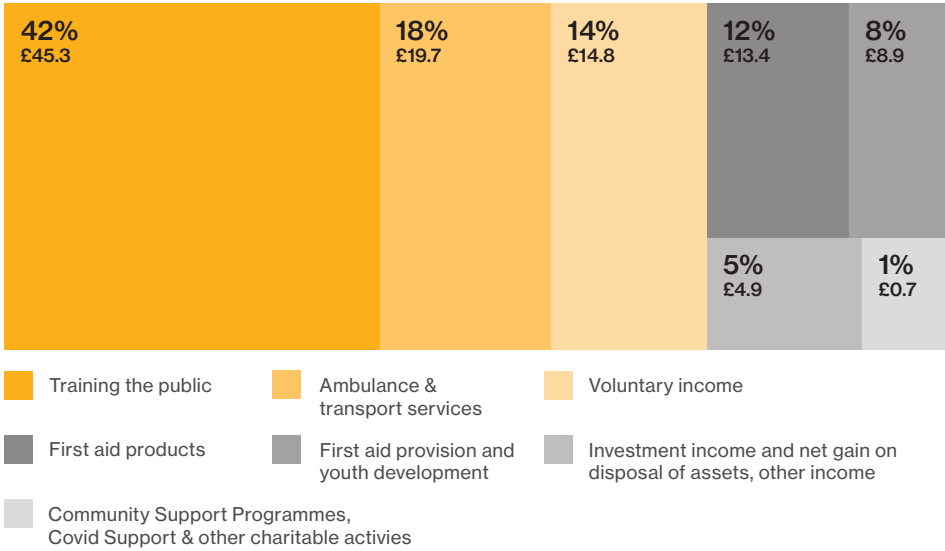
We have set out a programme of transformation and renewal with the principal goal of achieving breakeven finances for the charity by the end of 2025. This work, overseen by a new Transformation Committee of the board, includes workstreams to:

- » Deliver our transformation programmes to realign as an organisation of the right shape and size to be sustainable and to maximise our impact, through:
  - Reducing the size of our whole workforce, focusing on the skills we need to deliver, digitally-enabled efficiencies and on resourcing active volunteering.
  - Reducing the cost of the places we use to meet and deliver our services, focusing our owned estate on vibrant, affordable hubs.

- » Inspire our fundraising, locally and nationally, delivering on our fundraising strategy targets including telling a consistent story of our community impact to create increased donation opportunities and better engaging all St John people as community fundraisers.
- » Renew and revitalise our training enterprise, rebuilding its financial contribution.
- » Review our ambulance and event operations to ensure financial viability.
- » Ensure that we maximise the benefit of having our extraordinary cohort of volunteers, ensuring those volunteers have a properly fulfilling and rewarding experience.

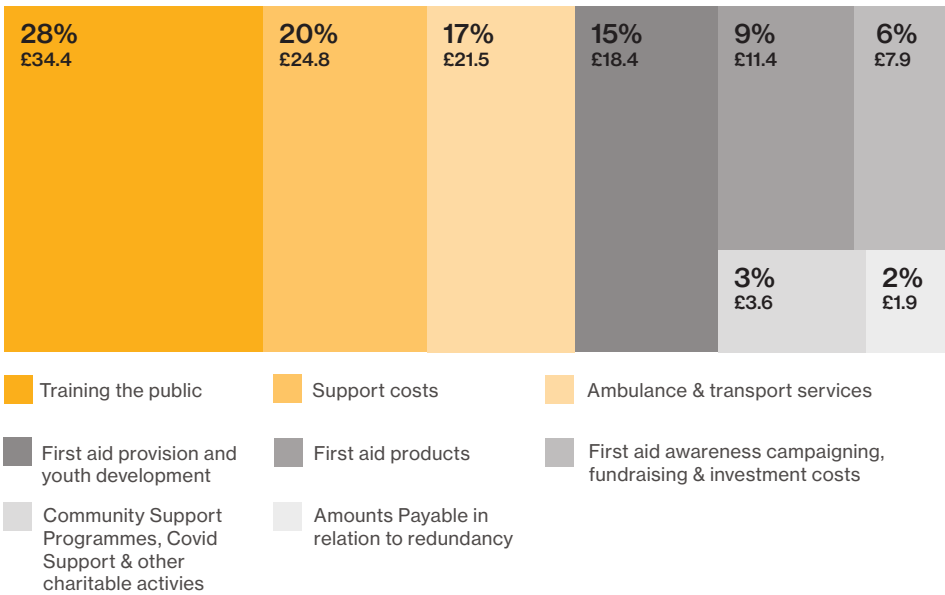
## Income

Total £107.9



## Expenditure

Total £124.1





# Fundraising for our Community First Aid mission

## Fundraising & engagement in 2023

Thanks to our supporters, funders and partners we raised a total of £14.8m in voluntary income in 2023 (2022: £17.2m). Despite a difficult economic backdrop, they continued to give, to cycle up and down the country, to run bake sales in their neighbourhoods, to champion first aid in their workplaces, to fund grants towards our youth work and to remember St John in their Will.

Without this dedication, effort and generosity St John Ambulance simply wouldn't have been able to deliver all of its life saving work.

We received over £10.8m in donations and sponsorship income (2022: £11.3m) from individual and regular givers, community fundraisers, challenge event participants and major donors. Over 3,200 supporters gave to our appeals across the year, including the many collections across the country for the Big Help Out. 21,567 new donors signed up to give a regular gift to support our work, over 183 people took to the streets as part of our sponsored running events and the Tesco token scheme & Coop support also continued to provide us with much needed community income.



114 people left us a gift in their Will totalling an incredible £3.5m in legacy income (£5.1m in 2022) and we received 103 notifications of future gifts across the year. We continue to be enormously grateful to all those people past and present who have included a gift in their will.

“

**Legacies are so important to St John Ambulance and help us in our vision to continue to train and equip people in the community to save lives, long into the future. We are so incredibly grateful to all the people who have generously supported St John Ambulance in this very special way.**

Lorraine Roadnight, Legacy Manager.

”

We saw growth in income in 2023 from charitable trusts, foundations, statutory funders and commercial partnerships with over 70 trust and foundations supporting us through the year, enabling communities to continue to be first aid resilient. We celebrated the first year of DCMS funding (£2.4m in total over multiple years) to grow our Cadet youth programme and reach more young people in harder to reach areas. With thanks to People's Postcode Lottery who completed their final year of funding towards our Young Responder programme and Garfield Weston Foundation for their support to provide financial assistance to allow more young people to access our youth programmes. Our product collaboration with Kinetik Wellbeing continued to deliver high quality first aid products while benefitting the charity financially.



St John Ambulance remained front and centre of the public's hearts and minds as the 9th most recommended UK charity brand in the YouGov charity index. 75% of people surveyed had a positive opinion of us, and this increased to 1st and 93% amongst baby boomers. Over 3.5 million people visited our website and our 13,000 media stories had over 151 billion views and an advertising value equivalent of over £28million. We also launched the charity's first social media strategy and saw fantastic results, reaching over 11 million people and achieving an engagement rate (people interacting with our posts) of 5.45%, considerably higher than the industry average of 1-2%.

### Ethical Fundraising and Standards

Our values underpin everything we do at St John – and that includes fundraising. Our approach to acceptance and refusal of donations is rooted in our values of humanity, excellence, accountability, responsiveness, and teamwork and we apply principles of due diligence to our fundraising partnerships and agencies that work on our behalf. Through the Fundraising Committee, there is consideration of potential high-risk donations. St John holds an ethical fundraising policy and trustee directors seek assurances that high-risk donations are evaluated against this and remain in the best interests of St John.

We are members of the Chartered Institute of Fundraisers and the Lotteries Council and also licenced by the Gambling Commission. We are registrants of the Fundraising Regulator, and as such abide by the Code of Fundraising Practice. We follow the Fundraising Regulator's Fundraising Promise and are committed to ensuring our fundraising is open, honest, legal and respectful. As in previous years we had no reported breaches or failings of these standards in 2023. We are also part of the Fundraising Preference Service. In 2023, we received correspondence but in relation to a similar named organisation.

We took the opportunity to complete a review to ensure our continuing compliance.

We engage members of the public both face-to-face and over the telephone by discussing ways in which they can support us, appropriately and proportionately. In order to do this we use professional fundraising agencies who work on our behalf to adhere to our fundraising standards and this is enshrined in our contracts with them. Following recent media interest in this aspect of fundraising in the sector in general, we have reviewed our approach to assure ourselves that we are maintaining the standards we expect.

### Protecting people

We work hard to ensure that we treat the public sensitively and respectfully at all times, through our fundraising activity, taking special care to protect people who may find themselves in vulnerable circumstances. We have an organisational safeguarding policy as well as specific training for key fundraisers to ensure that we can spot the signs of potential vulnerability in anyone they speak to on our behalf, as well as the steps we expect them to take on the rare occasions when they do have concerns.

In line with General Data Protection Regulation (GDPR) legislation we publish our privacy notice outlining how we manage people's data. Where we use direct marketing or process donations, we ensure we are GDPR compliant and valid consent is sought that is specific, clear and easy to withdraw by our fundraising supporters.

Our policies for protecting people in vulnerable circumstances, safeguarding individuals and our fundraising promise can be found at [sja.org.uk/what-we-do/our-policies](https://www.sja.org.uk/what-we-do/our-policies).

### Fundraising complaints resolution

We are always sorry to receive complaints relating to our fundraising, but we understand that some of our activity may invite expressions of dissatisfaction. In 2023 we received 54 such complaints about our fundraising activity (46 in 2022). This was an increase on the previous year, but proportional to our fundraising activity, and reflective of a change in the way we now categorise complaints to include all concerns and negative feedback. We log all complaints, respond promptly and where appropriate carry out an investigation to fully comply with the Fundraising Code.



### Donor Story

In 2023, a father of two marked the end of an incredible journey when he crossed the finish line of the Reading Half Marathon - where his life was saved four years ago by St John volunteers. Jonathan Oakeley (39) even dressed as an ambulance to complete an eight-month fundraising odyssey for St John- during which he ran four half-marathons to raise more than £3,500. Jonathan's life-changing incident occurred four years ago when his heart stopped beating near the finish line of the Reading Half Marathon. Thanks to the quick actions of our first aiders, he made a full recovery and since has gone on to become a father - twice. Once he recovered, Jonathan resolved to show his appreciation by supporting St John.

“

I really wanted to be able to give back to this charity that has given so much to me. Retracing my steps and running the same race as before was an unforgettable experience – and something I'm utterly grateful to have been able to do. I want to give my sincerest thanks to the volunteers who were there for me that day. My story and recovery is a great example of how valuable first aid skills are. I'd really encourage everyone to do it, if not for your sake, then for that of your loved ones. And if you've not done it for a while, then refresh yourself and book a first aid course.

Jonathan Oakeley, Marathon Fundraiser

”





### Community fundraising

St John Priory Groups play a pivotal role in fundraising for the activities of the charity in this country and also the wider foundations of the Order of St John around the world, principally the St John Eye Hospital Group in the Holy Land. As one example, the Norfolk St John Priory Group invited members of the public and St John supporters to participate in the 2023 Open Gardens scheme, charging a small entry fee for adults at each location to support the charity. In recent years, the popularity of the scheme has raised sufficient funds to enable the purchase of an electric vehicle for use by our volunteers. The next project is to raise funds for two defibrillators which can be used for training.





# How we manage our environmental impact

St John continues to monitor and manage our environmental impact. We recognise the importance of climate change to our people, communities and partners. Our Environmental and Sustainability Steering Group monitor the effectiveness of initiatives and continuously seek new opportunities to improve our environmental impact. To ensure all parts of St John's activities are considered, the group consists of representatives from across the charity reflecting the wide range of St John's activities – with employees and volunteers across senior leaders, operational management and those on the frontline, all represented.

## Streamlined Energy and Carbon Reporting (SECR)

We monitor the charity's progress against the Government's SECR framework. SECR is a mandatory reporting framework that was implemented in April 2019 with an objective to incentivise energy efficiency with the aim of reducing carbon emissions.

St John reports on energy consumption, carbon emissions and an intensity metric that quantifies energy consumption in a way that is relevant to the charity.

The tables below represent St John Ambulance's energy use and associated greenhouse gas (GHG) emissions for the year ended 31 December 2023. The data represents all our operations.

The report below represents our disclosures on energy and carbon under the UK Government's SECR policy. The SECR disclosures are mandatory under the Companies Act 2006. As the Priory is not a limited company, the disclosures are provided on a voluntary basis in the Priory annual report.

The following figures present all measured emissions over which the charity has financial control, as required under The Companies (Directors' report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018. Electricity, gas and transport consumption has been monitored across the charity and the resultant carbon produced has been calculated and is shown in the tables below.

## Emissions are classified under three different scopes by the GHG protocol

	2023	2022
<b>Scope 1 (direct)</b> Combustion of fuel at SJA properties	2,526 tCO <sub>2</sub> e*	2,614 tCO <sub>2</sub> e*
<b>Scope 2 (indirect)</b> Purchased energy	828 tCO <sub>2</sub> e	831 tCO <sub>2</sub> e
<b>Scope 3 (indirect)</b> Other sources such as travel	1,472 tCO <sub>2</sub> e	1,238 tCO <sub>2</sub> e
<b>Total</b>	4,827 tCO <sub>2</sub> e	4,683 tCO <sub>2</sub> e

## Energy usage total consumed

	2023	2022
<b>Electricity</b>	4,001,786 kWh	4,295,223 kWh
<b>Natural gas</b>	829 tCO <sub>2</sub> e	831 tCO <sub>2</sub> e
<b>LPG</b>	6,617,109 kWh	7,421,333 kWh
<b>Transport – vehicles</b>	1,341 tCO <sub>2</sub> e	1,501 tCO <sub>2</sub> e
<b>Transport – travel</b>	160 kWh	195 kWh
<b>Total</b>	- tCO <sub>2</sub> e	- tCO <sub>2</sub> e
	10,034,406 kWh	9,313,282 kWh
	461,193 kWh	931,739 kWh
	21,114,654 kWh	21,961,772 kWh
	2,170 tCO <sub>2</sub> e	4,683 tCO <sub>2</sub> e

#### Conversion factor:

Electricity

2023

0.2071  
tCO<sub>2</sub>e

2022

0.21224  
tCO<sub>2</sub>e

Natural gas

0.2027  
tCO<sub>2</sub>e

0.20297  
tCO<sub>2</sub>e

Transport

Varied depending on method  
tCO<sub>2</sub>e

0.24975  
tCO<sub>2</sub>e

#### Intensity ratios

Electricity

2023

2.99  
tCO<sub>2</sub>e

2022

2.58  
tCO<sub>2</sub>e

\* tCO<sub>2</sub>e stands for tonnes (t) of carbon dioxide (CO<sub>2</sub>) equivalent (e). "Tonne" is a fancy way of writing metric ton, or 2,200 pounds. "Carbon dioxide equivalent" is a standard unit for counting greenhouse gas (GHG) emissions regardless of whether they're from carbon dioxide or another gas, such as methane.

#### Energy Savings Opportunity Scheme (ESOS)

ESOS is a mandatory energy assessment scheme for organisations in the UK that meet the qualification criteria. The Environment Agency is the UK scheme administrator. St John qualifies to undertake the assessment by an independent auditor.

Organisations that qualify for ESOS must carry out ESOS assessments every 4 years. These assessments are audits of the energy used by their buildings, industrial processes and transport. This is being undertaken in 2024 and St John will use the assessment to identify cost-effective measures to save energy and achieve carbon and cost savings.



# How we manage our risk

St John manages risk as an integral part of how the charity operates. Our organisation design and leadership structure has been conceived to support accountability for risk management sitting at the right level, with straightforward processes for escalation and de-escalation as part of prioritising our resources.

All risks on the strategic register (our Board Assurance Framework) are owned by members of the Executive team, accountable to the Chief Executive.



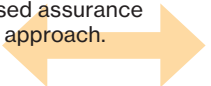
Risk assessments and risk registers are in place and regularly reviewed by our leadership teams, at overall organisation level on a monthly basis, as well as within

networks, teams and projects more frequently. This includes identifying any emerging risks and during the last 12 months these have included specific people risks related to our transformation programmes and increased vigilance over cyber security. Accountability for risk management itself sits within our People & Purpose network. Oversight of this process is provided by our Audit and Risk Committee, which meets quarterly.






In 2024, we will be refreshing our risk management approach to ensure we maintain sufficient vigilance on our inherent risks as a clinical and youth charity while our primary focus is naturally drawn to managing our overall financial risk. That includes careful consideration



of our risk appetite as an organisation while energy is focused on financial performance and organisational change. Careful thought has been given to ensuring close alignment between our overall strategy and risk management and the risk approach within transformation.

Throughout this report we have set out the challenges that the organisation has faced both internally and externally through 2023, with many continuing to impact both our current operations and future planning. The principal risks we have highlighted are as follows:

Strategic risk summary	Change in the last 12 months	Key controls in place	Key mitigations and actions and next 12 month trajectory
<b>1. Financial sustainability.</b> St John's cost base has become greater than its income. Sustainability is at risk if this cannot be addressed before reserves are extinguished.	<b>Increased</b> – in response to challenging external environment, scale of 2023 loss, level of current reserves and pace of restructuring fixed costs (see Sustainability section). 	Increased frequency of Board and Executive leadership oversight  Improvements in risk-based forecasting and budgeting have been made to help mitigate further external shocks.  Performance monitoring through new Financial KPI Dashboard and tighter control through delegated authority refresh.	A significant transformation programme including organisational redesign and disposal of assets (fleet and property) has been agreed with clear financial targets towards a break-even position. Improvements in risk-based forecasting and budgeting have been made to help mitigate further external shocks. <b>Goal – reduce</b>
<b>2. Safeguarding.</b> Failure to comply with robust policies, recruitment, onboarding and training requirements creates a risk of serious harm to young people or vulnerable adults in St John's care.	<b>Increased</b> – reporting of compliance on mandatory training amongst youth leaders was incomplete, identifying an improvement need. Reporting on compliance now above agreed 90%. 	Mandatory safeguarding training with DBS checks for relevant roles and routine assurance visits for local volunteering and youth units. Cause for concern tracking and reporting and MDT case management.  There is Trustee oversight through the People Committee.	Incomplete mandatory training compliance reporting has prompted an external review of safeguarding practice and governance. Risk has been held elevated pending completion of that work and any recommendations to ensure appropriate operational vigilance in the meantime. <b>Goal – reduce back to target.</b>
<b>3. Regulatory.</b> St John's Good CQC rating may be at risk if the organisation is unable to comply with and provide assurances against the regulator's new quality statements.	<b>Unchanged</b> - briefly raised whilst concern was raised but lowered again as a result of revised assurance visit approach. 	Routine internal assessment against CQC key lines of enquiry and review of Regulated Activity dashboard with actions plans as appropriate. Regular dialogue with CQC relationship manager on any emerging issues and mitigations/response.  Oversight by an Evidence & Improvement Panel helps monitor improvement opportunities and identify learnings.	We will continue to work closely with the CQC to enable continuous improvement as the organisation goes through wider change and complete internal "well-led" checks to provide ongoing assurance. <b>Goal – maintain and monitor.</b>



Strategic risk summary	Change in the last 12 months	Key controls in place	Key mitigations and actions and next 12 month trajectory
<b>4. Technology</b> Transformation including disaster recovery. If there is technology debt, control gaps and poor resilience planning may lead to a cybercrime or business continuity incident impacting service delivery, income and reputation.	<b>Unchanged</b> – digital foundations laid with initial move to Dynamics 365. 	Cyber security accreditation, virtual Chief Information Security Officer and business continuity plans and testing in place. Medium-term roadmap for systems changes.	Planned replacement of our Training Booking System, core to our main enterprise activity, will reduce a key aspect of operational risk. We will also build on the benefits of our new Dynamics 365 backbone. <b>Goal – reduce.</b>
<b>5. Culture and retention.</b> If St John People do not feel engaged through change, including leadership uncertainty, we may see increased turnover and impact on behaviours, wellbeing, and performance	<b>Increased</b> – to reflect the scale of transformation the charity is undertaking over 12-18 months 	Proactive support and development of internal forums for employees and volunteers to enable involvement in change. Continued support for speaking up initiatives and promotion of our values.  We also create opportunities for regular feedback and engagement such as monthly live online calls led by senior leaders, and engagement surveys.	A dedicated communications and change workstream is part of our overall transformation programme, with a focus on maintaining good engagement and involvement, including with leaders and managers. <b>Goal – reduce as transformation progresses</b>
<b>6. Reputational damage.</b> If stakeholder interest in St John's transformation is not adequately managed it increases the risk of mixed or negative messages that impact business relationships and public support	<b>Increased</b> – to reflect the scale of change and breadth of stakeholder interests to manage 	Robust reputation management processes in place to identify and handle risks appropriately. Routine horizon scanning and proactive communications with key stakeholders.	We intend to be proactive and transparent in our communications with stakeholders, including regulators and the press, continuing the approach taken with the launch of transformation in September 2023. <b>Goal – manage and reduce</b>
<b>7. Fundraising growth.</b> Delivery of the fundraising strategy may be at risk if our systems are not updated and resourced, resulting in missed opportunities to grow/declining voluntary income and higher supporter attrition	<b>Increased</b> – to reflect the current wider fundraising market and initial challenges with adapting to 	Fundraising strategy and investment plan in place, with routine monitoring of performance across different channels.  Monitoring of compliance against Code of Fundraising Practice and Fundraising Committee oversight.	Development of face-to-face fundraising offer and refinement of our strategic case for support. Continued transition planning for use of new systems and increased trustee and executive sponsorship of fundraising as a collective endeavour. <b>Goal – reduce</b>
<b>8. Clinical.</b> The Clinical Governance Framework is not embedded to standardise and continually improve the delivery of quality clinical care, resulting in harm to patients and people	<b>Decreased</b> – successful roll out of ePRF central to monitoring clinical care standards and effectiveness 	Clinical Strategy, Governance & Assurance Framework well-established with routine reporting to Executive and Clinical Committee. Clinical audit, investigation and reporting of any incidents, with learning loop embedded.	Risk now at an acceptable level given the nature of our clinical operations means handling an undifferentiated mix of health conditions. It is retained on the strategic register to help ensure our continued vigilance as a clinical organisation. <b>Goal – accept and monitor</b>

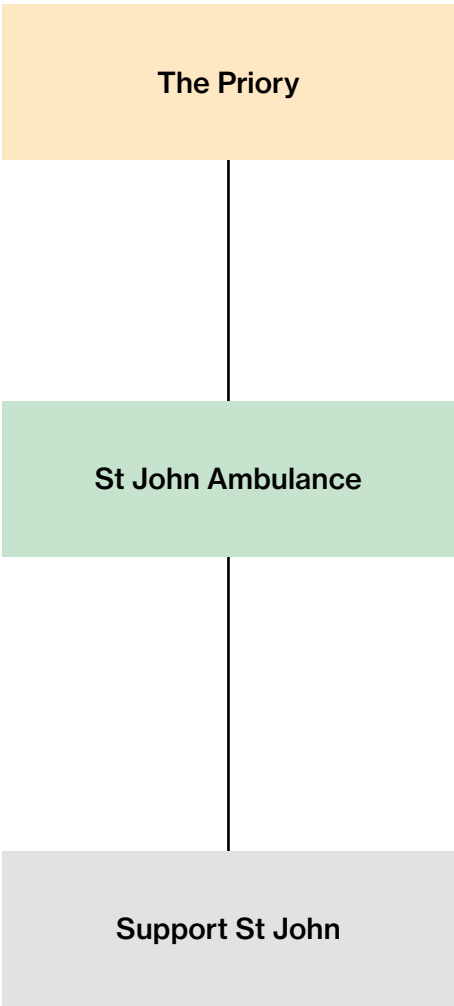
Strategic risk summary	Change in the last 12 months	Key controls in place	Key mitigations and actions and next 12 month trajectory
<b>9. Operational volunteer capacity.</b> Insufficient volunteers may lead to a reduction/challenges in delivering contracted, community and event activity, resulting in a poor volunteer experience and increased costs and/or loss of income	Decreased but still elevated – through impact of Engage to Activate 	Routine monitoring of volunteer activity levels and recruitment pipeline through dashboards. Turnover levels now captured in overall organisation dashboard. Resourcing prioritised for improving volunteer experience.	Roll out of new clinical operational roles (Emergency Responder and Community First Aider) and maintain focus on activation rather than recruitment, except in targeted areas to optimise available capacity and experience. <b>Goal – reduce</b>
<b>10. Data maturity and records management.</b> Historic data management challenges, including use of paper records, may create regulatory breaches without effective approaches	Unchanged – continued cleansing and digitising of people records, with files related to regulated activity prioritised 	Processes in place for handling historic records and clear data retention schedule. Consolidation and digitisation of historic records.  Oversight under Data Risk Review Group and Data Governance Group.	Complete people record cleanse and digitisation and increase leadership in overall data management through a new Head of Data role. New Data strategy and plan in development. <b>Goal – reduce on completion of people record project</b>



# How we manage our organisation

Our governance framework helps ensure the charity is compliant with laws, regulations, relevant codes of practice, defines a clear set of policies and procedures and determines where decision making takes place.

The legal structure of the charity is as follows:



## Royal Patrons

HM The King	Sovereign Head of the Order of St John and Patron of St John Ambulance in England and the Islands
HRH The Duke of Gloucester KG GCVO GCStJ	Grand Prior of the Order
HRH The Princess Royal KG GVCO GCStJ	Commandant in Chief (Youth), St John Ambulance
HRH Duchess of Edinburgh KG GVCO GCStJ	Grand President of St John Ambulance in England and the Islands

## Organisation structure

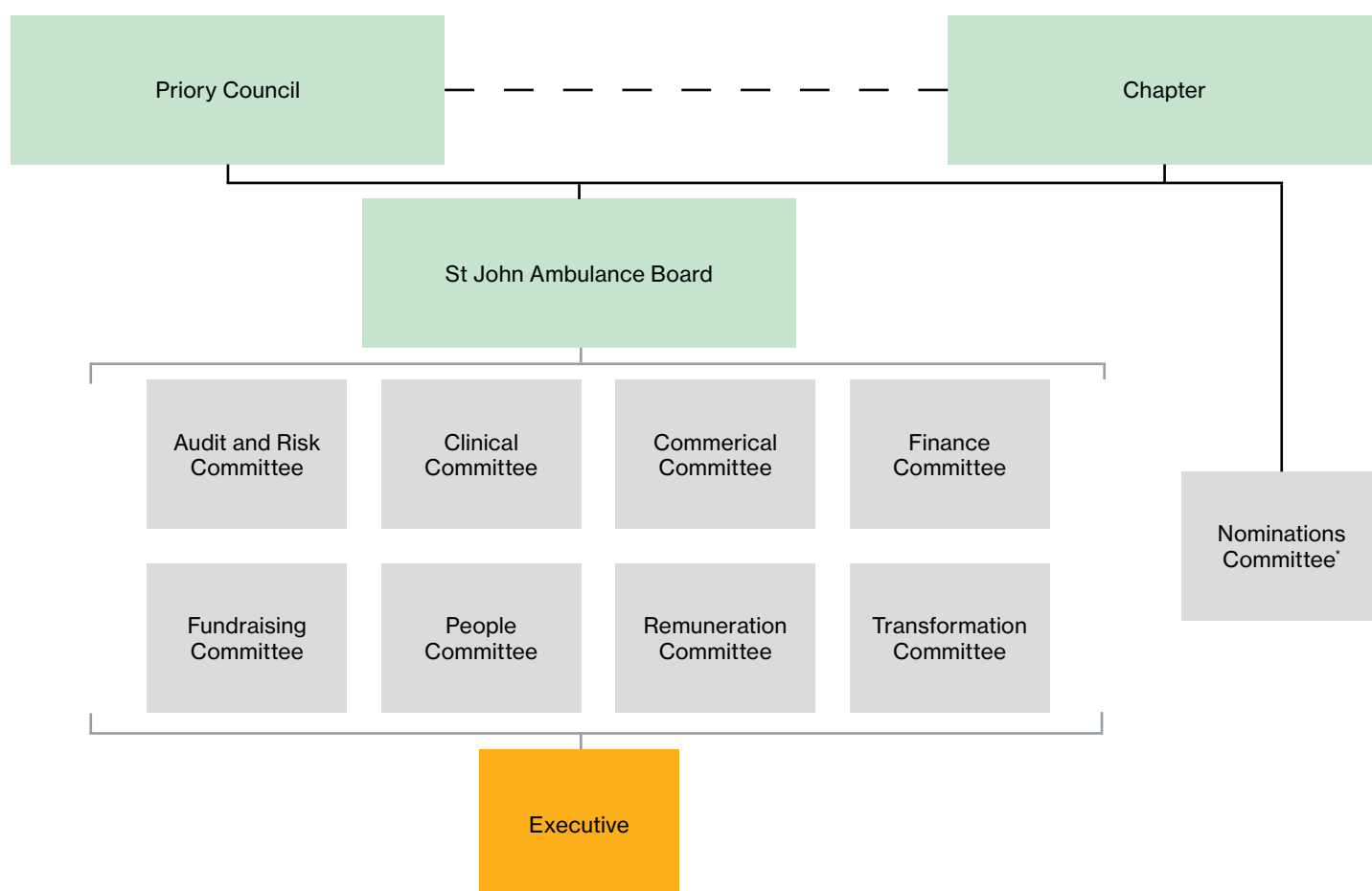
- » The Priory of England the Islands of the Most Venerable Order of the Hospital of St John of Jerusalem (“the charity” also know as “The Priory”).
- » Charity registered with the Charity Commission for England and Wales  
Charity number: 1077265
- » Unincorporated body who trustees (not the charity) were incorporated by the Charity Commission, under the Charities Act 1993, on 10 November 1999.
- » The Priory Rules are the charity’s constitution document.  
The latest version is dated 29 January 2018.
- » St John Ambulance (“the charitable company”) is a wholly-owned subsidiary of the Priory.
- » Charitable company registered with the Charity Commission for England and Wales
- » Charity number: 1077265-1 (ie a linked charity to the parent, The Priory)
- » Company limited by guarantee registered with Companies House  
Company number: 3866129
- » The Memorandum and Articles of Association of St John Ambulance are its constitution document. The latest version is dated 9 January 2018.
- » Support St John Limited is a wholly owned trading subsidiary of St John Ambulance
- » Company limited by guarantee registered with Companies House  
Company number: 1181644
- » The Memorandum and Articles of Association of Support St John Limited are its constitution documents. The latest version is dated 19 October 2000.

The Priory, St John Ambulance and Support St John Limited, are together referred to as ‘St John’ (also referred to as “the group”).



Within the legal structure, the Trustees have established the following governance structure above the Chief Executive and their Executive team. The governing bodies of the Priory are the Priory Council of trustees ('Priory Council') and the Priory Chapter. The Priory Council has delegated to the Board of St John Ambulance the responsibility for setting that charity's strategy and policies. Committees are in place to support the Board to oversee strategic risk

management through their specific areas of expertise, to help advise the Board so that it may make the most well-informed decisions. Committees make recommendations to the Board which is why there is a balance of subject matter skills and stakeholders represented. The Committees' responsibilities expand across St John's activities and are constituted as committees of both Priory Council and St John Ambulance Board.



\*The Nominations Committee only reports to Priory Council and makes recommendations to Chapter with respect of its standing recommendations. However, St John Ambulance Board may request for the Nominations Committee's involvement on specific appointments.

### **Priory Council**

The Priory Council is responsible for the governance and management of the Priory save for the matters that are within the authority of the Priory Chapter. The Priory Council also recommends the appointment of the statutory auditor to the Priory Chapter.

The Priory Council consists of seven trustees made up of four ex officio and three appointed trustees.

The four ex officio members are the Prior, the Dean, the Chancellor and the Chief Commissioner who are appointed by the Grand Prior of the Order on the recommendation of the Priory Chapter. The other trustees are appointed by the Priory Chapter following the recommendation of the Nominations Committee.

The functions and powers of the Priory Council are set out in the Priory Rules. Each trustee is appointed for an initial three-year period which, depending upon the nature of their appointment, may be renewed, normally for one further three-year period.

### **St John Ambulance Board**

The St John Ambulance Board of trustee directors is the governing body of St John Ambulance. The Board consists of 11 trustee directors. Four members of Priory Council (the Prior, who chairs the Board, the Dean, the Chancellor and the Chief Commissioner) are automatically trustee directors of St John Ambulance as ex officio members. The Priory Council appoints the remaining St John Ambulance trustee directors on the recommendation of the Nominations Committee. The functions and powers of the Board are set out in the St John Ambulance Memorandum and Articles of Association.

Priory Council and the St John Ambulance Board are the governing bodies for two separate legal entities and records of meetings are minuted accordingly. With most operational risks managed by St John Ambulance, Priory Council and St John Ambulance Board often hold joint meetings to ensure all of the subject matter expertise are represented across discussions.

### **Priory Chapter**

The Priory Chapter is the second of the two governing bodies of the Priory. The Priory Chapter consists of up to 48 members made up of nine ex officio, four selected and 35 appointed members. The nine ex officio members include the Prior, the Dean, the Chancellor and the Chief Commissioner who are appointed by the Grand Prior of the Order on the recommendation of the Priory Chapter.

The Priory Chapter provides advice and constructive challenge to the Priory Council. It also recommends the appointment of the four ex officio members of the Priory Council to the Grand Prior of the Order. In addition, the Priory Chapter appoints the other members of the Priory Council. The Priory Chapter also appoints the statutory auditor of the Priory, following the recommendation of the Priory Council. The functions and powers of the Priory Chapter are set out in the Priory Rules.

### **How Trustees Manage**

St John Ambulance Board is responsible for all of the charitable company's charitable objectives, being clear how operations operate within UK law. The Board appoints a Chief Executive, currently an interim appointment who in turn has appointed an Executive team. Authority to conduct the daily operations of the Priory and St John Ambulance is delegated by the Priory Council and the St John Ambulance Board to the Chief Executive. The Chief Executive is assisted in the implementation of strategy and policies by their team of Executives to whom certain functions are further delegated. A new permanent Chief Executive, to start in September 2024, has been appointed.

Committees are in place to oversee the full range of our activity. Each committee is a joint committee of the Priory Council and the St John Ambulance Board and is chaired by the Priory trustee or St John Ambulance trustee director who has accountability for that area supported by the relevant functional Executive member with ultimate responsibility for delivery. Committees have also introduced independent members, who are neither an employee nor a trustee of St John and are selected on the basis of relevant skillsets and expertise.

Trustee directors established a new Transformation Committee in December 2022 to assist St John Ambulance Board maintain a close oversight and deep dive into the establishment and monitoring of the transformation programme to achieve a long term sustainable operating model. The Committee is a time-limited Committee of the Board, chaired by the Chancellor, to support monitoring of progress and more proactive trustee support for operational decision-making during a period of significant ongoing change for the charity. The terms of reference set out the delegated authority to the Committee to ensure there is clarity of its responsibilities relative to both the Board and the Executive.

PricewaterhouseCoopers LLP have been appointed as the statutory independent external auditors. PricewaterhouseCoopers has indicated its willingness to be reappointed as St John's auditors.

## Charity Governance Code

The Charity Governance Code for larger charities is not a legal or regulatory requirement. It sets out recommended practice for good governance. In 2018 the trustee directors voluntarily approved the adoption of the code for larger charities.

St John meets the principles of the code in the following ways:

### Principle 1

Organisational purpose:

Regular strategic reviews and periodic governance assessments.

### Principle 2

Leadership:

Effective Board procedures and scrutiny of the work and role of the Executive Committee.

### Principle 3

Integrity:

Adherence to the Trustee Code of Conduct (including requirements in relation to any conflicts of interest that might arise).

### Principle 4

Decision-making, risk and control:

Clear delegation of operational matters to the Executive Committee, and by appropriate delegation to a small number of committees, in particular, the Audit and Risk Committee. The trustees ensure that there is effective monitoring and approval of the charity's top-level risk register, and regular assurance and audit checks (by internal audit as well as part of the work performed in our statutory audit carried out by PwC).

### Principle 5

Board effectiveness:

Regular planned Board meetings, biennial trustee reviews, assessments of required trustee competencies and an open and transparent recruitment process via the Nominations Committee. This is supported by effective inductions and periodic individual reviews. The introduction of periodic group reviews will enhance this further.

### Principle 6

Equality, Diversity and Inclusion:

There is an open trustee recruitment process, and regular discussion as to how trustees might be recruited from a wider pool of individuals. Further work is ongoing in relation to EDI across the charity as a whole, with an EDI steering group and a Head of Equity, Diversity & Inclusion appointed in a full-time employee role.

### Principle 7

Openness and accountability:

Regular communication with the charity's stakeholders (especially through Priory Chapter which includes local representation). A Register of Trustee Interests is maintained, and a comprehensive range of policies, procedures and guidelines are provided to aid volunteer and staff engagement.





**Board of Trustees (Priory Council)**  
 Priory Council is legally responsible for the governance and management of the charity. They are listed below, including a breakdown of their membership of Board Committees.

	Trustee	Board / Committee Membership
Senior Principal Priory Officers	<b>Stuart Shilson</b> LVO GCStJ DL, The Prior and Chair	1, 2, 8, 10, 11
	<b>Ann Cable</b> MBE GCStJ DL, Chief Commissioner	1, 2, 8, 9, 10, 11
	<b>Mick Messinger</b> CBE LVO KStJ QPM DL, Chancellor (Resigned 24 June 2023)	1, 2, 8, 10
	The Reverend Canon Dr <b>Paul Williams</b> CStJ, Dean (Resigned as Acting Dean 3 April 2024, appointed as Dean 4 April 2024)	1, 2, 8, 10
	<b>Simon Williams</b> CB CVO OStJ Chancellor (Appointed 24 June 2023)	1, 2, 8, 10, 11
Appointed members	<b>Tanya Coff</b> Treasurer	1, 6, 11
	<b>Dr Rosalind Smith</b> CStJ	1, 3
	<b>Ashley Sweetland</b> MBE CStJ	1, 7
SJA Board members	<b>Margaret Coleman</b> OStJ	2, 7, 9
	<b>Dr Annette Doherty</b> OBE (Appointed 10 January 2023)	2, 5, 6, 11
	<b>Julie Gooderham</b> (Appointed 24 June 2023)	2, 3, 6
	<b>Robert Harayda</b> (Resigned 24 June 2023)	2, 3, 6
	<b>Dr Peter Holden</b> (Appointed 19 January 2024)	2, 4
	<b>Mariam Ibrahim</b>	2, 7
	<b>Harpreet Kondel</b>	2, 7
	<b>Professor Sir Keith Porter</b> CStJ	2, 4
	<b>Ingrid Waterfield</b>	2, 3, 9, 10

With the importance of joint Board meetings in the year, the full membership of both Priory Council and SJA Board are presented.

Key	Board/Committee	Chair
1	Priory Council	Stuart Shilson
2	St John Ambulance Board	Stuart Shilson
3	Audit and Risk Committee	Robert Harayda (until 24 June 2023); Julie Gooderham (from 24 June 2023)
4	Clinical Committee	Sir Keith Porter (until 24 June 2023); Peter Holden (from 19 January 2024)
5	Commercial Committee	Annette Doherty
6	Finance Committee	Tanya Coff (Treasurer, Priory Council Trustee)
7	Fundraising Committee	Harpreet Kondel
8	Nominations Committee	Mick Messinger (until 24 June 2023); Simon Williams (from 24 June 2023)
9	People Committee	Ingrid Waterfield
10	Remuneration Committee	Ingrid Waterfield
11	Transformation Committee*	Simon Williams

**Company Secretary**  
 Tommy Hyun MStJ

\*formed on 18 December 2023.

The trustee directors are supported by independent members on each committee, to ensure there is subject matter expertise and external objective perspective in discussions.

## Executive

Martin Houghton-Brown	Chief Executive Officer (resigned on 31 January 2024)
Ben Freeman	Interim Chief Executive (appointed on 1 February 2024)
Richard Lee	Chief Operating Officer (resigned on 7 May 2024)
James Radford	Chief of Staff (resigned on 24 May 2024)
Vicki Sellick	Chief Experience Officer
Yvonne Smithers	Chief Resources Officer (resigned on 30 November 2023)
Joanne Todd	Chief Information Officer
George Woods	Chief Business Officer

Ben Freeman was appointed as a consultant on 25th September 2023 to provide advice on the responsibilities of the Chief Finance and Transformation Officer until his appointment as Interim Chief Executive Officer on 1 February 2024.

## Executive remuneration

Our Chief Executive's base annual salary as at 31 December 2023 was unchanged at £165,000 (2022: £165,000). Like many employees, he participates in an HMRC approved salary sacrifice scheme whereby a proportion of salary is sacrificed by the employee and the same proportion is paid into the pension schemes provided by TPT Retirement Solutions. The base annual salary of the Chief Executive at 31 December 2023, after taking the salary sacrifice into account, was £148,500 (2022: £148,500).

The Chief Executive's salary is the highest gross salary paid (excluding termination payments), and the ratio between this and the median nationwide full-time salary of £28,137 in 2023 was 5.9 to 1 (2022: £24,781, 6.7 to 1).

The ratio of the highest gross salary paid to the lowest full-time salary on our nationwide pay scale of £19,838 is 8.3 to 1 (2022: £17,290; 9.5 to 1). A pay increase of 7.5% for employees earning below 50,270 and of 5% for employees earning over £50,270 was implemented from 1 March 2023 as a response to the increase in the cost of living. In addition, the hourly rate payable to our lowest paid employees

increased to ensure that this matched the rise in the value of the Real Living Wage.

The table below shows the salary and benefits paid in 2023 to the members of the Executive Committee. The figures below include any additional payments made, such as termination payments and the sale of holiday entitlement, as well as any other benefits received. The other member of the Executive Committee, Ann Cable, our Chief Commissioner who leads all of our volunteers, is a trustee and receives no remuneration other than expenses.

Role	Responsibilities	Gross Pay	Termination Payments	Pension salary sacrifice	Gross pay (after salary sacrifice)	Employer pension	Other benefits	Total for 2023	Total for 2022
Chief Executive	Leads the organisation, which has income of over £107m and over 1,700 staff	165		(16)	149	33	1	183	185
Chief Business Officer	Leads the Education and Enterprise areas of the charity, which includes Young People, Commercial and Volunteer training, Supplies, New Business Development and Customer Services	142		(7)	135	14		149	142
Chief Experience Officer	Leads the network that is responsible for our £17m fundraising income, external communications, as well as the overall experience of all St John people including our 20,000+ volunteers and 1,700+ staff	128		(13)	115	23		138	94
Chief Information Officer	Leads the network that has responsibility for our data, digital technology and systems, as well as organisational change	125		(10)	115	20	1	136	33
Chief Operating Officer	All operational activity including ambulance, events and community response. He is responsible for our CQC compliance and rating as well as Health and Safety and clinical standards and is also our Deputy CEO	138		(5)	133	11		144	143
Chief Resources Officer (resigned 30 November 2023)	Leads the network that has responsibility for our financial controls, financial reporting, governance, payroll and procurement	156	56	(8)	204	25	1	230	137
Chief of Staff	Leads the teams responsible for our organisational strategy, corporate reputation, business management and internal communications	104		(5)	99	16		115	110

Figures given in £000



## Section 172 statement

Section 172 disclosures are mandatory under the Companies Act 2006. As the Priory is not a limited company, these are provided on a voluntary basis in the Priory's annual report. This recognises Priory Council's responsibility to hold the St John Ambulance Board of trustees to account under these requirements.

### Purpose of the section 172 statement

The Board of Trustees are aware of their duty under section 172 of the Companies Act 2006 to act in the way which they consider, in good faith, would be most likely to promote the success of the charity for the benefit of its stakeholders as a whole and to ensure in doing so that the broader implications of decisions are considered. Duties for directors are specified in section 172. Directors must have regard to:

- a) the likely consequences of any decision in the long term.
- b) the interests of the charity's employees.
- c) the need to foster the charity's business relationships with suppliers, customers and others.
- d) the impact of the charity's operations on the community and the environment.
- e) the desirability of the charity maintaining a reputation for high standards of business conduct.
- f) the need to act fairly between members of the charity.

This statement provides information as to how the interests of stakeholders have been considered in the Board's decision-making, with reference to each duty. Stakeholder interests include the interests of St John people, including our young people, the public and the communities that we serve, our relationship with our donors, as well as those with our customers and our suppliers. As set out in the statement of public benefit on page 5, the trustees have regard to the Charity Commission's requirements and the positive impact we have on beneficiaries, volunteers and communities when reviewing the charity's aims and objectives, and in planning future activities.





## How the Trustee Directors meet these duties

### Robust governance

As set out above, ensuring there is good governance in place is an important part of acting in the charity's best interests. St John Ambulance has a highly experienced group of Trustee Directors and chooses to have joint Board meetings with Priory Council to ensure the subject matter expertise is present for all discussions to allow informed decisions.

### Engagement with stakeholders

In 2023 we continued to engage with our breadth of stakeholders on an ongoing basis, having regular dialogue with regulators like the Care Quality Commission on our performance, any emerging issues or incidents and our response. We engage with stakeholders in the health sector both as commissioners of our services, on a more formal basis, but also to consult on possible new services, such as work on falls, hosting in late 2023 a roundtable for NHS England,

NHS trusts, industry leaders and charity partners. We regularly talk with our key customers about our training and supplies services.



## How each individual duty is considered

### The likely consequences of any decision in the long term

In 2023, Trustees were developing a new long term strategy for St John. This led to identifying the need for transformative change to ensure the long term sustainability of the charity. To help with the evaluation of going concern, the Finance Committee held extraordinary meetings to understand the position. Scenario based analysis was used to track St John's cash flow position which helped inform Trustees to determine what options were available.

Trustees have prioritised a transformation plan which is by its nature focused on the long term. As set out through this report, St John's commitment to the long term is not only across financial sustainability but on all aspects of sustainability, including the environmental impact of our operations and commitment to our people.

### The interests of employees and the need to act fairly between members of the charity

2023 has been a challenging time for St John's employees as we began a transformation programme, which included a significant headcount reduction. Throughout, the role of the National Employee Forum has never been more important to hold Executives to account, so that the Executive in turn, could provide trustee directors with assurance that the interests of employees were not only considered, but meaningful consultation was taking place.

Oversight is provided by the People Committee. In addition, the Remuneration Committee is an independent body that determines the level of executive pay.

### The impact of operations on the community and the environment

Our assessment of our energy use and associated greenhouse gas emissions, together with the steps that we are taking to reduce the environmental impact of our fleet and property portfolio is described above.

### The need to foster business relationships with suppliers, customers and others

The narrative regarding our other primary stakeholders and the manner in which we engage with each is provided below.

#### » Donors

St John Ambulance is a member of the Fundraising Regulator. Details of our approach to fundraising are outlined on pages 39 to 41 and oversight is provided by the Fundraising Committee.

#### » Our customers and the communities we serve

Oversight of our clinical standards and of the risks that St John faces, including safeguarding, is provided by the Clinical Committee and the Audit and Risk Committee.

#### » Suppliers

Oversight of our commercial relationships is provided by the Commercial Committee.

A strong relationship has, and continues to be, built with the NHS. This relationship is managed by senior management with expertise in the provision of patient care and patient transport services. Our continued support for the NHS, including our support for the covid vaccination programme and our appointment as the ambulance auxiliary amongst other activities, has made this relationship closer.

### The desirability of maintaining a reputation for high standards of business conduct

All of the measures mentioned above are designed to help ensure that high standards of business conduct are maintained. These are underpinned by our HEART values, as well as our policies and procedures (notably our anti-bullying, harassment and victimisation policy, conduct and performance policy, equality, diversity and inclusion policy, safeguarding policy and whistleblowing policy), which promote ethical behaviour and corporate responsibility.

Policies are reviewed and updated on a regular basis, with compliance subject to reviews by our internal audit function. Our counter fraud framework recognises the importance of avoiding conflicts of interest.

In addition, there is a commitment to minimum standards as set out by a framework of mandatory training, which include a core set of training for all, as well as role specific training.



# Modern Slavery

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St John makes an annual statement on modern slavery in compliance with section 54 of the Modern Slavery Act 2015 which sets out the steps the charity has taken to ensure modern slavery, human trafficking or similar human rights violations are not occurring in the course of its operations or across any of its supply chains.

Modern slavery can often be hidden in plain sight, which is why St John takes proactive steps to manage any risks of there being inadvertent modern slavery in our operations and supply chains.

These are the six parts of what we do to address modern slavery:

- » **Clear Values**
- » **Organisational Policies**
- » **Speak Up Culture**
- » **Assess and Manage Risk**
- » **Monitor Performance**
- » **Training**

In summary, St John has organisational policies to uphold our values, where it is clear that any form of modern slavery is not compatible with our values. There are two key policies regarding procurement: procurement policy and contracts policy to ensure suitable due diligence is undertaken on all third-party engagement

so that St John's high ethical standards are upheld. To support the clear policy lines, there is a speak-up culture for all St John people. This means there is a commitment to empower people to speak up without the fear of repercussion and with the confidence they will be listened to. Evaluating risks, including across the charity's supply chain partners, monitoring changes is an important part of St John's proactive actions and including awareness of modern slavery across our mandatory safeguarding training ensures all St John people are aware of the risks.

Our statement is available on St John Ambulance's website: [sja.org.uk/modern-slavery-statement](https://sja.org.uk/modern-slavery-statement)

# Financial review

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In preparing this report, the trustees have complied with the Charities Act 2011 and the Statement of Recommended Practice - Accounting and Reporting by Charities, which incorporates the requirements of the Financial Reporting Standard applicable in the UK and Republic of Ireland ('FRS 102') ('the Charities SORP ('FRS 102')').

## **Basis of accounting**

The financial statements, prepared under the Charities SORP (FRS 102), are attached to this report.

Annually, the trustees review the key accounting policies to ensure that they continue to be in accordance with the requirements of the Charities SORP (FRS 102) and with best accounting practice. The accounting policies applied by St John are detailed within note 1.

No significant changes have been made to the accounting policies compared to those used in the year ended 31 December 2022.





## Overall summary

The values included in the Priory annual report are consolidated group results.

While the Priory operates with the intention to balance income and expenditure, with an objective in the longer term to increase free reserves from their current levels, this has not been possible during 2023. A decline in income from our first aid training activity had been expected following changes in the pattern of training course attendance after the Covid lockdown that had led to strong growth in 2022, however this was greater than anticipated. At the same time, inflationary increases in several of our core costs, such as salary costs, property utility charges and fuel for our vehicles were at higher levels than had been budgeted for. These price increases, together with the impact of an increased cost base built in anticipation of our budgeted income, made it difficult to react quickly to reduce costs in line with the drop in income experienced.

The overall net expenditure for the year is £16.6m compared to a £3.7m net expenditure in 2022, with the result affected by losses on the investment portfolio of £0.4m (2022: loss of £3.4m).

Potential financial underperformance was identified during spring 2023 and mitigating actions started to be taken from early summer onwards. These included a reduction in expenditure, including both day to day spend and the deferral of planned capital expenditure on system, fleet and property improvements. An initial restructuring programme to reduce our cost base, leading to redundancies in late 2023 with more employees also leaving us in early 2024 has also taken place, with a Transformation programme for longer term change underway in the first half of 2024.

## Net result

The overall net deficit for the year was £16.6m, compared to a £3.7m net deficit in 2022.

The net annual 'operating' deficit in 2023 was £17.7m (2022: deficit of £4.6m), summarised in the following table.

## Funds

As at 31 December 2023, our total funds were £99.5m (2022: £116.1m). Within this amount, our unrestricted funds were £91.2m (2022: £108.0m).

## Income

The Statement of Financial Activities ('SOFA') on page 65 reflects the financial challenges described in the Sustainability section above (page 37) and a summary of our income is shown in the table on page 38. Revenue from first aid training reduced by 13% to £45.3m (2022: £52m) as demand from people revalidating first aid qualifications dropped. This was in part due to demand as a response to the wider economy and in part due to strong demand in 2022 from people who missed their revalidation during lockdown and then attended courses in that year. In addition, growth in mental health first aid training courses did not expand as much as anticipated.

The level of support for the vaccination programme reduced to minimal levels as our support work ended in early 2023 with a 91% drop in income to £0.3m (2022: £3.5m). Sales of first aid supplies also dropped by 16% to £13.4m (2022: £15.9m).

In other areas, activity returned to more normal levels, with first aid provision and youth development income increasing by 25% to £8.9m (2022: £7.1m), driven in part by our youth work such as NHS Cadets and Young Responders programmes. Our Ambulance and transport services income from support to the NHS also rose, by 10% to £19.7m (2022: £17.9m).

Voluntary income reduced by 14% to £14.8m (2022: £17.2m), reflecting a fall in the value of legacies after a strong 2022.

Our total income consequently reduced by 10% to £107.9m (2022: £120.1m).

## Expenditure

Expenditure on charitable activities totalled £114.0m, a 3% increase compared to 2022 (£110.4m). Costs rose due to inflationary price increases as well as a result of improvements in our infrastructure to enable enhancements in our service provision. The cost of living crisis and high level of inflation in the economy in general also led to pay increases for our employees of between 5% and 7.5% in March 2023.

The expenditure figures for individual charitable activities are shown after allocating our central and indirect costs across our charitable activities to reflect the level of use of our central functions by each activity. Such costs have increased during the year.

While Covid support activity and subsequent expenditure reduced significantly following our withdrawal from this activity (a reduction of 92% to £0.3m (2022: £3.9m) in line with the income reduction in this area), expenditure in relation to first aid provision and youth development increased by 16% to £29.1m (2022: £25.0m) with increased activity levels, particularly involving our youth members.

Despite the reduction in the number of training course attendees affecting income, expenditure on first aid training activity increased by 5% to £38.9m (2022: £36.9m), reflecting the fixed nature of costs in this area as well as an increase in the level of indirect costs that have been allocated to this activity.

The redundancy programme in late 2023 has incurred £1.9m (2022: £nil) of cost which is shown separately in the SOFA. While full-time equivalent employee numbers were only 1.4% higher on average over the year as a whole in 2023 than for 2022, staff numbers rose during the first half of the year before restructuring took place in late 2023.

	2023 £m	2022 £m
Operating deficit	(17.7)	(4.6)
Redundancy costs	(1.9)	-
Gain/(loss) on investments	1.5	(1.3)
Loss on investment property	(1.9)	(2.1)
Gains on asset disposals	3.4	4.3
Net deficit	(16.6)	(3.7)

St John Ambulance's operational free reserves, which are shown in further detail on page 60, are £2.0m (2022: £17.7m). This is significantly below the target range prescribed by the trustees, however actions are targeted in 2024 which are

expected to increase operational free reserves substantially. These include the sale of some of our property estate, together with further reductions in our cost base under the Transformation programme.

# Charitable activities

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## **First aid provision and youth development**

St John Ambulance's volunteers provide high quality, clinically-assured first aid when it is needed. We provide services free of charge or at a nominal fee to a large number of community events. We also provide first aid provision at larger sporting and cultural events. We also work with a large number of young people, our Badgers and Cadets, to provide first aid skills in an enjoyable and fun environment.

The income generated by first aid provision and youth development activity does not recover the expenditure incurred in ensuring that these services are provided.

## **Ambulance and transport services**

St John Ambulance provides support to the NHS, including work for ambulance trusts and community services trusts to help relieve winter pressures and transport patients.

## **Community support programmes**

Our community support programmes include the provision of services to people who are homeless or vulnerably housed in Sussex, as well as for older people in day care centres.

## **Training**

The provision of first aid training includes first aid at work, health and safety and mental health first aid training.

## **First aid products**

First aid products are procured and distributed by a division of the charity, known as St John Ambulance Supplies, which sells first aid products (such as protective equipment and public access defibrillators to companies and public sector agencies), as well as purchasing equipment and other materials for use by the charity itself. The surplus generated by our Supplies division is used to support our other charitable activities.

## **Covid support activity**

Our Covid support activity, which is in addition to our existing work to support the NHS, ended in early 2023. This work supported the NHS by recruiting and deploying thousands of volunteers to assist with providing vaccinations to the public at sites across England. We also provided volunteers at hospitals and help with the transport and treatment of patients.

## **Income from grants, donations and legacies**

Total fundraising income declined by £2.4m to £14.8m in 2023, from £17.2m in 2022 and comprised 14% of the total income in 2023, in line with 2022. While donations and gifts fell slightly, by £0.5m to £10.8m (2022: £11.3m), the largest reduction related to income from legacies. Legacy income benefited from an increase in the value of legacies receivable in 2022 but reduced in comparison to a more 'normal' level in 2023 of £3.6m (2022: £5.1m).

Of the total income from donations, grants and legacies, £2.0m (2022: £3.8m) was restricted.

During the year we also coordinated contributions of £0.2m (2022: £0.2m) to the St John of Jerusalem Eye Hospital Group which provides expert eye care in the West Bank, Gaza and East Jerusalem and £0.6m (2022: £0.3m) to the Order of St John.

## **Cost of generating funds**

### **Fundraising costs**

Direct fundraising costs were £6.2m (2022: £5.8m). Overall fundraising costs were £7.8m, (2022: £7.1m) of which £1.6m are indirect allocated costs (2022: £1.3m), as shown in note 7.

### **Publicity and public relations costs**

Also included in the cost of generating funds is expenditure on publications to support and enhance our charitable work, as well as publicising what we do. Such costs reduced to £2.0m (2022: £2.5m), of which £0.7m comprised indirect allocated costs (2022: £0.5m).

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### Cash balances and cash flow

Our long-term objective is to generate additional income from our cash holdings, while maintaining enough funds to meet our operational requirements, by holding funds on longer term deposits which mature on a regular rolling basis. We did not meet this objective in 2023 as our trading position, together with significant capital investment in our systems, led to a reduction in cash balances during the year of £7.1m (2022: £7.5m).

When current asset investments (deposits with over three month maturities as at the year end which reduced to £nil (2022: £4.3m)) are taken into account, the total reduction in cash holdings in 2023 was £11.4m (2022: £10.2m).

Cash balances benefited from a £7.8m liquidation of investment holdings in 2023. This divestment was made to ensure that our operational cash balances were maintained at an appropriate level.

The total cash outflow in respect of purchased fixed asset additions was £9.5m (2022: £10.0m). Of this amount, £1.0m (2022: £3.6m) related to the purchase of ambulances, mobile

treatment centres and other vehicles to further improve the quality of our fleet. We spent an additional £3.0m (2022: £2.1m) to improve our properties and £0.3m (2022: £0.7m) on equipment to support our operational teams and enhance our ability for first aid provision, as well as a further £5.2m (2022: £3.3m) as part of the programme to update our supporting technology and systems.

An additional £0.1m outflow (2022: £0.5m) is due to the capital element of finance lease payments, which relate to ambulances purchased on finance leases in previous years. No vehicles were purchased in this manner during either 2023 or 2022.

We disposed of 18 properties (2022: 33 properties) as part of our estates strategy during the year, including properties where we surrendered the lease back to the landlord. We generated £4.8m (2022: £6.3m) of proceeds from the sale of tangible fixed assets in total, including £0.2m (2022: £0.2m) due to the disposal of older vehicles that were no longer suitable for our operations. The resulting gain on disposal was £3.4m (2022: £4.3m).

As disclosed in Note 37 as a post balance sheet event, on 17 January 2024 the flats above the charity's national headquarters at 27 St John's Lane, which are included within the investment property disclosed in note 16, were sold to a third party buyer for £3.2m. The valuation at which the flats were held within the balance sheet as at 31 December 2023 was equivalent to the sale price achieved.

On 9 February 2024 investments valued at £8.5m were withdrawn from the charity's investment portfolio with BlackRock and these funds were received as cash.

### Investments

Cash balances over and above those necessary for operational purposes, including capital expenditure, are available for investment in quoted securities, which can easily be liquidated if required. The purpose of investment is to generate a return so that the value, in real terms, of these reserves is at least maintained.

Our investment balances reduced to £10.6m (2022: £15.7m) during the year following the divestment of £7.8m of funds in 2023.

The funds included in the portfolio were reviewed during the year and changes were made to remove our exposure to emerging markets by divesting the BlackRock Emerging Markets Equity Strategic Fund in its entirety.

The investment manager that is engaged to act as custodian of St John Ambulance's investments is periodically reviewed. The last such review took place in 2019, with the incumbent fund manager, BlackRock, retained.

### Quoted securities

The movement in the UK Consumer Prices Index ('CPI') is the basic comparator

against which long-term investment performance is judged, the objective being for a total return of CPI +4%. When assessing fund manager performance, a benchmark comparison to the MSCI index is also taken into account.

The relative amounts invested in UK and in overseas securities is subject to regular review. At the year end, approximately 21% of securities were invested in the UK market (2022: 22%), with 79% (2022: 78%) in a range of overseas markets.

UK investments are held in the BlackRock Charities UK Equity ESG Fund, a unit-based fund with environmental, social and governance screening, designed as a vehicle for investment by charities. Overseas securities are held in the form of units in a number of separate BlackRock funds with a geographic focus.

The total gross return from our securities investments, including dividends received, was 16.5% (2022: 6.4% negative return), which exceeded both the benchmark of MCSI Index performance (15.3%) and the internal target of CPI +4% (8.0%).

### Investment property

St John has one investment property, which is located adjacent to St John's Gate, Clerkenwell, the historic home of the Order. This important property also houses the National Headquarters of St John Ambulance.

For accounting purposes, the property comprises two parts:

- » That part of the building used by St John for operational purposes is classified as an operational property and is included in the balance sheet at historic cost less accumulated depreciation
- » Those parts of the building let to third parties are classified as an investment property and are included in the balance sheet at fair value. This element of the property is included in the balance sheet at the 31 December 2023 valuation of £9.7m. This figure reduced by £1.9m compared to the valuation of £11.6m as at 31 December 2022, in part due to the alignment of the valuation of the flats at 27 St John's Lane, which were sold in January 2024, to the agreed selling price of £3.2m (see note 37).





# Funds and reserves policies

The trustees have adopted a policy for St John Ambulance reserves which is in line with the recommendations of the Charity Commission for England and Wales.

The trustees review this policy annually. In carrying out their assessment, the trustees have regard to strategic plans and financial budgets, as well as major

operational, financial and external risks. These plans are aimed at achieving financial stability over the medium and long term. St John Ambulance's planning process, including financial projections, takes into consideration the underlying economic climate and its potential impact on sources of income and planned expenditure.

## Free reserves

A level of free reserves is required to ensure that the activities of St John can continue in the event of a major unforeseen reduction of income or increase in expenditure. These reserves provide a contingency which enable St John, if necessary, to make the required structural changes to bring income and expenditure into line. The reserves are supported by cash and quoted securities, which can be accessed readily when required.

St John has two measures for free reserves which differ in the treatment of investment property:

**Operational free reserves:** Operational free reserves represent reserves which are easily accessible at short notice. These are made up of unrestricted funds after excluding the value of fixed assets, investment property and any other amounts that have been designated for a particular purpose. The value of the investment property is excluded because it is held as a long term asset as part of the headquarters building but the value of securities investments is included in operational free reserves because they can be sold at short notice if required.

**Overall free reserves:** Charity Commission guidelines indicate that free reserves should include the value of the investment property. An overall free reserves figure, in accordance with these guidelines, is therefore also disclosed.

## Long-term objective

After the covid pandemic impacted the finances of St John, there was a focus work to increase our free reserves and the range for free reserves was increased in 2021. Raising the level of free reserves remains the objective in the longer term, however this is balanced with a need to invest in our infrastructure to ensure that our properties, fleet and systems are at the desired standard.

Due to the trading performance in 2023, along with the investment made in our infrastructure, with £4.7m (2022:

£3.7m) expenditure on fixed assets net of disposals there has been a fall in the level of free reserves during the year. The long-term objective to increase the level of free reserves remains unchanged however this is expected to take a number of years to reach target levels.

Free reserves are expected to recover partially during 2024 following the restructure in late 2023 which has reduced our employee costs, particularly in indirect functions, the sale of the flats at 27 St John's Lane in January 2024 for £3.2m and further cost saving measures included within the current Transformation programme, as well as further rationalisation of our property portfolio.

In addition to the free reserves held, a revolving credit facility with Santander of £10m was put in place at the end of 2020 to provide additional headroom in operational cash. This facility has been extended and is in place until December 2025.

## Level of free reserves

Operational free reserves, excluding investment property, are £2.0m (2022: £17.7m) and represent the level of free reserves available to support the ongoing activities of St John.

The overall level of free reserves, following Charity Commission guidelines and including investment property within the free reserves figure, is £11.7m (2022: £29.3m).

The trustees have determined that, under normal circumstances, operational free reserves should be in the range £17m to £25m. Our unrestricted core costs in 2023 averaged at £10.0m per month (2022: £9.9m) and therefore this range of free reserves represents between 1.7 and 2.5 months of expenditure on our core unrestricted costs.

The corresponding range for the overall free reserves figure, including the value of investment property, is £26m to £35m.

Our free reserves are currently significantly below the target ranges.

The agreed range of free reserves set out in our reserves policy follows an assessment of the risks that can impact our financial position, such as the cessation or reduction of certain income generating activities such as training and event cover. Funds also need to mitigate the risk of unforeseen additional expenditure and minimise the likelihood of short-term funding gaps arising.

In order to be effective, reserves need to cover salary and other invoiced costs, along with an element of contingency. The reserves policy will continue to be reviewed with a view to ensuring that the charity continues to be financially sustainable, without compromising the level of our operations. The current range is viewed as the minimum level of free reserves that the charity should hold in the long term, ideally with reserves above this level.

Unrestricted funds held by St John as at 31 December 2023 were £91.2m (2022: £108.0m). These are represented by:

- » Designated funds of £79.5m (2022: £78.7m) consisting of:
  - » £79.1m (2022: £75.9m) relating to the net book value of heritage assets and fixed assets.
  - » £0.4m (2022: £2.8m) designated for other particular purposes.
- » £9.7m (2022: £11.6m) reflecting the fair value of investment property.
- » Operational free reserves of £2.0m (2022: £17.7m).

Further detail is given in note 27.

The level of free reserves held at the end of 2023 are currently significantly below the target range.

# Going concern

The financial statements have been prepared on a going concern basis as discussed in the report of the trustees on page 62.

As recommended by the Charities SORP (FRS 102), the trustees assess whether there are any uncertainties that may cast doubt on St John Ambulance's ability to continue as a going concern. The going concern period is for at least 12 months from the date of the approval of the financial statements.

The coronavirus pandemic affected income and cashflow significantly in 2020, with a recovery in 2021. Revenue generating activities such as workplace first aid training in particular grew significantly in 2022 as people who had missed their three-year requalification course in 2020 and 2021 caught up with the revalidation of their qualification. First aid provision at events also returned to levels closer to those seen pre-pandemic. The biggest challenge at that time was resource constraints limiting some areas of work. As a result, expansion of capacity and improvements in service provision were a focus for 2023. While a reduction in training activity was foreseen and budgeted for, it became apparent during the year that the income (from training in particular) was substantially less than projected. As a result, the cost base in 2023 was at too high a level for the income generated and a substantial loss arose.

To rectify this position a Transformation programme was initiated in the second half of 2023, leading to a redundancy programme in late 2023 which has been ongoing into 2024, reducing employee numbers. This is expected to generate significant savings in 2024. In addition to expenditure reductions, pricing reviews for our services have been held with a view to increasing income levels and substantial property disposals are in progress.

As at 31 December 2023, cash balances of £2.7m (2022: £9.8m) and investments held were £10.6m (2022: £15.7m), giving total liquid assets of £13.3m. Subsequent to the year end, there has been a sale of

properties, including the flats above the Group's national headquarters at 27 St John's Lane which were sold to a third party buyer for £3.2m in January 2024. In February 2024, investments valued at £8.5m were withdrawn from the Group's investment portfolio and received as cash.

A credit facility of up to £10m with Santander plc is in place, extended to December 2025. There is a financial covenant in place stating St John Ambulance must have a minimum combined cash and investments balance of £5m to access this facility. At both year end and the time of signing the financial statements, the facility has not been required to be drawn down and this is expected to remain the position over the next twelve months.

The Group has prepared a board approved budget which shows that St John Ambulance is projected to be able to continue to operate until at least the end of May 2025 without making any further divestments from investment holdings or the utilisation of our revolving credit facility. The forecast projects a substantial improvement in the operating deficit expected in 2024 and through to May 2025, despite not including all initiatives of the Transformation plan improvements. Cash is also expected to substantially improve as the estates rationalisation element of the Transformation plan generates significant income from property disposals. The rationalisation plan involves the disposal of a portfolio of properties, rather than an individual property, helping to mitigate the uncertainty in the timing and size of these receipts.

We have prepared multiple scenarios covering the period to at least the end of May 2025 which account for a range of performance results at the operating result level, as well as a range in levels of cash receipt from property sales and the timings with which they would be received. This has produced a range of outcomes which has allowed the trustees to understand the sensitivity of the Group's cash flow to these factors while demonstrating multiple realistic outcomes.

Additionally, we have prepared severe but plausible downside scenarios which forecast an extended period of poor operational performance (training activity being 10% lower than budgeted) combined with a delay in and a reduction in the value realised from key property sales into 2025. Although the impact of this scenario is severe and reduces headroom significantly, the analysis indicates that through the use of our RCF the Group would still have available facilities to fulfil our financial commitments and continue operating until at least the end of May 2025.

The trustees have considered the forecast, sensitivities, and the Group's current position. While risk continues to exist in the current financial environment, and the need to crystallise the ongoing savings from our Transformation plan so as to achieve a future operational surplus remains in order to replenish reserves, the overall levels of assets held by the Group remain strong.

Taking all the above into account, the trustees have a reasonable expectation that the Group has adequate resources to continue operating until at least the end of May 2025, allowing a minimum of 12 months from the date these financial statements are signed. Accordingly, the trustees believe that the going concern remains the appropriate basis on which to prepare the financial statements.

# Trustees' responsibilities statement

The trustees are responsible for preparing the Report of the trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and the group and of the incoming resources and application of resources of the group for that period.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards, comprising FRS102, have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed.

They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

This report was approved by the Board of trustees on 31 May 2024 and signed on their behalf by:



Stuart Shilson LVO GCStJ DL  
Prior



# Independent auditors' report

## Independent auditors' report to the trustees of The Priory of England and the Islands of the Most Venerable Order of the Hospital of St. John of Jerusalem

### Report on the audit of the financial statements

#### Opinion

In our opinion, The Priory of England and the Islands of the Most Venerable Order of the Hospital of St. John of Jerusalem group financial statements ("the financial statements"):

- give a true and fair view of the state of the group's and of the parent charity's affairs as at 31 December 2023 and of the group's incoming resources and application of resources, and of the group's cash flows, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law); and
- have been prepared in accordance with the requirements of the Charities Act 2011 and Regulation 15 of The Charities (Accounts and Reports) Regulations 2008.

We have audited the financial statements, included within the Annual Report & Accounts (the "Annual Report"), which comprise: the Consolidated balance

sheet as at 31 December 2023; the Consolidated Statement of financial activities and the Consolidated cash flow statement for the year then ended; and the notes to the financial statements, which include a description of the significant accounting policies.

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Independence

We remained independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements.

#### Conclusions relating to going concern

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and parent charity's ability to continue as a going concern for a period of at least twelve months from the date on which the financial statements are authorised for issue.

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

However, because not all future events or conditions can be predicted, this conclusion is not a guarantee as to the group's and parent charity's ability to continue as a going concern.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

#### Reporting on other information

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report based on these responsibilities.

Based on our work undertaken in the course of the audit, the Charities Act 2011 requires us also to report certain opinions and matters as described below.

#### Trustees Report

Under the Charities Act 2011 we are required to report to you if, in our opinion the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements. We have no exceptions to report arising from this responsibility.

# Independent auditors' report (continued)

## Responsibilities for the financial statements and the audit

### Responsibilities of the trustees for the financial statements

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The trustees are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

### Auditors' responsibilities for the audit of the financial statements

We are eligible to act and have been appointed as auditors under section 151 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements

in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Based on our understanding of the group and parent charity, we identified that the principal risks of non-compliance with laws and regulations related to the Charities Act 2011 and relevant regulations made or having an effect thereunder, including the Charities (Accounts and Reports) Regulations 2008, and we considered the extent to which non-compliance might have a material effect on the financial statements. We evaluated the incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) by the trustees and those responsible for, or involved in, the preparation of the financial statements, and determined that the principal risks were related to posting inappropriate journals to manipulate financial results and potential management bias in key accounting judgements and estimates.

Audit procedures performed included:

- » enquiry of management and trustees, including consideration of known or suspected instances of non-compliance with laws and regulations and fraud;
- » reading minutes of meetings of the Priory Council of Trustees and the Audit and Risk Committee;
- » reviewing correspondence with regulators, including the Charity Commission for England and Wales;
- » identifying and testing journal entries, including journal entries posted with unusual account combinations to income or expenditure accounts;
- » assessing the reasonableness of key accounting judgements and estimates, including dilapidations and valuation of investment property; and
- » assessing financial statement disclosures, and testing to supporting documentation, for compliance with applicable laws and regulations.

There are inherent limitations in the audit procedures described above. We are less

likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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

### Use of this report

This report, including the opinions, has been prepared for and only for the charity's trustees as a body in accordance with section 151 of the Charities Act 2011 and regulations made under section 154 of that Act (Part 4 of The Charities (Accounts and Reports) Regulations 2008) and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

### Other required reporting

#### Charities Act 2011 exception reporting

Under the Charities Act 2011 we are required to report to you if, in our opinion:

- » we have not received all the information and explanations we require for our audit; or
- » sufficient accounting records have not been kept by the parent charity; or
- » the parent charity financial statements are not in agreement with the accounting records.

We have no exceptions to report arising from this responsibility.

PricewaterhouseCoopers LLP  
Chartered Accountants and Statutory Auditors  
London



31 May 2024

# Financial statements for the year ended 31 December 2023

## Consolidated Statement of financial activities

	Note	Unrestricted funds £m	Restricted & endowment funds £m	2023 £m	2022 £m
<b>Income and endowments from:</b>					
Income from grants, donations and legacies	2	12.8	2.0	14.8	17.2
<b>Income from charitable activities:</b>					
<b>Delivering first aid:</b>					
First aid provision and youth development		6.4	2.5	8.9	7.1
Ambulance and transport services		19.7	-	19.7	17.9
Covid support		0.3	-	0.3	3.5
Community support programmes		0.3	-	0.3	0.4
<b>Equipping the public:</b>					
Training		45.3	-	45.3	52.0
First aid products		13.4	-	13.4	15.9
<b>Other charitable activities:</b>					
Other charitable activities		0.1	-	0.1	0.1
<b>Total income from charitable activities</b>	<b>3</b>	<b>85.5</b>	<b>2.5</b>	<b>88.0</b>	<b>96.9</b>
Income from other trading activities	4	0.8	-	0.8	0.7
Investment income	5	0.8	0.1	0.9	0.9
<b>Other income</b>					
Net gain on disposal of assets		3.4	-	3.4	4.3
Other income		-	-	-	0.1
<b>Total income</b>		<b>103.3</b>	<b>4.6</b>	<b>107.9</b>	<b>120.1</b>
<b>Expenditure on:</b>					
Total expenditure on raising funds	7	10.1	-	10.1	10.0
<b>Expenditure on charitable activities:</b>					
<b>Delivering first aid:</b>					
First aid provision and youth development		26.2	2.9	29.1	25.0
Ambulance and transport services		24.2	-	24.2	23.1
Covid support		0.3	-	0.3	3.9
Community support programmes		3.0	-	3.0	4.6
<b>Equipping the public:</b>					
Training		38.8	0.1	38.9	36.9
First aid products		14.3	-	14.3	14.7
<b>Other charitable activities:</b>					
Amounts payable in relation to redundancy		1.9	-	1.9	-
Other charitable activities		1.9	0.4	2.3	2.2
<b>Total expenditure on charitable activities</b>	<b>7</b>	<b>110.6</b>	<b>3.4</b>	<b>114.0</b>	<b>110.4</b>
<b>Total expenditure</b>	<b>7</b>	<b>120.7</b>	<b>3.4</b>	<b>124.1</b>	<b>120.4</b>
(Losses)/gains on investments	9	(0.6)	0.2	(0.4)	(3.4)
<b>Net (expenditure)/income</b>		<b>(18.0)</b>	<b>1.4</b>	<b>(16.6)</b>	<b>(3.7)</b>
Transfers between funds	27	1.2	(1.2)	-	-
<b>Net movement in funds</b>		<b>(16.8)</b>	<b>0.2</b>	<b>(16.6)</b>	<b>(3.7)</b>
Fund balances at 1 January		108.0	8.1	116.1	119.8
<b>Fund balances at 31 December</b>	<b>27</b>	<b>91.2</b>	<b>8.3</b>	<b>99.5</b>	<b>116.1</b>

All income and expenditure in 2023 arise from continuing activities. All gains and losses in the year are included above and accordingly a statement of total realised gains and losses has not been prepared.

The notes on pages 68 to 92 form part of these accounts.



# Consolidated balance sheet as of 31 December 2023

	Note	£m	2023 £m	£m	2022 £m
<b>Fixed assets</b>					
Heritage assets	12	1.9		1.9	
Tangible fixed assets	13	69.2		70.5	
Intangible fixed assets	14	8.0		3.5	
			79.1		75.9
<b>Investments</b>					
Securities	15	10.6		15.7	
Investment property	16	9.7		11.6	
			20.3		27.3
<b>Total</b>			<b>99.4</b>		<b>103.2</b>
<b>Current Assets</b>					
Stocks	17	2.1		3.3	
Debtors	18	14.8		21.1	
Current asset investments	19			4.3	
Cash and short-term deposits	30, 19	2.7		9.8	
<b>Total</b>		<b>19.6</b>		<b>38.5</b>	
<b>Current Liabilities</b>					
Creditors falling due within one year	20	(16.4)		(22.4)	
Net Current Assets			3.2		16.1
<b>Total assets less current liabilities</b>			<b>102.6</b>		<b>119.3</b>
Creditors falling due after more than one year	21				(0.1)
Provisions	21		(3.1)		(3.1)
<b>Net Assets</b>			<b>99.5</b>		<b>116.1</b>
<b>Funds</b>					
<b>Unrestricted funds</b>					
Revaluation reserve	28	11.4		13.1	
Other unrestricted funds		79.8		94.9	
<b>Total unrestricted funds</b>			<b>91.2</b>		<b>108.0</b>
<b>Restricted funds</b>			<b>7.1</b>		<b>7.0</b>
<b>Endowment funds</b>			<b>1.2</b>		<b>1.1</b>
<b>Total funds</b>	<b>27</b>		<b>99.5</b>		<b>116.1</b>

The financial statements on pages 65 to 92 were approved by the Board of trustees on 31 May 2024 and signed on their behalf by:



Stuart Shilson LVO GCStJ DL  
Prior

## Consolidated cash flow statement for the year ended 31 December 2023

	Note	2023 £m	2022 £m
Net cash used by operating activities	29	(14.1)	(6.3)
<b>Cash flows from investing activities</b>			
Dividends, interest and rents from activities		0.8	0.9
Proceeds from sale of investments in securities		7.8	11.2
Sales of current asset investments		4.3	2.7
Purchases of investments in securities		(1.1)	(11.9)
Proceeds from sale of tangible fixed assets		4.8	6.3
Purchases of tangible fixed assets		(4.3)	(6.7)
Purchases of intangible fixed assets		(5.2)	(3.3)
<b>Net cash generated from/(used by) investing activities</b>		<b>7.1</b>	<b>(0.8)</b>
<b>Cash flows from financing activities</b>			
Capital element of finance lease payments		(0.1)	(0.5)
<b>Net cash used by financing activities</b>		<b>(0.1)</b>	<b>(0.5)</b>
<b>Decrease in cash and cash equivalents during the year</b>		<b>(7.1)</b>	<b>(7.6)</b>
Cash and cash equivalents at 1 January		9.8	17.4
<b>Cash and cash equivalents at 31 December</b>	<b>30</b>	<b>2.7</b>	<b>9.8</b>

# Notes to the accounts for the year ended 31 December 2023

## 1. Accounting policies

The principal accounting policies are set out below. These policies have been applied consistently.

In these policies and the accounts, the following abbreviations are used:

'the Order' – The Most Venerable Order of the Hospital of St John of Jerusalem (charity no. 235979).

'the Priory' – The Priory of England and the Islands of the Most Venerable Order of the Hospital of St John of Jerusalem (charity no. 1077265).

'St John' – The Priory, St John Ambulance (charity number 1077265-1) and its subsidiary companies.

'the Eye Hospital' – The St John of Jerusalem Eye Hospital Group which is another foundation of the Most Venerable Order of St John and is registered and operates as a separate charity (charity no. 1139527).

'SOFA' – Statement of Financial Activities.

### a. Basis of preparation of accounts

The annual report and accounts are prepared in accordance with the rules of the Priory, in compliance with the Charities Act 2011, the Statement of Recommended Practice - Accounting and Reporting by Charities applicable to charities preparing their accounts in accordance with FRS 102 ('the Charities SORP (FRS 102)') and with FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland.

The accounts have been prepared to give a 'true and fair view' and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following the Charities SORP (FRS 102) 2019.

The accounts are consolidated on a line-by-line basis and cover the consolidated financial position and transactions of companies controlled by the Priory, which are detailed in note 34. St John meets the definition of a public benefit entity under FRS 102.

These accounts do not include the following entities which are not controlled by the Priory:

- » The Commanderies of Jersey, Guernsey, the Isle of Man and the Commandery of Ards, which operates in Northern Ireland
- » The Order, and the Eye Hospital
- » Other priories, commanderies, the Orders of St John Care Trust and St John associations linked with the Order
- » The St John and Red Cross Defence Medical Welfare Service (company no. 4185635, charity number 1087210).

### Going concern

The financial statements have been prepared on a going concern basis as discussed in the report of the trustees on page 62.

As recommended by the Charities SORP (FRS 102), the trustees assess whether there are any uncertainties that may cast doubt

on St John Ambulance's ability to continue as a going concern. The going concern period is for at least 12 months from the date of the approval of the financial statements.

The coronavirus pandemic affected income and cashflow significantly in 2020, with a recovery in 2021. Revenue generating activities such as workplace first aid training in particular grew significantly in 2022 as people who had missed their three-year requalification course in 2020 and 2021 caught up with the revalidation of their qualification. First aid provision at events also returned to levels closer to those seen pre-pandemic. The biggest challenge at that time was resource constraints limiting some areas of work. As a result, expansion of capacity and improvements in service provision were a focus for 2023. While a reduction in training activity was foreseen and budgeted for, it became apparent during the year that the income (from training in particular) was substantially less than projected. As a result, the cost base in 2023 was at too high a level for the income generated and a substantial loss arose.

To rectify this position a Transformation programme was initiated in the second half of 2023, leading to a redundancy programme in late 2023 which has been ongoing into 2024, reducing employee numbers. This is expected to generate significant savings in 2024. In addition to expenditure reductions, pricing reviews for our services have been held with a view to increasing income levels and substantial property disposals are in progress.

As at 31 December 2023, cash balances of £2.7m (2022: £9.8m) and investments held were £10.6m (2022: £15.7m), giving total liquid assets of £13.3m. Subsequent to the year end, there has been a sale of properties, including the flats above the group's national headquarters at 27 St John's Lane which were sold to a third party buyer for £3.2m in January 2024. In February 2024, investments valued at £8.5m were withdrawn from the group's investment portfolio and received as cash.

A credit facility of up to £10m with Santander plc is in place, extended to December 2025. There is a financial covenant in place stating St John Ambulance must have a minimum combined cash and investments balance of £5m to access this facility. At both year end and the time of signing the financial statements, the facility has not been required to be drawn down and this is expected to remain the position over the next twelve months.

The group has prepared a board approved budget which shows that St John Ambulance is projected to be able to continue to operate until at least the end of May 2025 without making any further divestments from investment holdings or the utilisation of our revolving credit facility. The forecast projects a substantial improvement in the operating deficit expected in 2024 and through to May 2025, despite not including all initiatives of the Transformation plan improvements. Cash is also expected to substantially improve as the estates rationalisation element of the Transformation plan generates significant income from property disposals. The rationalisation plan involves the disposal of a portfolio of properties, rather than an individual property, helping to mitigate the uncertainty in the timing and size of these receipts.

We have prepared multiple scenarios covering the period to at least the end of May 2025 which account for a range of performance results at the operating result level, as well as a range in levels of cash receipt from property sales and the



timings with which they would be received. This has produced a range of outcomes which has allowed the trustees to understand the sensitivity of the group's cash flow to these factors while demonstrating multiple realistic outcomes.

Additionally, we have prepared severe but plausible downside scenarios which forecast an extended period of poor operational performance (training activity being 10% lower than budgeted) combined with a delay in and a reduction in the value realised from key property sales into 2025. Although the impact of this scenario is severe and reduces headroom significantly, the analysis indicates that through the use of our RCF the group would still have available facilities to fulfil our financial commitments and continue operating until at least the end of May 2025.

The trustees have considered the forecast, sensitivities, and the group's current position. While risk continues to exist in the current financial environment, and the need to crystallise the ongoing savings from our Transformation plan so as to achieve a future operational surplus remains in order to replenish reserves, the overall levels of assets held by the group remain strong.

Taking all the above into account, the trustees have a reasonable expectation that the group has adequate resources to continue operating until at least the end of May 2025, allowing a minimum of 12 months from the date these financial statements are signed. Accordingly, the trustees believe that the going concern remains the appropriate basis on which to prepare the financial statements.

#### **b. The accounts of the Priory**

Assets directly owned by the Priory comprise heritage assets acquired before 31 December 1999 and the membership rights in St John Ambulance, a charitable company limited by guarantee. These assets are not attributed a value in the financial statements.

St John Ambulance, in furtherance of its own objects, incurs on its own account (and records properly in its own books) all expenditure necessarily and properly required for the maintenance and improvement of the Priory's assets and expenditure necessary in relation to the Priory's business.

The Priory Council has resolved that any income receivable by the Priory will be passed to St John Ambulance. Consequently the Priory has not presented a separate statement of financial activities and balance sheet because there are no assets, liabilities, income or expenditure to be recorded in the books and records of the Priory.

#### **c. Critical accounting estimates, judgements and assumptions**

In the process of applying its accounting policies, the Priory is required to make certain estimates, judgements and assumptions that it believes are reasonable based on the information available. These estimates, judgements and assumptions affect the amounts of assets and liabilities at the date of the accounts and the amounts of income and expenditure recognised during the reporting period.

Estimates are separate from judgements and are usually used to determine an amount related to certain assets and liabilities. Judgements are made when applying the accounting policies, where a different judgement may have led to a different

accounting treatment, rather than determining the appropriate measurement basis.

On an ongoing basis, estimates are evaluated using historical experience, consultation with experts and other methods considered reasonable in the particular circumstances. Actual results may differ significantly from the estimates, the effect of which is recognised in the period in which the facts that give rise to the revision become known.

#### **Judgements**

##### **Heritage assets**

The heritage assets gifted by the Order in 1999 are not held at a valuation as the trustees consider that it is impracticable to attribute any value in the balance sheet to these assets.

##### **Estimates**

The following paragraphs detail the significant estimates and assumptions the Priory believes to have the most significant impact on the annual results under the Charities SORP (FRS 102).

##### **Legacy income recognition**

An estimate is made for the value of legacies accrued but not yet received following an assessment of the entitlement to, probability of receipt and measurability of the legacy.

##### **Fixed assets**

The charge in respect of periodic depreciation and amortisation is derived after determining an estimate of an asset's expected useful life. Increasing an asset's expected life would result in a reduced depreciation charge. The useful lives of the Priory's assets are determined at the time the asset is acquired and reviewed annually for appropriateness. The lives are based on historical experience with similar assets as well as anticipation of future events which may impact their life such as changes in technology. The depreciation and amortisation charge in 2023 was £4.8m (2022: £4.1m).

The de minimis limit for the recognition of minor additions to heritage assets and fixed assets is £10,000.

##### **Valuation of investment property**

The valuation of the investment property at 27 St John's Lane that is recognised on the balance sheet is subject to an estimation of the proportion of the building which is let to third parties, as opposed to that proportion which is utilised for operational purposes. The valuation is performed by an external independent valuer. The valuation as at 31 December 2023 was £9.7m (2022: £11.6m).

A decision as to whether the property is revalued by an independent valuer at the end of a particular financial year is made after an internal assessment of whether there has been a material movement in the valuation of the property during the reporting period. An external valuation is undertaken when it is considered that the property valuation is likely to have changed materially during the year. As a minimum, an external valuation takes place every five years.

### c. Critical accounting estimates, judgements and assumptions, continued

#### Recognition of doubtful debts

A standard debt provision policy exists to recognise the cost of debts that are not considered to be collectable. A standard percentage of the debt value is provided against overdue debts. An additional provision may also be made where information received indicates that a debt is unlikely to be paid by a customer. The debt provision as at 31 December 2023 was £1.9m (2022: £1.9m).

#### Dilapidations

Dilapidations are the works required at lease end, dependent on the exact lease terms, to return a leasehold property to the state it was at the commencement of the term. A dilapidations provision is recognised when there is a future obligation relating to the maintenance of leasehold properties. The provision is based on the best estimate of the settlement on a review of all the leasehold properties held, with the value of the provision built up over the life of the lease. The dilapidation provision as at 31 December 2023 was £3.1m (2022: £3.1m).

### d. Historical cost convention

The accounts have been prepared using the historical cost convention, as modified by the revaluation of Investments.

### e. Income

Income is recognised on a receivable basis and is reported gross of related expenditure, where the amount is virtually certain and when there is adequate probability of receipt. The specific bases used are as follows:

- » Donations, gifts, legacies and general grants receivable, which do not relate to specific charitable activities, are categorised as voluntary income.
- » The accounts reflect no amounts in respect of time provided by volunteer members of St John.
- » Gifts in kind are brought into the accounts at their estimated fair value.
- » Where pro bono services are received, the value of those services, as estimated by the trustees, is included as both income and expenditure in the SOFA.
- » Legacies are recognised as income when there is entitlement, probability of receipt and measurability of the legacy. Legacy receipts are usually considered probable once probate has been granted.
- » Fundraising income is shown gross except for small fundraising events where the cash is received net of expenditure.
- » Rental income is accounted for on a receivable basis over the rental period.
- » Income from charitable activity, including income from long-term contracts, trading and merchandising income, is accounted for when earned.
- » Income received in advance is deferred until entitlement to the income has arisen.

- » Gains from the disposal of tangible fixed assets are included in the SOFA as part of other income.

- » Grants are recognised in the year when the entitlement to the grant is confirmed. Grants for the purchase of equipment and towards the initial setting up of projects are credited in full to the relevant activities in furtherance of the charity's objects. Grants that provide core funding or are of a general nature provided by government and charitable foundations, are recorded as voluntary income. Grants specifically for goods and services to be provided as part of charitable activities are recorded against the activity to which they relate.

### f. Expenditure

Expenditure is recognised on an accruals basis when a legal or constructive obligation exists and is reported gross of related income on the following bases:

- » Expenditure on raising funds principally comprises the costs associated with attracting voluntary income and other publicity and public relations costs, including promoting more general public awareness.
- » Charitable expenditure comprises direct expenditure including direct employee costs attributable to the charity's activities. Where costs cannot be directly attributed, they have been allocated to activities on a basis consistent with the use of resources. The basis of allocation of indirect costs to activities is set out in note 7.
- » Governance costs comprise those incurred as a result of constitutional and statutory requirements.

Support costs represent centrally incurred costs, principally relating to management resource, IT, Finance, Human Resources, buildings management and governance costs, which cannot be attributed to specific activities but provide the organisational infrastructure that enables those activities to take place. The basis of allocation to activities is set out in note 7.

### g. Heritage assets

The Priory maintains two historic buildings in Clerkenwell, London. These are the Grand Priory Church, which sits upon a 12th century Norman crypt, and the 16th century St John's Gate. Within St John's Gate is situated the Museum of the Order of St John which contains a collection of historic artefacts. Together these form the historic assets that were gifted by the Order to the Priory in 1999 and were subject to a specific term that the Priory may not dispose of these assets. If the Priory no longer considers it appropriate to retain them, they must be returned to the Order. The trustees consider that it is impracticable to attribute any value in the balance sheet to those assets which were gifted by the Order.

Subsequent additions to heritage assets, all of which are funded by St John Ambulance and accounted for in its books, are stated at cost, except in the case of minor additions costing less than £10,000 each, which are expensed in the year in which the cost is incurred.

Expenditure on the historic buildings which results in significant enhancement of the internal configuration and allows for better visual display is capitalised, with depreciation charged over an estimated life of 50 years.

Historic artefacts which are considered to have indefinite lives are not subject to depreciation. The carrying amounts at which heritage assets are held in the balance sheet are reviewed where evidence of possible impairment exists and reduced where an impairment is deemed to have occurred. The cost of maintenance and repair of heritage assets is expensed in the year incurred.

#### **h. Tangible fixed assets, depreciation and impairment**

Freehold land is stated at cost.

Other tangible fixed assets are stated at cost less accumulated depreciation.

Minor additions to fixed assets, defined as those costing less than £10,000 each, are expensed in the year in which the cost is incurred.

Donated fixed assets are brought into the accounts at their estimated fair value at the time of acquisition.

Gains on the disposal of fixed assets, representing the excess of net proceeds over net book value, are recognised in the SOFA within other income.

Depreciation is provided to write off the cost of assets by equal annual instalments over their estimated useful lives as follows:

Freehold property	50 years
Long Leasehold Property	50 years
Short leasehold property	Life of lease
Vehicles and equipment	3 to 10 years

Where the recoverable amount of a fixed asset is found to be below its net book value, the asset is written down to the recoverable amount and the loss on impairment is recognised in the SOFA.

#### **i. Intangible fixed assets**

Capitalised software is stated at cost less accumulated amortisation. Amortisation is provided to write off the cost of assets by equal annual instalments over their estimated useful lives. In the case of software, the estimated useful life is assumed to be three years. Where the recoverable amount of an intangible fixed asset is found to be below its net book value, the asset is written down to the recoverable amount and the loss on impairment is recognised in the SOFA.

Minor additions to intangible fixed assets, defined as those costing less than £10,000 each, are expensed in the year in which the cost is incurred.

The accounting policy in relation to intangible fixed assets was amended during 2022. Capitalised software is now disclosed as intangible assets. Previously, capitalised software had been disclosed within tangible fixed assets.

#### **j. Investments**

Listed securities are stated at fair value at the balance sheet date.

Investment property is stated at estimated fair value as at the latest valuation date, subject to obtaining advice as to the possibility of any material movements between such valuations.

If there is a material movement, the property is revalued at that time. As a minimum, it is revalued by an independent valuer every five years.

Realised gains and losses on securities, calculated as the difference between the sales proceeds and their fair value at the start of the year, or subsequent cost, are credited or charged to the SOFA in the year of sale.

Unrealised revaluation gains and losses are credited or charged to the SOFA in the year of revaluation.

#### **k. Stocks**

Stocks are stated at the lower of cost and net realisable value. Cost is calculated using the average cost method.

#### **l. Pension costs**

St John Ambulance makes contributions to a number of defined contribution pension schemes for its employees. Contributions payable to these schemes are expensed in the year in which they are incurred.

St John Ambulance participates in The Growth Plan, a multi-employer pension plan provided by TPT Retirement Solutions. The Growth Plan consists of four schemes. Series 4 is a defined contribution scheme. Series 1, 2 & 3, which are closed to new entrants, are defined benefit schemes. As it is not possible for the charity to obtain sufficient information to identify the share of underlying Growth Plan assets and liabilities belonging to individual participating employers, the Growth Plan is accounted for as a defined contribution scheme.

Liabilities to make payments to fund any deficit relating to past service where an agreement to make the payments is in place are recognised in accordance with FRS 102. The amount to be recognised is the present value of the payments agreed.

#### **m. Foreign currencies**

Income and expenditure are translated at the rate ruling when the transaction occurs. Balance sheet items are translated at the rate ruling at the balance sheet date. Gains on exchange are recorded within other income and losses on exchange are recorded within the activity to which they relate.

#### **n. Leases**

Assets held under finance leases and other similar contracts, which provide for rights approximating to ownership, are treated as if purchased outright and the capital elements of these obligations are recorded as liabilities. The charge to the SOFA is represented by depreciation, which is charged in line with the charity's accounting policy, and interest. The interest is spread over the lease period in order to provide for a constant periodic charge on the balance of capital repayments outstanding.

The aggregate rentals payable for operating leases are expensed on a straight line basis in annual instalments over the term of the lease including any initial rent-free period.

#### **o. Taxation**

St John is able to partially recover Value Added Tax on purchases. Irrecoverable Value Added Tax is included in expenditure.

No Corporation Tax is due on profits arising from charitable activities.

Tax credits, tax deducted from income and receipts under deed of covenant or gift aid are recorded on a receivable basis. They are included as part of the income to which they relate.

#### **p. Funds**

Endowment funds are capital funds where the capital must be preserved although the income may be spent. The income may be added to restricted or unrestricted funds depending on the terms of the original endowment.

Restricted funds are funds that have restrictions imposed by donors and can only be applied for the particular purposes specified by the donors.

Designated funds are unrestricted funds set aside for specific purposes by the trustees. They include an amount equivalent to the net book value of unrestricted fixed assets used to enable St John to continue to carry out its charitable mission.

Any net cumulative unrealised gains on the revaluation of investments, having been credited to the SOFA, are held within a revaluation reserve.

Other charitable funds are unrestricted funds that are available to St John to carry out any of its charitable objectives.

Transfers are primarily made between funds either when the acquisition of a fixed asset has discharged a restriction or to reflect movements in the amount of funds designated by the trustees for specific purposes.

#### **q. Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value, representing amortised cost, as follows:

Financial instrument	Measurement on initial recognition
Cash	Cash held
Debtors	Settlement amount after any trade discounts
Creditors	Settlement amount after any trade discounts (assuming normal credit terms apply)
Investments – non-puttable unit trusts (i.e. without an option to sell the shares at a later date at an agreed price)	Transaction price (cost)

Forward commitments to purchase foreign currency are recognised at fair value at the date of purchase and are revalued as at the balance sheet date, with any movement recognised in the SOFA.

#### **r. Short term deposits**

Monies placed on deposit with a maturity date of more than three months are treated as current asset investments. Where the maturity date is three months or less, the deposit is recognised within cash or cash equivalents. In each case, the deposit is convertible to cash at its carrying amount.





## 2. Income from grants, donations and legacies

	Unrestricted £m	Restricted £m	2023 £m	2022 £m
Donations and gifts	9.7	1.1	10.8	11.3
Legacies	2.7	0.9	3.6	5.1
Grants (see note 6)	-	-	-	0.5
Youth Subscriptions	0.4	-	0.4	0.3
<b>Total</b>	<b>12.8</b>	<b>2.0</b>	<b>14.8</b>	<b>17.2</b>

## 3. Income from charitable activities

	Grants (see note 6) £m	Other £m	2023 £m	2022 £m
<b>Delivering first aid:</b>				
First aid provision and youth development	2.5	6.4	8.9	7.1
Ambulance and transport services	-	19.7	19.7	17.9
Covid support	-	0.3	0.3	3.5
Community support programmes	-	0.3	0.3	0.4
<b>Equipping the public:</b>				
Training	-	45.3	45.3	52.0
First aid products	-	13.4	13.4	15.9
Other charitable activities	-	0.1	0.1	0.1
<b>Total</b>	<b>2.5</b>	<b>85.5</b>	<b>88.0</b>	<b>96.9</b>

Grant income from charitable activities totalling £2.5m (2022: £1.2m) comprises restricted activity of £2.5m (2022: £1.1m) and unrestricted activity of £Nil (2022: £0.1m).

Other income from charitable activities is all non-grant income from charitable activities, primarily comprising of training income, ambulance and transport services income and first aid products income, totalling £85.5m (2022: £96.2m). This income is entirely unrestricted and includes no restricted income (2022: £Nil).

## 4. Income from other trading activities

	2023 Unrestricted £m	2022 Unrestricted £m
Rents from operational buildings	0.3	0.2
Merchandising	0.1	0.1
Fundraising events	0.4	0.4
<b>Total</b>	<b>0.8</b>	<b>0.7</b>

## 5. Investment income

	2023 Unrestricted £m	2022 Unrestricted £m
Dividends and interest	0.7	0.5
Rents from investment property	0.2	0.4
<b>Total</b>	<b>0.9</b>	<b>0.9</b>

## 6. Grants receivable

	Charitable activities (see note 3) £m	Income from donations & legacies (see note 2) £m	2023 Total £m	2022 Total £m
DCMS Uniformed Youth Groups Fund	0.7	-	0.7	-
Grant from People's Postcode Lottery re Young Responders	0.5	-	0.5	0.3
Grant from NHS England re NHS Cadets	1.2	-	1.2	0.3
Other grants	0.1	-	0.1	0.6
<b>Total</b>	<b>2.5</b>	<b>-</b>	<b>2.5</b>	<b>1.2</b>

Grant Income totalling £2.5m (2022: £1.2m) comprises restricted activity of £2.5m (2022: £1.1m) and unrestricted activity of £Nil (2022: £0.1m).

## 7. Total expenditure

	Direct employee costs £m	Other direct costs £m	Depreciation £m	Others Costs £m	Support Costs (note 8) £m	2023 Total £m	2022 Total £m
<b>Expenditure on raising funds</b>							
<b>Campaigning &amp; Leadership</b>							
Fundraising costs	2.1	0.9	0.2	3.2	1.4	7.8	7.1
Publicity & public relations costs	0.9	0.2	0.1	0.2	0.6	2.0	2.5
Trading subsidiary costs	0.1	-	-	0.1	-	0.2	0.2
Investments Costs	-	-	-	0.1	-	0.1	0.2
<b>Subtotal</b>	<b>3.1</b>	<b>1.1</b>	<b>0.3</b>	<b>3.6</b>	<b>2.0</b>	<b>10.1</b>	<b>10.0</b>
<b>Expenditure on charitable activities</b>							
First aid provision and youth development	3.8	3.6	2.1	8.9	10.7	29.1	25.0
Ambulance and transport services	9.7	0.6	0.6	10.6	2.7	24.2	23.1
Covid Support	0.3	-	-	-	-	0.3	3.9
Community support programmes	0.7	-	0.3	-	2.0	3.0	4.6
Training	17.6	2.6	0.9	13.3	4.5	38.9	36.9
First aid products	0.5	9.2	0.5	1.2	2.9	14.3	14.7
Amounts payable in relation to redundancy	-	-	-	1.9	-	1.9	-
Other charitable activities	0.8	0.2	0.1	1.2	-	2.3	2.2
<b>Subtotal</b>	<b>33.4</b>	<b>16.2</b>	<b>4.5</b>	<b>37.1</b>	<b>22.8</b>	<b>114.0</b>	<b>110.4</b>
<b>Total expenditure</b>	<b>36.5</b>	<b>17.3</b>	<b>4.8</b>	<b>40.7</b>	<b>24.8</b>	<b>124.1</b>	<b>120.4</b>

Fundraising costs include support costs and depreciation of £1.6m (2022: £1.3m), which have been allocated as described in the accounting policies (see note 1). Excluding these allocated costs, fundraising costs total £6.2m (2022: £5.8m).

The Covid support activity covers the costs of vaccination and support work performed, including allocated costs.

Direct costs are those associated with providing the activity: for example, first aid training includes training materials.

Other costs include indirect costs relating to employees, office accommodation and communications, which have been allocated to cost categories as described below.

Support costs represent indirect costs which cannot be attributed to specific activities but provide the organisational structure that enables those activities to take place.

Indirect costs are allocated on a basis consistent with the use of resources, with the proportion of each allocation basis used varying depending upon the type of cost to be allocated.

	2023 Total £m	2022 Total £m
<b>Total expenditure includes:</b>		
<b>Operating lease rentals:</b>		
Property leases	2.7	3.3
Spot rental hires	1.3	1.3
Vehicles & equipment	1.7	1.1

The auditor's remuneration for the audit of Group's accounts was £100,000 (2022: £90,000). Non-audit fees in relation to other ad-hoc assurance services totalled £10,000 (2022: £8,000) for agreed-upon procedures over our annual statement to the Cabinet Office in relation to door-to-door fundraising.

## 8. Analysis of support costs

Support costs within note 7, which include external consultancy and project management costs, are allocated to activities as appropriate:

	Governance £m	Management £m	Human resources £m	Central Finance £m	Information Technology £m	Building management £m	2023 Total £m	2022 Total £m
<b>Campaigning &amp; Leadership</b>								
Fundraising & publicity	0.2	0.5	0.2	0.7	0.3	0.1	2.0	1.6
<b>Delivering First Aid:</b>								
First aid provision and youth development	0.5	4.8	1.3	1.4	2.3	0.4	10.7	6.8
Ambulance and transport services	0.2	1.1	0.4	0.6	0.3	0.1	2.7	2.3
Covid Support	-	-	-	-	-	-	-	0.7
Community support programmes	0.1	0.9	0.1	0.5	0.3	0.1	2.0	1.6
<b>Equipping the public:</b>								
Training	0.3	0.9	0.5	1.1	1.5	0.2	4.5	3.7
First aid products	0.2	0.7	0.1	0.6	1.2	0.1	2.9	2.4
<b>Total</b>	<b>1.5</b>	<b>8.9</b>	<b>2.6</b>	<b>4.9</b>	<b>5.9</b>	<b>1.0</b>	<b>24.8</b>	<b>19.1</b>

## 9. (Losses)/gains on investment assets

	2023 Total £m	2022 Total £m
Unrealised gain on securities (see note 15)	0.8	-
Unrealised loss on investment property (see note 16)	(1.9)	(2.1)
	<b>(1.1)</b>	<b>(2.1)</b>
Realised gain/(loss) on securities (see note 15)	0.7	(1.3)
<b>Total</b>	<b>(0.4)</b>	<b>(3.4)</b>

## 10. Employee information

The monthly average number of persons employed including part-time employees, calculated on a headcount basis, analysed by function, was:

	2023 Headcount	2022 Headcount
Charitable activities	1,666	1,631
Generating funds	46	39
Governance	14	14
<b>Total</b>	<b>1,726</b>	<b>1,684</b>

The monthly average number of persons employed including part-time employees, calculated on a full-time equivalent basis, analysed by function, was:

	2023 Full-time equivalent number	2022 Full-time equivalent number
Charitable activities	1,436	1,423
Generating funds	44	37
Governance	13	13
<b>Total</b>	<b>1,493</b>	<b>1,473</b>

Total Employee Costs:

	2023 £m	2022 £m
Salaries, wages and benefits in kind	49.8	44.0
Social security costs	4.8	4.5
Pension and death benefits	4.5	3.9
<b>Total</b>	<b>59.1</b>	<b>52.4</b>

The above-noted costs include direct employee costs, which are shown in note 7, as well as indirect employee costs and employee support costs. The amounts shown above are disclosed as the gross employment costs payable.

as referred to in note 36. Amounts Payable to employees, included in salaries, wages and benefits in kind, payable in relation to the termination of employment during the year totalled £1.9m (2022: £Nil).

The figure also includes additional employer defined benefit pension contributions payable to TPT Retirement Solutions of £0.2m (2022: £0.2m),

Emoluments of employees:

Employees who did not receive any termination payments

	2023 number	2022 number
£60,001 - £70,000	16	16
£70,001 - £80,000	5	4
£80,001 - £90,000	5	6
£90,001 - £100,000	6	4
£100,001 - £110,000	2	2
£110,001 - £120,000	3	2
£120,001 - £130,000	1	1
£130,001 - £140,000	2	1
£140,001 - £150,000	1	-
£150,001 - £160,000	-	1
£210,001 - £220,000	-	1



Emoluments of employees:  
Employees for whom termination payments are payable

	2023 number	2023 Average value in £000	2022 number	2022 Average value in £000
£60,001 - £70,000	4	14	1	28
£70,001 - £80,000	8	15	1	30
£80,001 - £90,000	4	20	-	-
£90,001 - £100,000	6	26	-	-
£100,001 - £110,000	2	16	-	-
£130,001 - £140,000	2	15	-	-
£140,001 - £150,000	1	30	-	-
£150,001 - £160,000	1	52	-	-
£200,001 - £210,000	1	56	-	-

In addition, during the year, employer pension contributions to a defined contribution scheme on behalf of all of these employees amounted to approximately £602,000 (2022: £397,000). Further details of the St John Ambulance pension scheme are set out in note 35.

#### Key management personnel

Key management personnel are defined as the trustees of the Priory and the Executive Committee. The trustees

receive no remuneration except for expenses necessarily incurred during the performance of their duties. The members of the Executive Committee are listed on page 52.

The total compensation paid in respect of the key management personnel (salaries, wages and benefits in kind, including pension costs, termination payments, employer National Insurance contributions and fees payable), excluding expenses necessarily incurred during

the performance of their duties, during the year was £1.1m in relation to 7 people (2022: £1.2m in relation to 8 people). There were no consultants as part of the Executive Committee in 2023. Donations made by key management personnel during 2023 were £1,900 (2022: £3,300).

#### 11. Trustees' remuneration

The trustees receive no remuneration for their services but are reimbursed for expenses which are necessarily incurred in the performance of their duties.

The total of expenses (relating principally to travel, subsistence and accommodation) in 2023 for all St John Ambulance board members was £3,100 (2022: £5,100) relating to 6 trustees (2022: 8).



#### 12. Heritage assets

	Historic buildings £m	Artifacts £m	Total £m
<b>Cost</b>			
At 1 January 2023 and 31 December 2023	2.0	0.4	2.4
<b>Accumulated depreciation</b>			
At 1 January 2023	0.5	-	0.5
Charge for year	-	-	-
At 31 December 2023	0.5	-	0.5
<b>Net book value 31 December 2023</b>	<b>1.5</b>	<b>0.4</b>	<b>1.9</b>
Net book value 31 December 2022	1.5	0.4	1.9

The amount of depreciation charged in 2023 in respect of historic buildings was £40,000 (2022: £40,000).

St John Ambulance maintains approximately 60,000 heritage artefacts of which c.2000 are on public display in the Museum and historic buildings of the St John estate in Clerkenwell. The remaining artefacts are held in on-site storage. The items held cover the complete narrative of the Order, from its 11th century foundations, through to extensive social history collections that chart the development and expansion

of St John Ambulance. The collection includes historic objects, archival holdings and a library. Admission to the Museum is free. We charge for guided tours and events and operate a commercial venue hire business. Visitor donations are welcome. We run engagement programmes for families, schools, St John audiences including Badgers and Cadets, and our local community in Clerkenwell. Further details relating to the history of St John and collections held by the Museum are provided on the Museum's website ([www.museumstjohn.org.uk](http://www.museumstjohn.org.uk)).

The acquisition and disposal of artefacts is carried out according to the Museum's Collection Development Policy, which follows best practice in line with the Museum's Accredited status. The Museum employees are responsible for the care of collections and heritage assets. Detailed records of collections are maintained, and a rolling process of auditing collections and the updating of records continues.

#### Summary analysis of heritage asset transactions

	2023 £'000	2022 £'000	2021 £'000	2020 £'000	2019 £'000
Depreciation – historic buildings only	40	40	40	40	40

The accounting policy in relation to heritage assets is described in note 1.

Over the past five years, there have been no purchases, donations received or disposals of heritage assets that have amended the carrying value of heritage

assets held on the balance sheet. St John Ambulance does not sell artefacts for financial gain, although some minor items may be disposed of in accordance with the Museum's Collection Development Policy and the guidelines of the Museum's Association Code of Ethics.

#### 13. Tangible fixed assets

	Freehold property £m	Long leasehold property £m	Short leasehold property £m	Vehicles & equipment £m	Total £m
<b>Cost</b>					
At 1 January 2023	61.0	16.9	4.0	36.5	118.4
Additions	3.0	-	-	1.3	4.3
Disposals	(1.8)	-	(0.1)	(3.6)	(5.5)
Transfers	(2.0)	0.1	1.9	0.6	0.6
<b>At 31 December 2023</b>	<b>60.2</b>	<b>17.0</b>	<b>5.8</b>	<b>34.8</b>	<b>117.8</b>
<b>Accumulated depreciation</b>					
At 1 January 2023	14.5	5.7	2.8	24.9	47.9
Charge for the year	1.0	0.3	0.4	3.0	4.7
Disposals	(0.4)	-	(0.1)	(3.5)	(4.0)
<b>At 31 December 2023</b>	<b>15.1</b>	<b>6.0</b>	<b>3.1</b>	<b>24.4</b>	<b>48.6</b>
<b>Net book value 31 December 2023</b>	<b>45.1</b>	<b>11.0</b>	<b>2.7</b>	<b>10.4</b>	<b>69.2</b>
<b>Net book value 31 December 2022</b>	<b>46.5</b>	<b>11.2</b>	<b>1.2</b>	<b>11.6</b>	<b>70.5</b>

The net book value of assets that are held under finance leases at 31 December 2023 was £Nil (2022: £0.1m). The depreciation attributable to assets held under finance leases during the year was £0.1m (2022: £0.5m). All assets held under finance leases are classified as vehicles and equipment.

#### 14. Intangible fixed assets

Software  
and total  
£m

<b>Cost</b>	
At 1 January 2023	4.4
Additions	5.2
Transfers	(0.6)
<b>At 31 December 2023</b>	<b>9.0</b>
<b>Accumulated amortisation</b>	
At 1 January 2023	0.9
Charge for the year	0.1
<b>At 31 December 2023</b>	<b>1.0</b>
<b>Net book value 31 December 2023</b>	<b>8.0</b>
Net book value 31 December 2022	3.5

Intangible fixed assets comprise capitalised software projects where expenditure is measurable and the resulting software will be used as a core system once complete. £4.3m of the £5.2m additions in 2023 was in relation to our customer relationship management platform which went live in 2023.

#### 15. Securities

2023  
£m

2022  
£m

<b>Analysis of movements in the securities</b>		
Unit trusts	10.6	15.7
<b>Total</b>	<b>10.6</b>	<b>15.7</b>
<b>Analysis of investments at 31 December by location</b>		
Investments in the UK	2.2	3.4
Investments outside the UK	8.4	12.3
<b>Total</b>	<b>10.6</b>	<b>15.7</b>
<b>Analysis of movements in the securities</b>		
Fair value at 1 January	15.7	16.4
Additions at cost	1.1	11.9
Book value of disposals	(7.0)	(12.6)
Net unrealised gains (see note 9)	0.8	-
<b>Fair value at 31 December</b>	<b>10.6</b>	<b>15.7</b>

Unit trusts include no cash instruments (2022: £nil)

A realised gain, net of sale costs, of £0.7m (2022: loss of £1.3m) arose from disposals and has been included in the SOFA as part of the total gains on investment assets (see note 9).

All Investments held are Level 1, and therefore the fair value is derived from quoted prices in active markets for identical assets.

## 15. Securities, continued

The value of the following investments represented more than 5% of the fair value as at 31 December 2023:

	Number of shares	Fair value £m
BlackRock BGF Developed Markets Sustainable Equity Fund	490,724	3.9
BlackRock Charities UK Equity ESG Fund	965,148	2.2
BlackRock Global Unconstrained Equity Fund	1,311,588	2.2
BlackRock iShares Developed World ESG Screened index Fund	170,532	2.3

The year-end fair value of securities, and historical cost, is shown below:	2023 £m	2022 £m
Fair value	10.6	15.7
Cost	(4.2)	(10.1)
<b>Revaluation surplus</b>	<b>6.4</b>	<b>5.6</b>

The increase in the revaluation surplus is reflected in the SOFA within unrealised gains and losses (see note 9). The impact on the revaluation reserve is explained in note 28.

## 16. Investment property

	2023 £m	2022 £m
Analysis of movements in investment property		
Fair value at 1 January	11.6	13.7
Decrease in fair value	(1.9)	(2.1)
<b>Fair value at 31 December</b>	<b>9.7</b>	<b>11.6</b>

St John Ambulance has one investment property, which is adjacent to the Museum of the Order of St John at St John's Gate. Space in the building is let to third parties, but it also accommodates the National Headquarters of St John Ambulance. The carrying value of the property is split into two separate elements. That part of the building which is let to third parties is included in the balance sheet at fair value, while that part which is used by St John Ambulance for operational purposes is carried in the balance sheet at cost, less accumulated depreciation, in tangible fixed assets.

The freehold interest in the property was valued as at 31 December 2023 by Savills (UK) Limited, Chartered Surveyors, a firm of independent valuers.

The total valuation of the building as at 31 December 2023, including both the operational and investment elements of the property, was £21.8m (2022: £25.5m). Of this amount, £12.1m (2022: £13.9m) is classified as operational and £9.7m (2022: £11.6m) is classified as the valuation of the investment property.

The valuation amount has been apportioned between the investment and non-investment parts of the building using the relative floor areas attributable to each element.

This report has been prepared in accordance with the RICS Valuation – Global Standards (incorporating the IVSC International Valuation Standards) effective from 31 January 2022 together

with the UK National Supplement effective 14 January 2019, together the "Red Book" as well as UK Generally Accepted Accounting Principles (UK GAAP) and FRS 102.

The valuer's opinion of fair value was primarily derived using recent comparable market transactions on arm's length terms together with other valuation techniques.

A comparison of the valuation of the investment property and its historical cost is shown below.

	2023 £m	2022 £m
Fair value	9.7	11.6
Cost at 1 January and at 31 December	(3.6)	(3.6)
<b>Revaluation surplus</b>	<b>6.1</b>	<b>8.0</b>

The reduction in the revaluation surplus is reflected in the SOFA within unrealised gains and losses (see note 9).



## 17. Stocks

At 31 December stock held amounted to:	2023 £m	2022 £m
First aid training products and equipment	2.1	3.3
<b>Total</b>	<b>2.1</b>	<b>3.3</b>

Stock expensed during the year within cost of sales was £9.8m (2022: £12.2m).

An impairment loss of £Nil (2022: £Nil) was recognised against stock during the year due to reductions in realisable value, together with slow moving and obsolete

stock. Impairment loss adjustments are made to hold the remaining stock at the current net realisable value.

No stock is pledged as security as at the balance sheet date (2022: £Nil).

## 18. Debtors

	2023 £m	2022 £m
Trade debtors	8.0	14.6
Legacies receivable	3.1	2.4
Other debtors	0.1	0.1
Prepayments and accrued income	3.6	4.0
<b>Total</b>	<b>14.8</b>	<b>21.1</b>

## 19. Current asset investments and cash

Cash and short-term deposits includes monies held in interest-bearing bank accounts as well as monies held on short-term deposit with an initial maturity on deposit of less than three months (see note 30).

As at 31 December 2023, no deposits (2022: £4.3m) are treated as current asset investments and excluded from cash at bank and in hand.

## 20. Creditors falling due within one year

	2023 £m	2022 £m
Trade creditors	5.0	7.5
Obligations under finance leases	-	0.1
Pension contributions (see note 36)	0.5	0.6
Taxation and social security	1.7	2.7
Holiday pay	0.5	0.5
Other creditors	0.5	0.2
Accruals & Deferred income (see note 22)	8.2	10.8
<b>Total</b>	<b>16.4</b>	<b>22.4</b>



## 21. Creditors falling due after more than one year and provisions

2023 £m      2022 £m

### Amounts falling due after more than one year

Pension deficit funding plan (see note 36)	-	0.1
<b>Total</b>	<b>-</b>	<b>0.1</b>

### Provisions – dilapidations provision

£m

Balance at 1 January 2023	3.1
Additional amount provided for in year	0.5
Provision utilised/released in year	(0.5)
<b>Balance at 31 December 2023</b>	<b>3.1</b>

Property leases include an obligation to repair damages which incur during the life of the lease, such as wear and tear. The cost is charged to profit and loss as the obligation arises. The provision is expected to be utilised over a long-term

period that may exceed 50 years as the leases terminate. This is a source of significant estimation uncertainty as described in note 1b 'Critical accounting estimates, judgements and assumptions.'

## 22. Deferred income

Course Fees £m      Other £m      Total £m

Balance at 1 January 2023	2.1	2.8	4.9
Amount released to income	(2.1)	(2.8)	(4.9)
Amount deferred in the year	1.5	0.8	2.3
<b>Balance at 31 December 2023</b>	<b>1.5</b>	<b>0.8</b>	<b>2.3</b>

Other deferred income is any income deferred not related to our workplace training income stream, and primarily relates to rental income.

## 23. Leases receivable

### Future minimum lease rentals receivable on land and buildings

2023 £m      2022 £m

Leases which expire within:		
Less than one year	-	0.2
<b>Total</b>		<b>0.2</b>



## 24. Financial commitments – leases payable

Future minimum operating leases payable	Land & buildings £m	Vehicles & equipment £m	Total 2023 £m	Land & buildings £m	Vehicles & equipment £m	Total 2022 £m
<b>Amounts payable in each of the following periods</b>						
Less than one year	1.5	1.7	3.2	0.9	1.1	2.0
Two to five years	2.8	4.7	7.5	1.0	3.7	4.7
Over five years	2.5	-	2.5	1.1	-	1.1
<b>Total</b>	<b>6.8</b>	<b>6.4</b>	<b>13.2</b>	<b>3.0</b>	<b>4.8</b>	<b>7.8</b>

### Future minimum finance lease payments

Future minimum payments as at the balance sheet date in relation to finance leases, primarily relating to ambulances, comprise:

	2023 £m	2022 £m
Amounts payable within less than one year	-	0.1
<b>Total</b>	<b>-</b>	<b>0.1</b>

## 25. Capital commitments

	2023 £m	2022 £m
<b>At 31 December capital commitments contracted for total:</b>		
Property	0.4	0.9
Vehicles and equipment	1.0	0.8
Systems and other information technology	-	1.1
<b>Total</b>	<b>1.4</b>	<b>2.8</b>

Capital commitments primarily relate to outstanding orders for property refurbishment and vehicles.

## 26. Analysis of total funds

	Unrestricted funds £m	Restricted funds £m	Endowment funds £m	2023 £m
<b>Type of asset and liability</b>				
Heritage assets	1.9	-	-	1.9
Tangible fixed assets	69.2	-	-	69.2
Intangible fixed assets	8.0	-	-	8.0
Securities	8.5	0.9	1.2	10.6
Investment properties	9.7	-	-	9.7
Net current assets	(3.0)	6.2	-	3.2
Creditors falling due after more than one year & provisions	(3.1)	-	-	(3.1)
<b>Total</b>	<b>91.2</b>	<b>7.1</b>	<b>1.2</b>	<b>99.5</b>

### Analysis of total funds, prior year comparative

	Unrestricted funds £m	Restricted funds £m	Endowment funds £m	2022 £m
<b>Type of asset and liability</b>				
Heritage assets	1.9	-	-	1.9
Tangible fixed assets	70.5	-	-	70.5
Intangible fixed assets	3.5	-	-	3.5
Securities	13.9	0.7	1.1	15.7
Investment properties	11.6	-	-	11.6
Net current assets	9.8	6.3	-	16.1
Creditors falling due after more than one year & provisions	(3.2)	-	-	(3.2)
<b>Total</b>	<b>108.0</b>	<b>7.0</b>	<b>1.1</b>	<b>116.1</b>

27. Total funds	1 Jan 2023 £m	Income £m	Expenditure £m	Investment gains £m	Transfers & reallocations £m	31 Dec 2023 £m
<b>Restricted funds</b>						
Airwing travelling fellowships	0.2	-	-	0.1	-	0.3
Local and sundry funds	4.8	1.0	(0.8)	-	(0.6)	4.4
Medical equipment	-	0.1	-	-	-	0.1
Medical vehicle purchases and maintenance	1.1	0.7	-	-	(0.6)	1.2
R Luff benevolent fund (income generated from capital fund)	0.3	-	-	-	-	0.3
Training funds	0.2	-	(0.2)	-	-	-
Volunteer development and welfare	0.4	0.4	(0.4)	-	-	0.4
Grant from NHS England re NHS Cadets	-	1.2	(1.1)	-	-	0.1
People's Postcode Lottery grant re Young Responders	-	0.5	(0.4)	-	-	0.1
DCMS Uniformed Youth Groups Fund	-	0.7	(0.5)	-	-	0.2
<b>Total restricted funds</b>	<b>7.0</b>	<b>4.6</b>	<b>(3.4)</b>	<b>0.1</b>	<b>(1.2)</b>	<b>7.1</b>
<b>Endowment funds</b>						
<b>Total endowment funds</b>	<b>1.1</b>	<b>-</b>	<b>-</b>	<b>0.1</b>	<b>-</b>	<b>1.2</b>
<b>Unrestricted funds</b>						
<b>Designated funds</b>						
Kent Care Home sale proceeds	0.5	-	(0.1)	-	-	0.4
Property improvement	2.0	-	(0.9)	-	(1.1)	-
Vaccinator volunteer legacy programme	0.3	-	(0.3)	-	-	-
	<b>2.8</b>	<b>-</b>	<b>(1.3)</b>	<b>-</b>	<b>(1.1)</b>	<b>0.4</b>
Fixed asset reserve – representing the book value of unrestricted fixed assets	75.9	-	-	-	3.2	79.1
<b>Total designated funds</b>	<b>78.7</b>	<b>-</b>	<b>(1.3)</b>	<b>-</b>	<b>2.1</b>	<b>79.5</b>
Investment property	11.6	-	-	(1.9)	-	9.7
Unrestricted funds (operational free reserves)	17.7	103.3	(119.4)	1.3	(0.9)	2.0
<b>Total unrestricted funds</b>	<b>108.0</b>	<b>103.3</b>	<b>(120.7)</b>	<b>(0.6)</b>	<b>1.2</b>	<b>91.2</b>
<b>Total funds</b>	<b>116.1</b>	<b>107.9</b>	<b>(124.1)</b>	<b>(0.4)</b>	<b>-</b>	<b>99.5</b>

Investment gains and losses arise in respect of investments which are held as part of the restricted and endowment fund assets.

Transfers and reallocations between funds arise from transfers between unrestricted and restricted funds, including the derestriction of fixed assets which have been purchased utilising restricted fund balances.



27. Total funds, prior year comparative	1 Jan 2022 £m	Income £m	Expenditure £m	Investment gains £m	Transfers & reallocations £m	31 Dec 2022 £m
<b>Restricted funds</b>						
Airwing travelling fellowships	0.2	-	-	-	-	0.2
Building purchases and maintenance	0.3	-	-	-	(0.3)	-
Local and sundry funds	2.8	2.6	(0.1)	-	(0.5)	4.8
Medical vehicle purchases and maintenance	0.8	0.7	-	-	(0.4)	1.1
R Luff benevolent fund (income generated from capital fund)	0.3	-	-	-	-	0.3
Training funds	0.2	0.1	(0.1)	-	-	0.2
Volunteer development and welfare	0.2	0.5	(0.3)	-	-	0.4
Grant from NHS England re NHS Cadets	0.6	0.3	(0.9)	-	-	-
People's Postcode Lottery grant re Young Responders	-	0.3	(0.3)	-	-	-
<b>Total restricted funds</b>	<b>5.4</b>	<b>4.5</b>	<b>(1.7)</b>	<b>-</b>	<b>(1.2)</b>	<b>7.0</b>
<b>Endowment funds</b>						
<b>Total endowment funds</b>	<b>1.2</b>	<b>-</b>	<b>-</b>	<b>(0.1)</b>	<b>-</b>	<b>1.1</b>
<b>Unrestricted funds</b>						
<b>Designated funds</b>						
Kent Care Home sale proceeds	0.5	-	-	-	-	0.5
Grand Council 2022	0.2	-	(0.2)	-	-	-
Property improvement	5.0	-	(4.3)	-	1.3	2.0
Vaccinator volunteer legacy programme	1.5	-	(1.2)	-	-	0.3
Values in Action	0.2	-	(0.2)	-	-	-
<b>Subtotal</b>	<b>7.4</b>	<b>-</b>	<b>(5.9)</b>	<b>-</b>	<b>1.3</b>	<b>2.8</b>
Fixed asset reserve – representing the book value of unrestricted fixed assets	72.0	-	-	-	3.9	75.9
<b>Total designated funds</b>	<b>79.4</b>	<b>-</b>	<b>(5.9)</b>	<b>-</b>	<b>5.2</b>	<b>78.7</b>
Investment property	13.7	-	-	(2.1)	-	11.6
Unrestricted funds (operational free reserves)	20.1	115.4	(112.6)	(1.2)	(4.0)	17.7
<b>Total unrestricted funds</b>	<b>113.2</b>	<b>115.4</b>	<b>(118.5)</b>	<b>(3.3)</b>	<b>1.2</b>	<b>108.0</b>
<b>Total funds</b>	<b>119.8</b>	<b>119.9</b>	<b>(120.2)</b>	<b>(3.4)</b>	<b>-</b>	<b>116.1</b>

## 27. Total funds, continued

### Endowment funds

Endowment funds represent:

- » **G Holland Trust**  
provides income to be used by a specific unit of St John Ambulance in Kent.
- » **R Luff benevolent fund**  
a capital fund established to support members in cases of hardship.
- » **Doug Spence fund**  
a fund established for the benefit of St John Ambulance in Gloucestershire.
- » **Other funds**  
comprise endowments held at local level to provide income to meet operational requirements.

### Designated funds

Designated funds which are, except for the fixed asset reserve, expected to be spent in the next three years, represent:

- » Funds designated for the the county of Kent, funded by the sale in 2020 of the former Kent Care Home building.
- » Funds designated for the improvement of our property portfolio.
- » Funds designated to progress our Vaccinator volunteer legacy programme.

### Restricted funds

Restricted funds are broken down in the table above. These are funds raised by or given to St John Ambulance for a specific purpose with conditions on how and what it can be used for.

## 28. Revaluation reserve

	2023 £m	2022 £m
<b>The revaluation reserve comprises the following elements, which are held within unrestricted funds</b>		
Investment property	6.2	8.1
Operational free reserves (excluding investment property)	5.2	5.0
	<b>11.4</b>	<b>13.1</b>

The movement in the revaluation reserve of £(1.7)m during the year from £13.1m to £11.4m, shown within unrestricted funds, represents the unrealised reduction in 2023 in the fair value of the investment property of £(1.9)m and the net impact of unrealised movements on unrestricted securities of £0.2m.

## 29. Reconciliation of net expenditure to net cash used by operating activities

	2023 £m	2022 £m
<b>Net expenditure</b>	<b>(16.6)</b>	<b>(3.7)</b>
Adjustments for:		
Net gain on disposal of tangible fixed assets	(3.4)	(4.3)
Losses on investments	0.4	3.4
Dividends, interest and rents from investments	(0.9)	(0.9)
Depreciation and amortisation	4.8	4.1
Decrease/(increase) in stocks	1.2	(1.4)
Decrease /(increase) in debtors	6.4	(1.3)
Decrease in creditors	(6.0)	(2.2)
<b>Net cash used by operating activities</b>	<b>(14.1)</b>	<b>(6.3)</b>

30. Analysis of cash and cash equivalents	2023 £m	2022 £m
Cash and short-term deposits	2.7	9.8
<b>Total cash and cash equivalents</b>	<b>2.7</b>	<b>9.8</b>

31. Changes in net debt	As at 1 Jan 2023 £m	Cashflow movements £m	As at 31 Dec 2023 £m	As at 1 Jan 2022 £m	Cashflow movements £m	As at 31 Dec 2022 £m
Cash	9.8	(7.1)	2.7	17.4	(7.6)	9.8
Finance lease obligations	(0.1)	0.1	-	(0.6)	0.5	(0.1)
<b>Total</b>	<b>9.7</b>	<b>(7.0)</b>	<b>2.7</b>	<b>16.8</b>	<b>(7.1)</b>	<b>9.7</b>

32. Financial instruments	2023 £m	2022 £m
<b>Carrying amount of financial assets</b>		
Measured at amortised cost (comprising trade debtors, cash and cash equivalents and current asset investments)	10.6	28.7
Instruments measured at fair value through SOFA (comprising investments)	10.6	15.7
<b>Total</b>	<b>21.2</b>	<b>44.4</b>
<b>Carrying amount of financial liabilities</b>		
Measured at amortised cost (comprising trade creditors, lease creditors, holiday pay and accruals)	11.3	14.0
<b>Total</b>	<b>11.3</b>	<b>14.0</b>

A revolving credit facility with Santander plc was put in place in December 2020, with a value of £10 million. There is a financial covenant in place stating St John Ambulance must have a minimum combined cash and investments balance of £5m to access this facility. The term of the facility was originally three years, to December 2023, with one-year extension options at the end of 2021 and 2022. A one-year extension was put in place at the end of 2021, extending the period of the facility to December 2024. A further extension was completed in January

2023, to December 2025. No funds were drawn down from the facility in 2023 or 2022, nor up to the date of approval of these financial statements.

The margin payable on amounts drawn down is 1.85%. This is payable in addition to the Bank of England Base Rate. The arrangement fee paid on agreement of the facility was 0.5% (£50,000). A commitment fee of 40% of the margin is payable quarterly on the value of the undrawn facility amount.

The facility is secured by a legal charge over the freehold property at 63 York Street, Marylebone, London, W1H 1PS. This property has a net book value of £1.9m (2022: £1.9m) recognised in these financial statements as at 31 December 2023.

### 33. Associated charities

Through the Priory, St John Ambulance is associated with the Most Venerable Order of the Hospital of St John of Jerusalem ('the Order'). The Priory is one of a number of autonomous priories that form the Order. Together with the other priories throughout the world, the Priory contributes to the annual running costs of the Order in the proportion of the membership of the Priory relative to the

membership of all the priories. In 2023, on behalf of the Priory, St John Ambulance contributed £0.6m to the Order of St John and other priories (2022: £0.3m).

Through the Priory, St John Ambulance is also associated with the Eye Hospital. In 2023 £0.2m was contributed to the support of the Eye Hospital (2022: £0.2m).

### 34. Subsidiary companies

The Priory controls the two active companies listed below.

St John Ambulance, a charitable company, which is the main operating company of the Priory. St John Ambulance is a company limited by guarantee and does not have any share capital. The Priory has undertaken to contribute an amount not exceeding £1 on a winding up of St John Ambulance.

Support St John Limited, a non-charitable trading subsidiary of St John Ambulance, through which activities are conducted that do not fall under the primary purposes of St John Ambulance. Taxable profits are transferred to St John Ambulance under gift aid.

Support St John Limited is a company limited by guarantee and does not have any share capital. St John Ambulance has undertaken to contribute an amount not

exceeding £10 on a winding up of Support St John Limited.

A summary of the results of Support St John Limited for the year and the aggregate amount of its assets, liabilities, and funds is shown below.

	St John Ambulance		Support St John Limited	
	2023 £m	2022 £m	2023 £m	2022 £m
Income	107.7	119.9	0.2	0.2
Expenditure	(123.9)	(120.3)	(0.2)	(0.1)
(Loss)/profit before investments and Gift Aid	(16.2)	(0.4)	-	0.1
Gift Aid	-	0.1	-	(0.1)
Losses on investments	(0.4)	(3.4)	-	-
<b>Retained Profit</b>	<b>(16.6)</b>	<b>(3.7)</b>	<b>-</b>	<b>-</b>
Assets	118.9	148.0	0.1	0.2
Liabilities	(19.4)	(28.2)	(0.1)	(0.2)
<b>Funds</b>	<b>99.5</b>	<b>119.8</b>	<b>-</b>	<b>-</b>

In addition, St John Ambulance has registered the following dormant subsidiaries which do not trade, have no transactions arising in the profit and loss account and only trivial amounts in the balance sheet:

St John Ambulance Events Ltd  
St John Ambulance First Aid Ltd  
St John Ambulance Supplies Ltd  
St John Ambulance Trading Ltd  
St John Ambulance Training Ltd  
St John Ambulance Transport Ltd  
St John Events Ltd

St John Supplies Ltd  
St John Trading Ltd  
St John Training Ltd  
St John Transport Ltd  
St John Aid Ltd  
St John Ambulance Care  
St John First Aid Ltd

### 35. Pension scheme

#### Pension arrangements

St John Ambulance participates in the Growth Plan, Unitised Ethical Plan ('UEP') and Flexible Retirement Plan ('FRP'), all of which are multi-employer pension plans provided by TPT Retirement Solutions.

Contributions paid into the Growth Plan up to and including September 2001 were converted to defined amounts of pension payable from normal retirement date. From October 2001 contributions were invested in personal funds which have a capital guarantee, and which are converted to pension on retirement, either within the Growth Plan or by the purchase of an annuity.

The Growth Plan Series 1, 2 and 3 are defined benefit schemes which provide benefits to over 900 non-associated participating employers. It is not possible for the charity to obtain sufficient information to identify the share of underlying Growth Plan assets and liabilities belonging to individual participating employers. Growth Plan assets are co-mingled for investment purposes and benefits are paid from the total Plan assets. Therefore, the Growth Plan is accounted for as a defined contribution scheme.

Membership of the UEP, the FRP or Growth Plan Series 4, all of which are

defined contribution schemes, is made available to new employees. Employees, including those who are in the Growth Plan Series 1, 2 and 3, which are closed to new entrants, have the option to switch in the future to any of the three schemes that are currently available to new employees.

The total pension contributions payable to TPT Retirement Solutions in relation to 2023, including employee contributions, were £4.7m (2022: £4.1m). The amount owing to TPT Retirement Solutions at 31 December 2023 was £0.4m (2022: £0.4m).



### 35. Pension scheme, continued

#### Actuarial valuations

The Growth Plan is funded and is not contracted out of the state scheme. The plan trustee commissions a full actuarial valuation of the Growth Plan every three years, with updates in between. The purpose of the actuarial valuation is to determine the funding position of the Growth Plan by comparing the assets with the past service liabilities as at the valuation date. Asset values are calculated by reference to market levels. Accrued past service liabilities are valued by discounting expected future benefit payments using a discount rate calculated by reference to the expected future investment returns.

The rules of the Growth Plan give the trustee the power to require employers to pay additional contributions to ensure that the statutory funding objective under the Pensions Act 2004 is met. The statutory funding objective is that a pension scheme should have sufficient assets to meet its past service liabilities, known as technical provisions.

A full actuarial valuation of the Growth Plan was performed as at 30 September 2020 by a professionally qualified actuary using the Projected Unit Method. An annual funding update is also provided, with the most recent update prepared as at 30 September 2022.

The scheme actuary has prepared a full actuarial valuation as at 30 September 2020. The fair values of the Growth Plan's assets as at the updates on 30 September 2022, 30 September 2021 and the valuation date of 30 September 2020 are shown in the following table:

	2022 update £m	2021 update £m	2020 valuation £m
Assets	573	765	799
Technical provisions (past service liabilities)	(568)	(762)	(832)
<b>Shortfall of assets compared to the value of liabilities</b>	<b>5</b>	<b>3</b>	<b>(33)</b>
<b>Funding Level</b>	<b>100%</b>	<b>100%</b>	<b>96%</b>

The actuarial valuation as at 30 September 2020 is the latest available. The next full actuarial valuation is in the process of being carried out as at 30 September 2023.

#### Deficit contributions

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

A full actuarial valuation of the scheme was carried out at 30 September 2014. This valuation showed a funding shortfall of £177m. To eliminate this funding shortfall, the trustee asked participating employers to pay additional contributions to the scheme, calculated at £13.0m, increasing by 3% per annum on 1 April each year, from 1 April 2016 to 31 March 2028.

Subsequently, updated full actuarial valuations of the scheme were carried out at 30 September 2017 and 30 September 2020. The latest 2020 valuation showed a funding shortfall of £33m. To eliminate this funding shortfall, the trustee updated the additional contribution amounts above and asked participating employers to pay additional contributions to the scheme,

calculated at £3.3m per annum (previously £11.2m under the 2017 valuation increasing by 3% per annum on 1 April), from 1 April 2022 to 31 January 2025. Unless a concession has been agreed with the trustee the term to 31 January 2025 applies.

The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Growth Plan Series 1 and Series 2 scheme liabilities.

The additional deficit contributions required from St John Ambulance were initially levied at £345,000 per annum from 1 April 2016, increasing at 3% per annum. From 1 April 2021 the amount payable was £411,000 per annum. From 1 April 2022, deficit contribution payments were £127,000 per annum, until 31 January 2025.

Where the scheme is in deficit and the participating employer has agreed to a deficit funding arrangement, the employer recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions made under the agreement that relates to the deficit. The present value is calculated

using the discount rate disclosed in the assumptions in note 36. The unwinding of the discount rate is recognised as a finance cost. Further details of the liability are also given in note 36.

#### Cessation of membership

The Growth Plan is classified as a 'last man standing' arrangement. Therefore, the charity is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

In the event of a complete withdrawal from the Growth Plan by St John Ambulance or if TPT Retirement Solutions were wound up, St John Ambulance would have a legal liability to pay a share of the accumulated deficit in the Growth Plan, as calculated on an annuity purchase basis. There is no intention on the part of St John Ambulance to withdraw from the Growth Plan.

### 36. Pension contributions liability

(i) Total pension contributions liability	2023 £m	2022 £m
Pension contributions payable on salaries	0.4	0.4
Present value of provision relating to pension deficit funding plan contributions	0.1	0.3
	<b>0.5</b>	<b>0.7</b>
Amounts falling due within one year (see note 20)	0.5	0.6
Amounts falling due after more than one year (see note 21)	-	0.1
	<b>0.5</b>	<b>0.7</b>

(ii) Reconciliation of opening and closing provisions relating to additional pension contributions	2023 £m	2022 £m
Provision at 1 January	0.3	0.5
Deficit contribution paid	(0.2)	(0.2)
<b>Provision at 31 December</b>	<b>0.1</b>	<b>0.3</b>

(iii) Income and expenditure impact	2023 £m	2022 £m
Re-measurements – impact of any change in assumptions	-	-
<b>Total cost recognised in Statement of Financial Activities</b>	<b>-</b>	<b>-</b>

(iv) Assumptions	31 Dec 2023 % per annum	31 Dec 2022 % per annum	31 Dec 2021 % per annum	31 Dec 2020 % per annum	31 Dec 2019 % per annum
Discount rate used	5.31	4.96	1.18	0.27	1.13

The discount rates shown above are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

### (v) Deficit contributions schedule

The following schedule details the deficit contributions agreed between St John Ambulance and the Growth Plan at each year end period:

Amounts payable in each future year as at the balance sheet date	2023 £'000	2022 £'000
Year 1	127	127
Year 2	10	127
Year 3	-	10

St John Ambulance must recognise a liability measured as the present value of the contributions payable that arise from the deficit recovery agreement and the resulting expense in the income and expenditure account (the unwinding of

the discount rate as a finance cost in the period in which it arises).

It is these contributions that have been used to derive the balance sheet liability.

### 37. Post balance sheet events

On 17 January 2024 the flats above the charity's national headquarters at 27 St John's Lane, which are included within the investment property disclosed in note 16, were sold to a third party buyer for £3.2m. The valuation at which the flats were held within the balance sheet as at 31 December 2023 was equivalent to the sale price achieved.

On 9 February 2024 investments valued at £8.5m were withdrawn from the charity's investment portfolio with BlackRock and these funds were received as cash.



**38. Comparative results for the year ended  
31 December 2022, by type of fund**

	Note	Unrestricted funds £m	Restricted & endowment funds £m	2022 £m
<b>Income and endowments from:</b>				
Income from grants, donations and legacies	2	13.4	3.8	17.2
<b>Income from charitable activities:</b>				
Delivering first aid:				
First aid provision and youth development		6.4	0.7	7.1
Ambulance and transport services		17.9	-	17.9
Covid support		3.5	-	3.5
Community support programmes		0.4	-	0.4
<b>Equipping the public:</b>				
Training		52.0	-	52.0
First aid products		15.9	-	15.9
<b>Other charitable activities:</b>				
Coronavirus Job Retention Scheme		-	-	-
Other charitable activities		0.1	-	0.1
<b>Total income from charitable activities</b>	<b>3</b>	<b>96.2</b>	<b>0.7</b>	<b>96.9</b>
Income from other trading activities	4	0.7	-	0.7
Investment income	5	0.9	-	0.9
<b>Other income</b>				
Net gain on disposal of assets		4.3	-	4.3
Other income		0.1	-	0.1
<b>Total other income</b>		<b>4.4</b>	<b>-</b>	<b>4.4</b>
<b>Total income</b>		<b>115.6</b>	<b>4.5</b>	<b>120.1</b>
<b>Expenditure on:</b>				
Total expenditure on raising funds	7	10.0	-	10.0
<b>Expenditure on charitable activities:</b>				
Delivering first aid:				
First aid provision and youth development		23.5	1.5	25.0
Ambulance and transport services		23.1	-	23.1
Covid support		3.9	-	3.9
Community support programmes		4.5	0.1	4.6
Equipping the public:				
Training		36.9	-	36.9
First aid products		14.7	-	14.7
<b>Other charitable activities:</b>				
Other charitable activities	-	2.1	0.1	2.2
<b>Total expenditure on charitable activities</b>	<b>7</b>	<b>108.7</b>	<b>1.7</b>	<b>110.4</b>
<b>Total expenditure</b>	<b>7</b>	<b>118.7</b>	<b>1.7</b>	<b>120.4</b>
Losses on investments	9	(3.3)	(0.1)	(3.4)
<b>Net (expenditure)/income</b>		<b>(6.4)</b>	<b>2.7</b>	<b>(3.7)</b>
Transfers between funds	27	1.2	(1.2)	-
<b>Net movement in funds</b>		<b>(5.2)</b>	<b>1.5</b>	<b>(3.7)</b>
Fund balances at 1 January		113.2	6.6	119.8
<b>Fund balances at 31 December</b>	<b>27</b>	<b>108.0</b>	<b>8.1</b>	<b>116.1</b>





## Principal places of business and advisers

The following are the registered addresses for the principal office of St John and the names and registered addresses of principal professional advisers for various services.

### **The Priory of England and the Islands**

St John's Gate  
St John's Lane  
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EC1M 4DA  
020 7324 4000  
sja.org.uk

### **Support St John Limited**

St John's Gate  
St John's Lane  
Clerkenwell  
London  
EC1M 4DA

### **Bankers**

Barclays Bank PLC  
1 Churchill Place  
London  
E14 5HP

### **Insurance brokers**

Sydney Packett & Sons Limited  
Salts Wharf  
Ashley Lane  
Shipley  
BD17 7DB

### **Property advisers**

Savills (UK) Limited  
33 Margaret Street  
London  
W1G 0JD

### **St John Ambulance**

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PricewaterhouseCoopers LLP  
1 Embankment Place  
London  
WC2N 6RH

### **Investment managers**

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12 Throgmorton Avenue  
London  
EC2N 2DL

### **Solicitors**

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### **Pension fund**

TPT Retirement Solutions  
Verity House  
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