



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

**Annual Report & Accounts 2024**



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NB. A strategic report is 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 and Accounts. The Trustees' report including strategic report is from page 4 to 54 (up to and including the Prior's signing at the end of the Trustees' responsibilities statement).



1 Trustees' Report





# A warm welcome from...

## The Prior and Chair, Simon Williams CB CVO KStJ



On behalf of the Trustees, welcome to our 2024 Annual Report.

It has been a tremendous privilege to become Prior of the Priory of England and the Islands and Chair of St John Ambulance in January 2025, taking over from Stuart Shilson, whose inspiring leadership shaped the year's start. I'm honoured to continue working with such dedicated and talented colleagues.

In a time of global and societal change, the Board has focused on what we can control—ensuring the charity is on a sustainable, purpose-led path.

Every day, our incredible St John people, volunteers, staff and supporters, remind us why our work matters. From the youngest Badger to our long serving Fellowship members, the St John family is extraordinary, and we thank each person for their contribution.

First aid saves lives, and everything we do supports our mission to bring lifesaving skills to communities. To do this effectively we must ensure our financial foundation is strong.

In the financial year 2024, despite the economic downturn in our markets, we significantly reduced our operating deficit by 76% and our overall net deficit by 85%, a crucial step in our financial recovery. Trustees have closely stewarded this process alongside a highly skilled Executive team. I want to thank Ben Freeman, who served as interim CEO from January 2024 - September 2024, and warmly welcome our new CEO, Shona Dunn, who joined us in September 2024 following a distinguished career in the civil service.

Our multi-year transformation programme remains on track. We've made important strides in streamlining, simplifying and empowering our volunteer structure, strengthening our connection to communities through our new County Commissioners. This renewed local focus is also key to reigniting fundraising and strengthening our position as the UK's leading first aid charity.

We are deeply grateful to His Majesty's Lord-Lieutenants and their Deputies for their ongoing support, and we look forward to continuing our partnership in service of HM The King, our Patron.

Looking ahead, we remain committed to being the market leader in quality first aid. Whether it's our event services, ambulance capabilities or training delivery, we're proud that customers know their investment supports lifesaving work across the country.

As we shift from transformation to strategic delivery, this is an exciting moment in St John's journey.

This charity has so much to offer. We're committed to helping it to grow even stronger, ensuring everyone has the opportunity to learn first aid.

**Finally, and most importantly, thank you. To our volunteers, employees, donors, and partners—you make everything possible.**

## The Chief Executive Officer, Shona Dunn CB

When I joined St John in September 2024, it was clear that it was an organisation going through a difficult time. In 2023, it had experienced a shock to the system that would have floored many other organisations. But what I learned about St John in those first few weeks was that this was an organisation more than ready to face the challenge of recovery. It was prepared to take all actions necessary to bring it back to financial health and would do so with those it exists to serve always at the forefront of its mind.

The results posted in this Annual Report are testament to the success of that endeavour. To say the organisation has turned a corner is an understatement. To reduce its operating deficit in one year from nearly £16.0m to £3.8m, (£16.6m to £2.5m overall net deficit), is an astonishing feat and one that every volunteer and every member of staff can feel rightly proud of.

That achievement has involved a lot of difficult choices, but the organisation has not acted rashly. The Board has always been clear that it is targeting a multi-year plan, and cost reductions and organisational redesign have been undertaken with a clear line of sight to the future, seeking to strengthen the foundations and deliver long-term sustainability.

Looking ahead to 2025, further improvements will be needed to our efficiency and effectiveness; choices will need to be made about where we place our focus to make best use of scarce resources; and we will need to maintain the strong financial disciplines we've put in place. But we will also have the space to look up, think ahead and focus on how we grow our impact. We will complete the reorganisation of our volunteer structures and leadership. We will refresh our organisational strategy for external launch early in 2026. And we will seek to strengthen our partnerships with those who support our sector's shared goal of a thriving civil society.



While we have worked together to address our issues in 2024, St John volunteers have, of course, continued to do what they do best. Our extraordinary youth programmes have continued to grow and thrive; our community first aiders have continued to educate and save lives; our emergency responders and ambulance crews have continued to play their part both locally and nationally in supporting the NHS and offering a critical national capability during moments of crisis.

A selection of their stories are included in this report—it is impossible not to be moved by them. I am hugely proud to be the Chief Executive of this true national treasure and to dedicate all my energies to making it the most impactful organisation it can be.



The Chief Commander  
Carole Lawrence-Parr CStJ

2024 has been a challenging year for our organisation, yet it has also been a year of extraordinary achievements. Amidst transition and change, the dedication and commitment of our volunteers have remained steadfast, and their invaluable contributions have been central to everything St John has accomplished this past year.

Volunteers are the heart of St John. Whether on the frontline delivering life-saving aid, supporting our youth programmes, or helping ensure successful events, each individual has played a pivotal role in supporting their communities and reinforcing St John's mission. On behalf of everyone at St John, I want to emphasise how deeply valued and appreciated our volunteers are. We recognise that their kindness, compassion, commitment, and resilience drive our ability to make a difference.

Adapting to change is rarely straightforward, and in 2024 we asked a lot from everyone in the St John family. This was in response to our recognition that we needed to implement changes to ensure St John emerges stronger and is more sustainable for the future. However, these changes required sacrifice, determination, and effort from across our organisation, and although we are still learning and refining our approach, our progress lays a clear foundation for a brighter and steadier path forward.



Looking to the future, we have much to be optimistic about. Through these changes, we aim to build a more sustainable and impactful St John Ambulance, one that will continue saving lives and serving communities for years to come. The long-standing legacy of this organisation has been made possible by our incredible people — our volunteers, donors, supporters, and staff — and it is this collective spirit that will enable us to maximise our celebrations of 150 years of service in 2027.

To all our volunteers, employees, supporters, and stakeholders, I extend my heartfelt gratitude. Together we are ensuring St John will be ready to serve for another 150 years and beyond.

Thank you for everything you do for St John and the communities we serve.

Our purpose

Our vision

Our mission

Our values

Overview of 2024

The Priory of England and the Islands of the Most Venerable Order of the Hospital of St John of Jerusalem (The Priory)'s mission remains as relevant today as they did when it first formed:

**"to encourage and promote the relief of persons in sickness, distress, suffering or danger."**

**Everyone receives the first aid they need in a health emergency from those around them.**

We believe no one should face a health crisis alone. Our vision is rooted in empowering communities to take decisive action to save lives, bridging the gap until professional medical help arrives.

**To put community first aid at the heart of every community:**

- » Responding as volunteers and first responders at events, in communities and as a trusted partner to the NHS
- » Educating and equipping to ensure resilient communities and safer workplaces, inspiring every generation with the confidence to act in a health crisis

At the heart of everything we do are five core values:

**Humanity, Excellence, Accountability, Responsiveness, Teamwork.**



# Our Heritage

The roots of The Order of St John extend back nearly a millennium, beginning with a hospital in Jerusalem founded in 1080 to care for pilgrims, regardless of their origin, faith, or status. Over the centuries, the Order has evolved from a small religious community into an internationally recognised humanitarian charity.

The Most Venerable Order of the Hospital of St John of Jerusalem is now a Crown working Order of Chivalry, with His Majesty The King serving as Sovereign Head. The Priory of England and the Islands, established in 1999, plays a central role in delivering the Order's mission across England, Northern Ireland, the Channel Islands and the Isle of Man. It does so primarily through its wholly owned subsidiary, St John Ambulance.

St John Ambulance was founded in 1877 as the St John Ambulance Association in England, with the primary goal of providing first aid training. In 1887, the St John Ambulance Brigade was established to offer uniformed medics at events. These two organisations merged in 1968 to form the current St John Ambulance.

For almost 150 years, St John has been an integral part of communities in England and the Islands, offering community first aid and training. Our volunteer uniform proudly displays the eight-pointed cross, a symbol worn by the first Hospitallers who provided medical care 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, London.



# 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 in specifically commissioned areas where assistance is required, like neonatal, adult critical care and patient transfers.

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 ongoing, considerable benefit to the public. Our impact is summarised in the following pages. The report presents activities of St John Ambulance as it is through this wholly owned subsidiary that much of The Priory's work is undertaken.



# Our governance

The Priory is governed by the Prior and the Priory Council, whose members are responsible for the organisation's overall governance and management. This is supplemented by the Priory Chapter, a consultative body that represents various regions and expertise. Integrity, transparency and accountability are at the heart of our governance, ensuring alignment with our values and commitments. A governance review is on track to complete its work in 2025, and continued through this period to support the charity's transformation programme. This included a series of changes to Board committees introduced during the period.

Our newly appointed Prior, Rear Admiral Simon Williams CB CVO KStJ, commenced his role in January 2025. We are confident that his leadership will guide us through ongoing transformation and renewal, ensuring a sustainable future for the Priory and St John Ambulance (collectively referred to as St John).





# Museum

The Museum at St John’s Gate continues to share the rich history of the Order with the public. Through interactive displays and exhibitions, it provides visitors with a glimpse into the role of the Order from its historical roots in Clerkenwell to its modern-day humanitarian activities.

The Museum has expanded its community outreach with workshops for schools and local groups, creating a space for education and engagement. Looking ahead, the Museum will continue its Archives Revealed project, cataloguing the founding records of St John Ambulance. The Museum is also working towards submission of the Museum's Accreditation return to Arts Council England. Our continued accreditation status will further support our long-term sustainability and future development.



# Contribution to the St John Eye Hospital

Given the financial challenges faced by The Priory, the difficult decision had to be taken to not make a direct financial contribution to the work of the partner charity, St John Eye Hospital, in 2024. The Priory remains committed to supporting the work of the Eye Hospital, which provides life-changing eye care to vulnerable communities. As The Priory secures long term confidence in its own finances, its contributions will resume.

Despite the challenges posed by regional instability, the Hospital performed 4,088 major operations and reached more than 175,000 outpatients across Jerusalem, Gaza, and the West Bank. Temporary clinics will continue to provide essential eye care services in the region. Looking forward, the long-term objective is to restore the Gaza hospital to full operational capacity, restart surgical operations and establish a stable supply chain for medicines and equipment.



# Chaplaincy

The Priory’s Chaplaincy team provides crucial spiritual guidance and support to volunteers, members and communities. Beyond this internal role, Chaplains have lent their voices to public ceremonies, ensuring that the charitable mission of the Order is visible both within and outside the organisation.

Plans for 2025 include expanding chaplaincy training, exploring further and structurally establish our inter-faith work, developing a new Chaplaincy Manual to guide chaplains at all levels and strengthening chaplain involvement in local St John Ambulance networks.

# The work of the Order of St John

The Order honours individuals who have made exceptional contributions to its mission. As a working Order of Chivalry, this year, numerous volunteers and members have been recognised for their unwavering commitment to saving lives and improving communities. These honours are a testament to the enduring values of the Order.

Looking ahead, the Priory will foster a culture of recognition, ensuring that those who dedicate their time to our cause feel valued and celebrated.

# Fellowship

The St John Fellowship is a network of former and current members of St John Ambulance and the Order of St John who may no longer be actively volunteering in first aid roles but still wish to contribute to the charity.

The St John Fellowship has strengthened its presence this year through alumni and supporters’ events. These gatherings connect former members, celebrate their achievements and encourage continued engagement through fundraising initiatives.

Moving forward, the leadership team is working to integrate the Fellowship into the new St John Ambulance structure by strengthening connections with the Regional and County Commissioners. To support this, the Fellowship’s handbook, role descriptions and Charter will be updated to align with the new structure.

# Looking forward

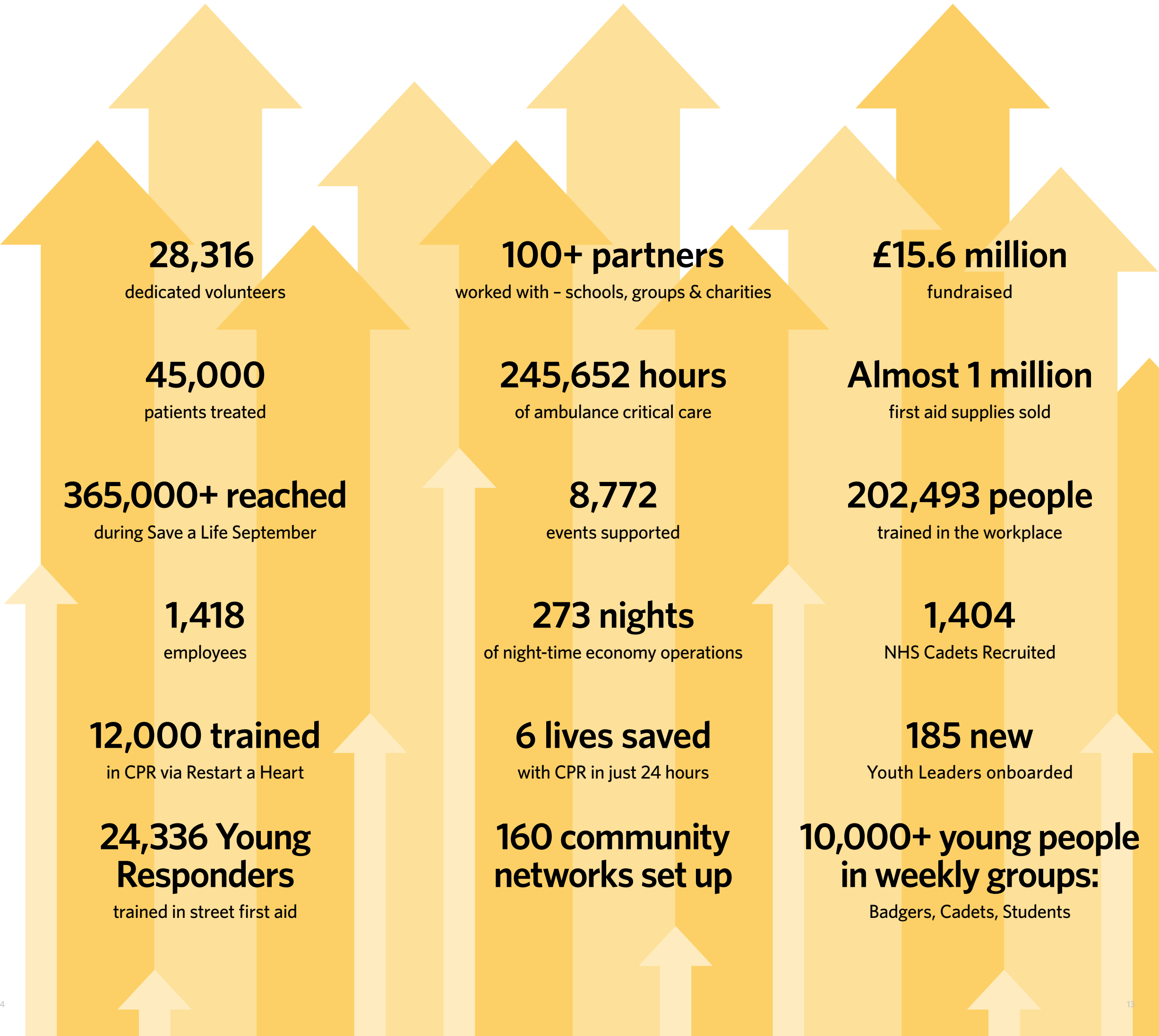
**The Priory has weathered the challenges in 2024 whilst making significant strides in governance, outreach and community impact. We move forward with a firm commitment to providing lasting value and better services for those we serve. Together, with our volunteers, supporters and partners, we remain unwavering in our mission to ensure that everyone receives the help they need in a health crisis from those around them.**

# Our impact in numbers

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.





# None of which would have been possible without you, thank you

The support of all of our volunteers, donors, trusts, foundations, corporate supporters, advocates and partners throughout the year.

Through your generosity we raised £15.6m 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.

From Direct Debits to appeals, people raising funds on our behalf and donations dropped into a collection tin, and pro bono support - every penny counts towards our vital work. Heartfelt thanks as well to those who remembered St John with a gift in their Will in 2024, and to the generous donors from the territory of The Priory in the USA.

And a particular mention for the generosity of:



- Archives Revealed funded by  
The National Archives/Pilgrim  
Trust/ Wolfson Foundation
- Association for  
Industrial Archaeology
- Cadent
- City of London Corporation
- EBM Charitable Trust
- Garfield Weston Foundation
- George Cadbury Trust
- Gowlings WLG (UK) LLP
- Graham Barker
- Hogan Lovells International LLP
- Iceland Foods  
Charitable Foundation
- John James Bristol Foundation
- Kinetik Wellbeing
- Legacy of Miss Doreen Pugsley
- Legacy of Mr David John Huntrod
- Legacy of Mrs Jane Blair
- London Freemasons
- Lubrizol Ltd
- Medlock Charitable Trust
- Michael Bishop Foundation
- Office of the Police and Crime  
Commissioner for Cleveland
- Peacock Charitable Trust
- The Anthony and Elizabeth  
Mellows Charitable Settlement
- The Department for Culture,  
Media and Sport
- TT2 Limited, operator  
of the Tyne Tunnels
- Weil Gotshal & Manges  
(London) LLP
- Worth Waynflete Foundation
- Malta Study Center
- Hill Museum and  
Manuscript Library

**We'd also like to pay tribute to the support and efforts of volunteers of all ages. In 2024:**

We celebrated the admission and promotion of 106 members into the Order of St John, as sanctioned by His Majesty The King as sovereign head of the Order.

And we honoured the long service of 721 volunteers who in 2024 received long service medals for contributing a combined 17,300 years of service between them.



## Facing our challenges and preparing for the future

2024 was a year of transformation for St John. Following the significant financial challenges faced by St John Ambulance in 2023, urgent action was necessary to ensure that St John could continue delivering on its mission to save lives and support communities through first aid training, medical support, and volunteer-led services. This led to the establishment (in the latter part of 2023) of the Transformation Programme, which guided the work of much of the organisation for all of 2024.

Looking to the future, 2024 was also dominated by a comprehensive programme of work to complete the reorganisation of our volunteer structures and leadership to improve focus, accountability and empowerment.



# Transformation Programme

The Transformation Programme was launched to stabilise the organisation's finances and set it on a sustainable course for the future. It was a necessary and decisive step to ensure that we would continue to be able to deliver our core charitable mission and purpose for decades to come.

The programme was made up of **eight workstreams**. These were not designed to cover the entirety of the charity's business but to focus on those areas that posed the greatest risk, or where change was required. The workstreams are listed here:

In each workstream, change plans were guided by three main principles:

- » **Efficiency:** Realigning resources to reduce costs while maximising impact
- » **Effectiveness:** Strengthening operational processes to deliver better outcomes
- » **Sustainability:** Building a framework for long-term financial and organisational resilience

- Estates
- Training and supplies
- Events
- Community engagement
- Ambulance operations
- Digital efficiency
- Organisational design
- Communication and change management

## Outcomes

As a consequence of the unwavering organisation wide focus on the programme, amongst both employees and volunteers, the transformation programme:

- » **Improved financial stability** by achieving a substantial reduction in the deficit through streamlining staffing structures, rationalising our estates and improving operational efficiency
- » **Reaffirmed our missional focus** by redirecting resources towards activities and programmes that directly support communities and save lives
- » **Delivered significant operational savings** through wider workforce restructuring
- » **Improved profitability** in key areas such as ambulance operations, fundraising and training services
- » **Launched new systems and processes** to enhance efficiency, including upgrades to digital tools and data management

*Achievements in individual workstreams are reported, where relevant, elsewhere in this report.*



## Looking forward

While the transformation programme was a success, it required navigating significant challenges, including:

- » Managing change fatigue among staff and volunteers
- » Aligning new systems, processes and expectations with existing practices and capacity

The experience highlighted the importance of open communication, leadership collaboration, and a strong focus on engagement during periods of transformation.

Building on the strong foundations laid by our transformation programme, 2025 marks the next phase of St John Ambulance's turnaround—focused on growth, resilience, and impact. Our efforts are now centred on:

- » Driving income and impact across Training, Supplies, Fundraising, and Community Engagement through targeted, evidence-led plans
- » Recruiting 4,000 new volunteers to power our services and strengthen our local presence
- » Resolving challenges in our Ambulance and Event Healthcare services through operational efficiencies, improved capacity management, and sustainable delivery models
- » Expanding programmes that build community resilience, including youth outreach and first aid education



# Improving volunteer structures, leadership and planning

Volunteers are the heart of St John Ambulance. Their dedication, compassion, and tireless efforts make a profound difference in the communities we serve. This year, we took a bold step forward to ensure that our structure supports and empowers every volunteer more effectively, but also reduces our operating costs to a sustainable level going forward.

Over the years, our volunteers have highlighted some key concerns; confusion over roles, overly complex structures, and a lack of local flexibility. Our new structure directly addresses these challenges with clear, meaningful solutions. We have:

- » Re-organised all our volunteers - Priory and St John Ambulance, Operational and Non-Operational, Youth and Adult into Community Networks. We now have 160 Networks around the country providing a home, care and training for all our volunteers.
- » Introduced a refreshed volunteer leadership structure. Built around three tiers—Community Networks, Counties, and National Leadership, this structure simplifies how we work and strengthens collaboration at every level.
- » Increased the involvement of volunteers at every level of management and leadership within St John, actively creating a more blended model with employed staff and making best use of volunteer skills through our 'national adviser' and 'community of practice' roles.
- » Introduced new roles and responsibilities for local volunteer leaders to allow them to ensure that each network operates in a way that best suits their local areas, with freedoms to focus on the health needs of their own community, as they seek to deliver 4 common goals:



Passing on life saving skills to others through community education

Delivering first aid to their local communities at events

Raising awareness and funds for St John

Growing our work with young people aged 5-25.

## Outcomes

A programme of work was commissioned in 2024 noting the concerns and structural challenges referred to above. This work progressed at pace whilst being mindful of the financial stewardship and also centring on volunteer morale and improvements in communication. The real benefits of these changes will come through during 2025 once the reorganisation is complete, and new leaders have settled into their roles and new responsibilities. However, we have already started to see the impact in some places as volunteers come together to build their new Network, to recruit new volunteers and to develop their new skills.



## Looking forward

While we are proud of the progress this new structure represents, we recognise this change has not been without its challenges. Transitioning to a new system requires adjustment, and we have listened carefully to feedback from volunteers every step of the way.

The new volunteer structure has laid the foundation for a stronger, more responsive St John Ambulance. Looking ahead, we are committed to:

- » Ensuring our 160 Community Networks thrive as they focus all local volunteers' energies on a single mission and our four Network goals
- » Providing ongoing training and development for volunteers to ensure they feel confident and supported in their roles
- » Continuing to review and refine processes to address challenges and ensure the structure remains fit for purpose
- » Fostering a sense of community and belonging within our ranks, where every volunteer feels valued and motivated

We are building a future where our volunteers are empowered to deliver life-saving work with clarity, confidence, and purpose.



# Spotlight on...

## Community engagement and education

At St John Ambulance, we empower people and communities with the skills, knowledge and the support they need to save lives. By focusing on first aid education and community resilience, we seek to address health inequalities and create safer neighbourhoods across the country. We aimed to do this through:

- » Delivering lifesaving first aid training to both volunteers and members of our communities
- » Raising public awareness through impactful campaigns backed up by hands-on community outreach

### In 2024 we...

- » Refreshed the skills of more than 13,000 volunteers present in our communities and ready to help in the event of an emergency
- » Reached over 365,000 people with life-saving advice during our month-long Save a Life September campaign by delivering in-person demonstrations, online resources and practical pocket guides
- » Trained almost 12,000 people in CPR through Restart a Heart, giving them the confidence to act quickly in an emergency and significantly improve someone's chance of survival
- » Launched our Switch on to Spiking campaign in December - featured on BBC Breakfast, ITV News and BBC Radio 2 - providing practical advice on staying safe, recognising warning signs and giving first aid to someone who has been spiked

### Busting the taboo campaign

Research revealed that a third of British people are afraid to give CPR to a woman because they are worried about touching breasts. To tackle this, we introduced the world's first educational CPR Bra, showing that taking immediate action during cardiac arrest is critical, regardless of gender. The campaign gained national media coverage, including BBC Breakfast and BBC News at One, where a St John Ambulance trainer demonstrated CPR.

Our ambassador Myleene Klass (musician and presenter) and supporters, including Millie Bright (Chelsea FC women's captain and Lioness), Sharon Gaffka (Activist), Ashley James (DJ and presenter) and Lucy Edwards (disability campaigner and #BlindNotBroken social media star), wore the CPR Bra in the "Bust the Taboo" campaign featured on 180 billboards nationwide. The initiative reached over 3.2 million people on social media and we had nearly 7,000 people visit our CPR Bra page within 24 hours.

### Archie

After Archie was born with respiratory difficulties, he spent his first month in hospital and remained on oxygen at home for four months. Due to his condition, Archie has experienced multiple choking episodes - but two were especially serious.

His mum had taken part in Save a Life September, a St John Ambulance campaign that encourages people to learn simple, lifesaving skills. This included watching first aid videos from St John Ambulance, including what to do if a baby chokes.

That knowledge proved crucial, when in a café, Archie started choking on a rice cake. He went pale and stopped breathing. Thanks to what she'd seen in the videos, his mum knew exactly what to do: she leaned him forward and gave firm back blows. After a few attempts the blockage was cleared.

Just weeks later, Archie choked for a second time and stopped breathing. Once again, Archie's mum acted quickly and confidently - clearing the blockage before any permanent damage.

Today, Archie is a happy, healthy little boy. His story is a powerful reminder of how taking just five minutes to watch a video online can equip parents and carers with the skills to save a life.

**"No one ever thinks it'll happen to their baby - but it can. I'd say to any parent: just watch the videos. It's five minutes of your time and it could save your child's life."**

### Reflections and next steps

St John people have really welcomed the opportunity to do more to pass on lifesaving skills to members of their local community in small bite sized chunks. For older members it is a return to our roots; for newer recruits a simple way to deliver high impact volunteering fast. But we know that for some the ask to educate as well as to provide clinical response themselves feels too much - either a stretch in time or in comfort levels. As we move forward, we will focus on empowering and equipping our volunteers to pass on their skills to the public, but also on recruiting new volunteers for whom this will be their primary activity.

For 2025, our goals are clear:

- » Expand our public training efforts, aiming to teach lifesaving skills to more individuals than ever before
- » Grow our Save a Life programme, making first aid skills accessible to new communities and demographics





# Spotlight on... Youth Programmes

St John Ambulance's youth programmes engage, inspire and empower thousands of young people across England to develop both life skills and life-saving skills, serve their communities and grow as leaders. At St John Ambulance, young people are defined as anyone aged between 5 and 25 who is engaged in our youth programmes, including Badgers, Cadets and young volunteers. From learning essential first aid to pursuing healthcare careers, our programmes are shaping a new generation of compassionate and skilled individuals.

Our objectives are delivered through:

- » Weekly uniformed youth clubs (Badgers and Cadets) training young people in first aid to provide care in their local community
- » Shorter more focused programmes for young people who have experienced disadvantage, including hour long street first aid sessions through Young Responders and dedicated work to support young people wanting to enter healthcare careers through NHS Cadets.

## In 2024 we...

- » Engaged around 1,500 Badgers, 9,000 Cadets and 1,300 students in youth activities
- » Expanded the Young Responders programme by approximately 10,000 to achieve 25,000 in 2024
- » Supported 1,404 NHS Cadets on their healthcare career journeys
- » Contributed to the completion of 90 Duke of Edinburgh's Awards
- » Increased our youth leader recruitment so that we can work on bringing our waiting lists down
- » Worked with over 100 partners including schools, community groups and charitable organisations

## National Youth Camp

For the first time since 1952, this year St John Ambulance successfully brought young people and leaders together from across the country for a National Youth Camp. This landmark event welcomed 750 participants, making it the largest youth-focused gathering in our history. The camp provided an extraordinary opportunity for young people to develop life skills, build lasting friendships and gain confidence through unforgettable activities. The inspiring reviews from both young members and leaders highlighted the transformational impact of the week

Young person - "I made lots of new friends and was able to join in all the activities. I was a bit worried as it was my first camp, but the leaders looked after me and I really enjoyed it."

Leader - "I'm overwhelmed with gratitude for the incredible experience we shared. It was a week where every moment, from dawn to dusk, was painted with the vibrant colours of camaraderie, laughter and the kind of teamwork that makes St John Ambulance such a remarkable family".

## Prince Tandukar

Youth First Aider Prince Tandukar joined St John Ambulance in 2021. Inspired by his grandfather's passion and his own experiences fundraising and teaching in Nepal, Prince quickly became an active volunteer, taking part in public events and youth leadership programmes. His St John Ambulance training has empowered him to provide first aid in emergencies, making a tangible difference in people's lives.

Prince's life changed dramatically when his grandfather tragically passed away following a cardiac arrest. No-one around him knew how to perform lifesaving CPR. This situation highlighted a stark reality that many individuals lack the first aid skills necessary to intervene during critical moments.

Just two weeks later, Prince was volunteering at a Chelsea football game with St John Ambulance when a member of the crowd, Mr Archer, suffered a cardiac arrest. This time, Prince was on the scene and able to perform CPR that saved his life.

**"If someone had given CPR to my grandad, he may have survived."**

"My grandad's face and love came into my mind when I helped Mr Archer. I desperately wanted to save him like I was trying to save my own grandad. This gave me immense strength and allowed me to push through and do strong CPR for 8 minutes."



## Reflections and next steps

In 2024, St John navigated challenges such as long waiting lists and a shortage of youth leaders. These offered valuable lessons in how we grow and support our young people. As we continue the major restructure of our volunteer network, set to complete by June 2025, we are already laying the groundwork for a stronger, more sustainable future.

Our vision for 2025 is to build on this year's successes by:

- » Recruiting more youth leaders and boosting capacity for our Badger, Cadet, and student volunteer programmes to welcome 10% more participants
- » Growing the Young Responders programme with an aim to reach 25,000 young people through resource investment and expanded partnerships
- » Supporting NHS Cadets to achieve even greater engagement, providing accessible healthcare career pathways for underrepresented youth
- » Strengthening training to better equip youth leaders with the skills, knowledge and resources needed to effectively support, mentor and develop young people within our programmes
- » Enhancing our focus on diversity and inclusion across all youth programmes, ensuring every young person feels welcomed and supported at St John Ambulance





# Spotlight on... Supporting communities through event medical cover

With decades of expertise, our reputation as a leader in event medical services has been built on dedication and an extensive network of highly trained volunteers and staff. Whether at small neighbourhood events or large scale national moments, our objective is to provide essential first aid and medical cover that protects and preserves life. We do this through:

- » Training, mobilising, and equipping volunteers to deliver events of all scales and at all skill levels
- » Using our presence at community events to increase access to first aid education and early defibrillation
- » Empowering more people with life-saving skills through using our presence for public engagement and outreach
- » Strengthening first aid support within the night-time economy, creating safe spaces and ensuring readily available medical care in towns and cities

## In 2024 we...

- » Supported over 10,000 events of every type offering care and peace of mind to organisers and attendees alike
- » Achieved a great customer Net Promoter Scores (NPS), reflecting customer and attendee feedback, with only 25 registered complaints
- » Provided cover at unique experiences such as the seven-week-long Christmas at Castle Howard event, which welcomed over 100,000 visitors, as well as events like the London Marathon, Great North Run, the Kabaddi World Championships, jousting tournaments and the Durham Miners' Gala
- » Supported important national events such as Remembrance events, honouring service members and reinforcing St John Ambulance's heritage
- » Provided 273 nights of support in town and city centres through our night-time economy work, treating 1,721 individuals with more than two thirds avoiding a hospital visit



## Reflections and next steps

Despite high satisfaction levels, delivering events in a way that works both for organisers and for volunteers, whilst being financially sustainable for St John, has become harder in recent years. The events medical cover market is changing with new organisations offering commercial services; organisers' expectations in terms of the speed of quoting and the flexibility of service provision changing; and the availability of volunteers to support the full range of events at all skill levels becoming less assured.

To respond to some of these challenges we have started to look carefully at our operating model for events. This has already had some benefits, with events income making a positive contribution to the charity in 2024.

Our focus in 2025 will be:

- » Resetting roles and responsibilities so that Community Network leaders have more direct control over responding to local events up to a certain size
- » Introducing more streamlined, automated processes and user-friendly online tools to speed up quoting and improve the overall customer experience
- » Recruiting and training more volunteers to expand our capacity and reduce the number of events we are not able to respond to due to insufficient capacity
- » Continuing to improve our efficiency and reduce our overhead costs, without compromising quality, to aid our competitiveness
- » Working with the Care Quality Commission (CQC) to champion regulated event healthcare practices and shape future regulatory changes



## Keeping cool under pressure

Two 17-year-old volunteer cadets, Becky James and Matthew Cleave, provided lifesaving medical care to Iceland CEO Richard Walker after he collapsed during the London Marathon. Just over a mile from the finish line, Mr Walker's body succumbed to heat exhaustion (exertional heat illness) and he fell, unconscious, on the pavement. Richard's core temperature had risen to an alarming 42°C (108°F), a dangerously high point that posed immediate risks of organ failure.

Becky and Matthew arrived at Richard's side within moments. Recognising the symptoms of heat-related illness, they used ice to cool Walker's body temperature while monitoring his condition. They continued working to stabilise Richard while awaiting additional medical assistance. The swiftness of their actions was critical to saving his life.

Richard later said, "I came round with St John Ambulance volunteers piling ice on my chest in an attempt to bring my temperature down." For him, this moment of care was nothing short of heroic.



# Spotlight on... Ambulance operations

St John Ambulance is a leading provider of ambulance services in England. We offer a wide range of services, including responding to 999 calls, critical care for neonatal, paediatric and adult patients, and non-emergency patient transport.

Our priority throughout 2024 was to provide reliable and high-quality ambulance and critical care services. We aimed to do this through:

- » Working in partnership with NHS Trusts
- » Meeting the urgent medical needs of the public
- » Providing critical care support
- » Relieving pressure on the NHS

## In 2024 we...

- » Worked with 9 Ambulance Trusts and provided over 32,000 hours of ambulance cover under a three year NHS England Auxiliary contract
- » Delivered 20,487 shifts and 245,652 hours of critical care support to the NHS
- » Transported 15,530 patients using our fleet of 63 bespoke critical care vehicles
- » Covered neonatal, paediatric and adult critical care needs 24/7



## Caroline and Rabia..

...two St John paramedics, responded when a young adult with autism, epilepsy and non-verbal communication required immediate medical intervention. Their actions turned a potentially overwhelming emergency into a manageable and comfortable experience.

The young adult in this situation faced difficulties in navigating hospital environments due to sensory processing sensitivities and communication barriers. His recent seizure, which left him with a cut on his chin, required urgent medical attention, but a traditional hospital visit was likely to escalate his distress significantly. For his family, past experiences had shown that hospital trips often led to heightened anxiety and discomfort for their son.

Recognising the importance of trust, Caroline and Rabia adjusted their approach to make the young man feel as comfortable as possible. They remained patient and calm, ensuring their every word and action aligned with his specific needs. By tapping into St John Ambulance's network, they called in a specialist team capable of providing the necessary care at home. Their resourcefulness and commitment meant this young adult could receive treatment without the disruption of leaving his familiar, safe environment.

"I found them absolutely amazing and made what is a stressful complicated time more bearable and I felt supported and heard." (Young person's carer).

## Reflections and next steps

Providing high quality ambulance services became more challenging in 2024 as uncertainty around funding, particularly for the NHS Auxiliary contract, became more acute, leading to the need for staff reductions and base closures. These issues inevitably had an impact on morale and in some cases on service delivery.

Despite these challenges we have continued to work hard to meet our commitments and ensure quality and other service standards are met. We have also worked closely with the Care Quality Commission (CQC) to address specific issues that emerged in their inspections of our Midlands and South regions (where our overall rating remained "Good" but our rating in the "Well-led" category fell to "Requires improvement").

Key priorities for the coming year include:

- » Implementing key changes to our governance and operating model to address CQC concerns and work to regain our "Good" rating in the Well-led category
- » Maintaining and strengthening current NHS contract delivery to ensure we are delivering the best possible service for the funding we receive
- » Collaborating with NHS Partners and others to consider how our service provision might need to change to ensure financial viability and meet evolving local and national needs
- » Strengthening support for staff and volunteers to maintain morale, ensuring we are offering the best opportunities for them to use their skills across all service areas, and consistently delivering exceptional patient care





# Spotlight on... Commercial training and medical supplies

Our commercial activities exist to both empower communities with life-saving skills and equipment and, in turn, to fund our wider charitable mission.

To achieve that our commercial functions need to be as innovative, dynamic and growth focused as possible. We aimed to do this through:

- » Developing new training products based on areas of opportunity
- » Focusing on customer acquisition and retention, setting a roadmap for future improvements
- » Streamlining operations to improve effectiveness and efficiency
- » Refocusing the Supplies business, optimising range and financial contribution to the charity

## In 2024 we...

- » Expanded the reach of our lifesaving first aid and mental health courses to over 200,000 participants
- » Maintained an ‘Excellent’ 4.9 rating on Trustpilot, reflecting strong customer satisfaction and brand credibility
- » Provided 1,500 hours of mentoring and more than 3000 hours of Award in Education and Training (AET) courses to support the professional development of our trainers and ensure consistency and confidence across our programmes
- » Enacted operational improvements that enabled more consistent service quality, reduced training delivery gaps and improved our efficiency
- » Sold over 1.5 million units of first aid supplies which equipped thousands of workplaces and organisations with high-quality resources, including advanced defibrillators and eco-friendly first aid kits aligned with our sustainability goals



## Construction Manager James...

...had been struggling with his mental health for a couple of years when he reached crisis point on his way to work one day. He was grappling with suicidal thoughts, feeling isolated and was unable to cope. Fearful of being seen as weak or losing his job, he was hesitant to reach out for help. But with his wellbeing and life at risk, James made the brave decision to call his line manager, Phil, in tears, sharing that he couldn’t carry the burden anymore.

Fortunately, Phil had completed St John Ambulance's Mental Health First Aid Training Programme. The training empowered Phil to recognise the signs of distress, listen compassionately and provide James with the support he needed.

Thanks to Phil’s knowledge and the resources provided by St John Ambulance, James went from

a state of crisis to a place of recovery. Simply verbalising his struggles and knowing he wasn’t alone had an immediate positive impact.

With time and professional support, James returned to work, gradually regaining his confidence and performance. Today, he continues to thrive in his role as a construction site manager.

**"I felt so much better. It was a weight off my shoulders," James shared, reflecting on the moment he first opened up to Phil.**

**"Companies would definitely benefit from putting people on mental health first aid courses," he stated. "It makes you see colleagues differently, not as someone failing at their job, but as someone who might need help."**



## Reflections and next steps

2023 had been a very difficult year for commercial workplace training which meant that 2024 had to be a year of change. Responding to emerging trends, we developed new courses to ensure our high training quality was maintained, and our delegates continued to benefit from practical, high-quality training. In supplies, consolidation in the market added pressure to pricing and margins, which required us to adapt through our product ranging and customer focus.

As we move into 2025, we are committed to building on this year’s progress and ensuring our commercial activities create greater impact. To do this we will be focusing on:

- » Acquiring new customers through leveraging external data and social media
- » Developing our core courses and relaunching our web platform
- » Delivering further improvement to the efficiency and effectiveness of our operations
- » Focusing sales growth on business customers, whilst improving our web channel offering across both business and consumers



# Spotlight on... Fundraising

At St John Ambulance, fundraising is vital to underpin everything we do, enabling us to train more people, expand our community outreach, and strengthen our life-saving programmes. 2024 saw the start of our ambitious five-year fundraising strategy, aiming to increase our fundraising income over the five years. In 2024 we aimed to do this through:

- » Focusing on high-value fundraising
- » Increasing legacy and individual giving
- » Encouraging more community and challenge events

## In 2024 we...

- » Raised a total of £15.6 million, achieving an increase of £0.8m from 2023 and a 3% increase in our supporter base
- » Supported our community to fundraise over £1m through sponsored events such as runs, treks and bake sales
- » Raised £4 million through legacy gifts, forming an essential part of our funding as these special contributions help us strengthen community safety while training future generations of first aiders - we are deeply grateful to everyone who chooses to remember St John Ambulance in their will
- » Received £8.8 million through regular donations, which form the majority of our income

## Support from companies, trusts and statutory partners

Cadent Gas invested £107,800 in our "Keeping Safe in Halls and Homes" initiative, raising carbon monoxide poisoning awareness among university students. This vital project reached over 10 million students, contributing to their safety. Phil Burrows, Head of Customer Vulnerability at Cadent, commented,

"Through our partnership, we've been able to raise vital awareness of the dangers of carbon monoxide (CO) to university students - one of the hardest groups to reach. Without this programme, students may still struggle to identify CO poisoning or respond confidently when their CO alarm rings."

Tyne Tunnels contributed £40,000, funding Community Support Vehicles to support the North-East community in addition to Cycle Response Units to help those in need across the country.

Generous donations from a range of donors including the Garfield Weston Foundation and the Michael Bishop Foundation funded the Young Responders programmes equipping young people with life-saving first aid skills.

## John Finch...

...a passionate Youth Leader and Advanced First Aider, ran the Cambridge Half Marathon.

John raised £810, which he proudly presented to County Vice-President Pat Harrington. These funds directly contributed to ensuring the ongoing operation of the Community Support Vehicle in Cambridgeshire.

Over the years, John has raised a total of £3,750 for St John Ambulance, showcasing his extraordinary commitment to the cause. His efforts have not only provided critical financial support, but have also strengthened the organisation's presence and reputation within the community.

John's leadership reflects the values of St John Ambulance, humanity, excellence, accountability, responsibility and teamwork. His work reminds us of the vital role individuals play in strengthening community resilience.



## Reflections and next steps

2024 saw a strong start to the delivery of our strategy but there is still much to do and many challenges to address. One area we are particularly focused on is how we support our new Community Networks to grow their ability to be able to fund raise for St John in their community - something that will be new to many volunteers and which we know will take some time to get going.

More broadly we aim to:

- » Accelerate growth in fundraising by acquiring new donors, partners and funders and developing new engaging ways that encourage people to fundraise for us.
- » Enhance our marketing and communications efforts to reach more people and begin work on refreshing our brand.



# Spotlight on... Building a strong organisation

The challenges of 2023 highlighted that, as an organisation, St John needed to look carefully at whether it was set up to succeed and where it should focus its attention to support its volunteer and staff to best effect going forward. That journey of change began with the transformation programme and through that programme, 2024 has seen a strong focus on strengthening some of the critical foundations that are necessary for the success of any organisation.



## Supporting and developing our people

Navigating a period of significant organisation-wide transformation has inevitably posed significant challenges to morale, engagement and belonging. In 2024 we recognised that it was essential to focus on creating a compassionate, safe and inclusive culture, and to create the conditions for a healthy, thriving, high performing, and empowered workforce of both volunteers and staff members alike.

To support that, in 2024 we have:

- » We have strengthened wellbeing support through a new Occupational Health provider and access to mental health support for our employees
- » Delivered inclusive leadership development and cultural awareness training across the organisation
- » Strengthened safeguarding processes, updating policies and expanding the "Freedom to Speak Up" programme

**But we know that hasn't been enough and that 2025 will be a critical year for rebuilding morale and engagement. To achieve that we will be:**

- » Continuing with our recruitment of 4,000 new volunteers and 40 new community leaders to expand our capacity and impact
- » Launching a new People & Culture Strategy, co-developed with our staff and volunteers.
- » Embedding our new Ethical Behaviours framework to shape positive culture, inclusive leadership and personal accountability
- » Revitalising our leadership and management development pathways to nurture inclusive, confident leaders who can inspire and drive positive change
- » Strengthening local ownership of engagement and communication, and providing targeted training and support to help build a more connected, empowered community of volunteers and employees

## Enhancing our infrastructure

Alongside supporting our people, we need to ensure they have the tools to do the job. We need to make sure the systems, technology, equipment and physical spaces St John Ambulance provides are modern, efficient and fit for purpose. To that end in 2024 we:

- » Supported over 20,000 people and 300 sites with their digital infrastructure, managing 220+ systems including 32 mission-critical platforms
- » Successfully implemented electronic patient record forms (ePRF), capturing 95.5% of 45,000 patient episodes digitally
- » Improved systems for data governance, cloud resilience and cyber security
- » Refurbished key buildings across the estate to better support training and operations
- » Advanced the second phase of our Estate Rationalisation programme to ensure we were operating as sustainably as possible, whilst good progress has been made, this focus will be stepped up in 2025.

**In 2025 our focus will also be on:**

- » Upgrading our Customer Relationship Management system and web platforms to improve customer and supporter journeys
- » Improvements to key digital tools for volunteers and training environments
- » Investment in more secure and scalable systems to improve data access and performance
- » Continuing the delivery of the Property Rationalisation programme guided by a new Estates Strategy



## Maintaining our standards

Throughout 2024 we worked to uphold the highest standards of governance, safeguarding and clinical care across all areas of our organisation. By embedding best practice and continuous learning, we sought to ensure the trust and safety of every individual we serve. We:

- » Published key clinical research, including contributions to resuscitation and sports medicine journals
- » Maintained and expanded safeguarding measures, receiving commendations in an independent review
- » Advised on national healthcare regulation, event safety and public access defibrillator guidelines
- » Maintained our compliance with the ISO9001 Quality Management Systems certification for our Ambulance Operations.

**Looking ahead, in 2025 we will aim to:**

- » Expand clinical audit processes and launch further evidence-based Care Bundles
- » Continue safeguarding and safer recruitment enhancements
- » Champion research-informed practice and public education in first aid and emergency care
- » Strengthen internal governance through simplification and clearer accountabilities, and develop our risk management processes to support our long-term vision





# Looking ahead to 2025 and beyond

2024 was a significant year for St John and we worked hard to restore firmer footings. 2025 is about building on that foundation. It is a time to embed the lessons learned, consolidate the progress made and begin to amplify the impact we can achieve across the communities we serve.

## 2025 priorities

The challenges of the past have sharpened our resolve and we have identified clear change priorities to focus our work in the coming year. We will:

- » Establish a strong, positive vision for each of our service and business areas, ensuring they are resilient and impactful for years to come
- » Extend our reach into the communities we serve, increasing both our income and our charitable impact
- » Continue our efforts towards being a great place to work and volunteer so that St John people can thrive
- » Continue to remove the barriers that can hinder our people's ability to deliver exceptional work, ensuring that our systems and support are effective and efficient
- » Maintain our commitment to embedding a culture of financial discipline and sustainability to maximise our income and impact

To turn our priorities into meaningful outcomes, we have developed the St John 2025 Business Plan, grounded in detailed financial and operational analysis and supported by clear delivery plans.

These plans focus our resources on the activities and outcomes that will have the greatest impact on our ability to deliver our mission, now and into the future. We are committed to holding ourselves accountable for their delivery.

By working together to drive, enable and amplify impact, every team across St John has set ambitious yet achievable goals to increase our reach, enhance service delivery, and strengthen financial resilience. These goals are embedded throughout this report and are underpinned by targeted initiatives and clear performance indicators to track and measure progress.

We know that none of this is possible without the dedication of St John people. In 2025, we will continue our journey to improve the experience and engagement of our staff and volunteers—creating an environment where everyone feels valued, motivated, and empowered.



### A vision for the future

The time is right for us to bring St John people together to refresh our strategy for 2026 and beyond and grow our shared ambitions. In doing this we will honour our proud St John heritage and values while looking to meet future needs and challenges.

During the course of 2025, we are inviting our people and partners to think about St John's future, considering the people we exist to serve, the opportunities available to us and our place in the world around us, to guide our way forward.

We look forward to sharing the strategy we develop and we are confident that together we can build a bright and sustainable future, always centred on our mission of putting first aid at the heart of every community.

## 2 Governance and Financial Review

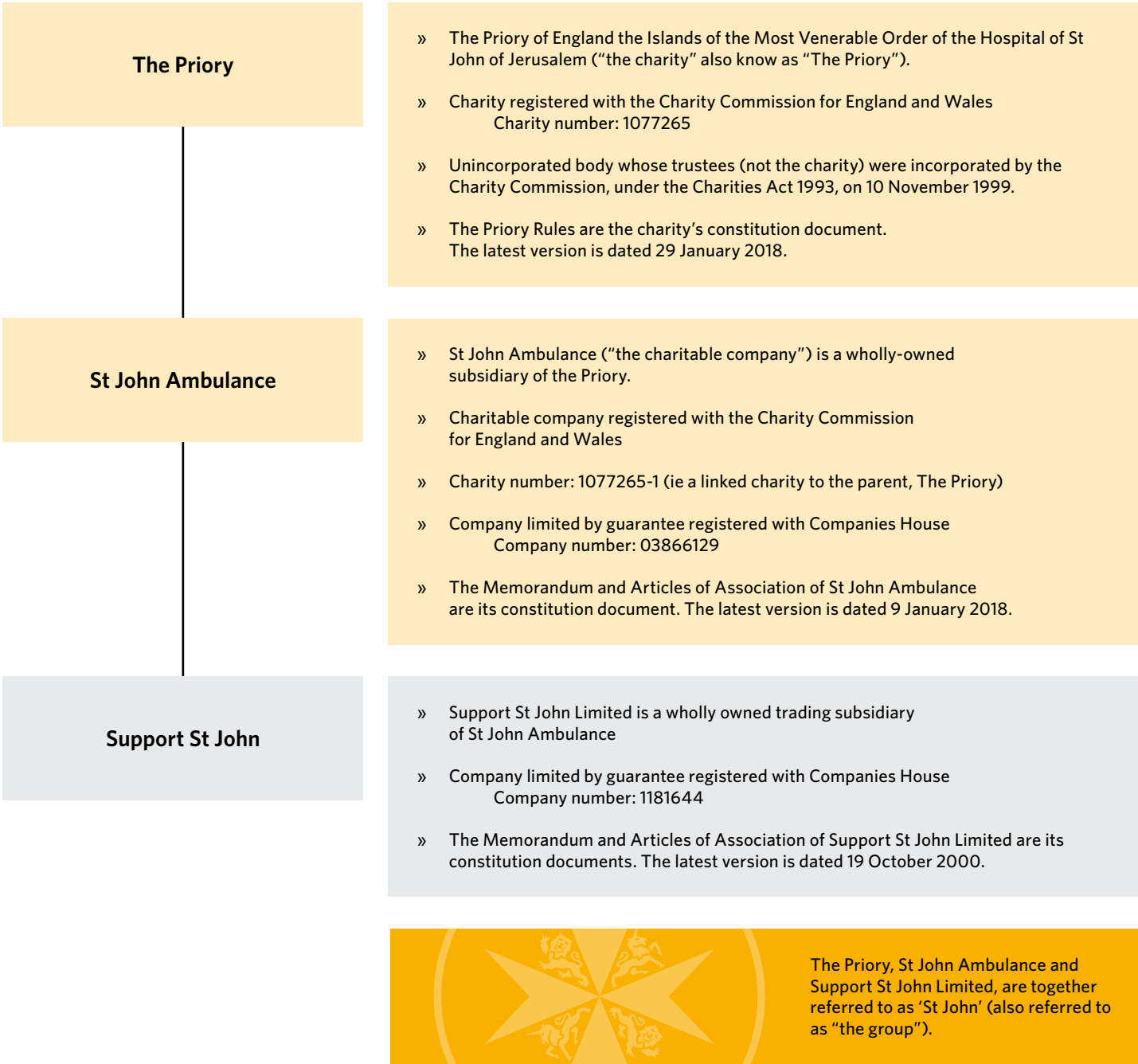




# How we manage our organisation

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:



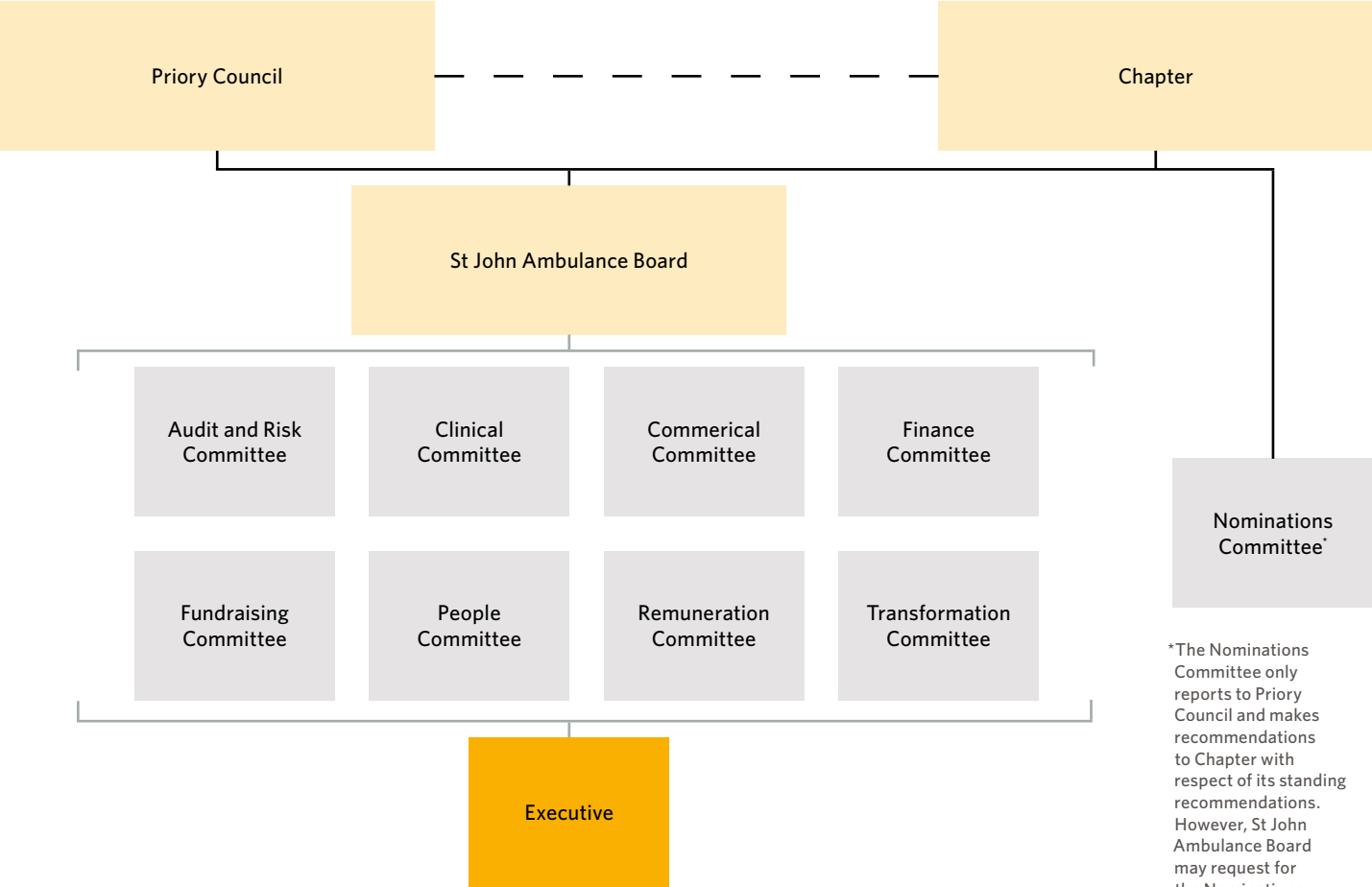
## Royal Patrons

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 KT GCVO GCStJ	Commandant in Chief (Youth), St John Ambulance
HRH Duchess of Edinburgh GCVO GCStJ	Grand President of St John Ambulance in England and the Islands

## Organisation structure

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 of 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. Through a governance review, Trustees have agreed to launch a simplified group of Committees in 2025.



\*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 auditors to the Priory Chapter.

The Priory Council consists of seven Trustee roles made up of four ex officio and three appointed Trustees. The four ex officio members are the Prior, Dean, Chancellor and Chief Commander 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. Currently there are six Trustees with the Chief Commander also appointed as Acting Chancellor.

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 Trustees is the governing body of St John Ambulance. The Board consists of 11 Trustee roles. Four members of Priory Council (the Prior, who chairs the Board, Dean, Chancellor and Chief Commander) 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. Currently there are nine Trustees with the Chief Commander also appointed as Acting Chancellor.

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 subject matter expertise is 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 auditors 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

The Priory Council has appointed St John Ambulance Board, which is responsible for the charitable company's charitable objectives, ensuring we continue to operate within UK law. The Board appoints a Chief Executive, who in turn appoints 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. In September 2024, Shona Dunn joined as the new Chief Executive.

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 based on relevant skillsets and expertise. In 2024, a Trustee-led governance review recommended changes to the organisation of its committees. The Trustees agreed to transition to a simplified committees structure in 2025, as part of an ongoing governance review, to help strengthen oversight, whilst empowering fewer committees to oversee the cross-cutting nature of risks across the charity more effectively.

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.





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

	Trustee	Membership	Note
Ex officio members	Mr S Shilson LVO GCStJ DL Prior	6,8,9	Resigned as Prior 6 January 2025
	Rear Admiral S Williams CB CVO KStJ, Prior and former Chancellor	6,8,9	Resigned as Chancellor 6 January 2025 Appointed as Prior 6 January 2025
	Mrs A Cable MBE GCStJ DL Chief Commissioner	6,7,8,9	Resigned 24 June 2024
	The Reverend Canon Dr Paul Williams CStJ Dean	6,7,8	
	Mrs C Lawrence-Parr CStJ, Chief Commander and Acting Chancellor	6,7,8	Appointed as Chief Commander 3 July 2024 Appointed as Acting Chancellor 20 January 2025
Appointed members	Ms T Coff	1,4,9	
	Dr R Smith CStJ	1,3	
	Mr A Sweetland MBE CStJ	5,7	
St John Ambulance Board members in attendance at Priory Council meetings	Dr A Doherty OBE	3,8,9	
	Mrs M Coleman OStJ	5,7	Resigned 24 June 2024
	Mrs J Gooderham	1,4	
	Dr P Holden	2	Appointed 19 January 2024
	Miss M Ibrahim MStJ	5,7	Resigned 30 September 2024
	Mrs H Kondel	5	
	Ms I Waterfield	1,7,8	
	Ms T Halai	7	Appointed 5 November 2024
Priory Secretary	Mr T Hyun MStJ		

Committee	Chair
1. Audit and Risk Committee	Julie Gooderham
2. Clinical Committee	Peter Holden
3. Commercial Committee	Annette Doherty
4. Finance Committee	Tanya Coff
5. Fundraising Committee	Harpreet Kondel
6. Nominations Committee	Simon Williams
7. People & Culture Committee	Ingrid Waterfield
8. Remuneration Committee	Ingrid Waterfield
9. Transformation Committee	Simon Williams



## How we manage our risk

Managing its risk is an integral part of how the charity operates. Our organisation and leadership structure has been designed to support accountability for risk management sitting at the right level.

There is a structured approach to managing risk, designed to identify, assess, manage and monitor emerging and changing risks; and to escalate and address those that matter most through our governance structure.

Trustees have oversight of all risks on the strategic risk register (our Board Assurance Framework). The day to day management of the risks is led by the Executive with all risks owned by members of the Executive Leadership 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 across teams and projects.

Accountability for risk management is managed through our governance. Oversight of this process was provided by our Audit and Risk Committee, which met quarterly and was in place until the end of 2024, reporting into the Board. Following a review of the charity's governance, the Board agreed to evolve the committee into a Risk and Assurance Committee in 2025, to give greater time to challenge the effectiveness of systems of risk management and control in more detail.

The Director of Governance has executive accountability for the development and implementation of a risk and assurance framework with collective executive accountability for managing risks and setting the risk culture. The implementation is supported by the Head of Risk and Policy. In 2024, we refreshed our Risk Management policy and completed a Risk Maturity Assessment to inform priorities as we move into 2025. Articulation of our organisational risk appetite with the Board will be a key priority in 2025.

**Principal risks**  
Throughout this report we have set out the challenges that the organisation has faced both internally and externally through 2024, with many continuing to impact both our current operations and future planning.

The financial stability of the organisation continued to be the most significant risk in 2024.

Our 2025 Business Plan has been developed on consideration of and to address the most significant risks to the organisation which are set out below:

Strategic risk summary	Change in the last 12 months	Key controls	Key mitigations and actions and next 12 month trajectory
<p><b>1. Financial sustainability.</b></p> <p>St John's cost base has become greater than its income. Sustainability is at risk if this cannot be addressed before reserves are extinguished.</p> <p><i>(Accountable Executive: Director of Finance)</i></p>	<p><b>Decreased</b></p> <p>2024 Transformation programme delivered a significant improvement in St John's financial position in response to the scale of the prior year's loss but the external environment remains challenging and further initiatives must be delivered to sustain our recovery.</p>	<p>2024 Transformation programme delivered with Board and Executive oversight and 2025 Business Plan approved to provide the focus required to continue the strong progress on improving the financial position.</p> <p>Improvements in risk-based forecasting and budgeting to identify and mitigate further external shocks. Performance monitoring through new Financial KPI Dashboard and tighter control through delegated authority refresh. Recommendations and assurance activity through Internal and External Audits.</p>	<p>Business Plan identifying key priorities including activity to grow key incomes streams, deliver savings across operations and through disposal of assets. Delivery plans with milestones and key success indicators to provide assurance performance is on track, with clear financial and non-financial targets. Monthly review of management accounts with Executive and Board oversight, and agreement on further interventions to instigate if required.</p> <p><b>Goal – reduce</b></p>
<p><b>2. Ambulance Operations operating model</b></p> <p>St John is unable to develop a sustainable model to ensure the long term viability of its Ambulance Operations operating model.</p> <p><i>(Accountable Executive: Chief Operating Officer)</i></p>	<p><b>New</b></p> <p>Contracts have been renegotiated/ exited and efficiencies in how we operate have been delivered but further improvements are needed to ensure St John's offer to support the NHS is sustainable.</p>	<p>Project Board including Board and Executive representation undertaking a systematic contracts review to deliver improvements. Right-sizing of fleet, estates and resources in alignment with activity and efficient ways of working, alongside Ambulance Operations restructure.</p>	<p>Task Group developing new Ambulance Operations model for the future and in partnership with the NHS for implementation, alongside continued right-sizing and improvement activity, and strengthening of capability.</p> <p><b>Goal – Reduce</b></p>



Strategic risk summary	Change in the last 12 months	Key controls in place	Key mitigations and actions and next 12 month trajectory
<p><b>3. CQC 'Good' rating</b></p> <p>St John's 'Good' CQC rating may be downgraded if the effective controls in place are impacted adversely</p> <p><i>(Accountable Executive: Chief Operating Officer)</i></p>	<p><b>Increased</b></p> <p>St Johns overall CQC rating remains 'Good.' However, continued improvements are required across the Well-Led standard which resulted in the risk being raised. A mitigation plan is in place to fully address this.</p>	<p>Regular internal assessments against CQC key lines of enquiry and review of Regulated Activity dashboard with actions plans as appropriate to ensure compliance with CQC standards and our own quality standards. Regular dialogue with CQC relationship manager on any emerging issues and mitigations/ response. Oversight of the CQC Delivery Plan to respond to inspection findings by the Quality &amp; Assurance Panel, Executive and Trustees to help monitor and drive improvement opportunities, and identify learning. Leadership redesign and development, with strengthening of channels to raise concerns.</p>	<p>Continued oversight across implementation of the CQC Delivery Plan, leadership development opportunities and response to findings from the Pulse survey. Close working with the CQC to enable continuous improvement as the organisation settles post transformation and to complete internal checks against the Well-led standard to provide ongoing assurance. In addition, St John is reviewing its readiness for the introduction of regulation of events provision in future.</p> <p><b>Goal - Reduce</b></p>
<p><b>4. Volunteer engagement</b></p> <p>Organisational change impacts morale, business-as-usual and transformation activity</p> <p><i>(Accountable Executive: Chief Commissioner)</i></p>	<p><b>Unchanged</b></p> <p>Decisions on estate disposals have been difficult decisions, and broader structural change has been over a long period which is impacting volunteer morale, which in turn impacts volunteer engagement and level of activity.</p>	<p>Revised approach to restructure implemented with greater opportunity for consultation and collaboration, under Organisation Design workstream, with Executive and Trustee oversight. Phase 1 structure implemented and 160 Community Networks established. Clear communications of plan for property disposal strategy shared in advance to manage and minimise disruption. Pulse survey to collate feedback on experience and take appropriate action.</p>	<p>Embed Phase 2 volunteer structure to enable Community Networks to deliver annual targets. Continued action to improve engagement including, implementation of volunteer communication plan to respond to the Pulse survey. Thanking opportunities in readiness for Volunteer week in 2025 and continued involvement on property disposal plan. New recruitment campaign to ease pressure on existing volunteer cohort.</p> <p><b>Goal - reduce</b></p>
<p><b>5. Safeguarding</b></p> <p>Failure to comply with policies, recruitment, onboarding and training requirements creates a risk of harm to young people or vulnerable adults in St John's care</p> <p><i>(Accountable Executive: Medical Director)</i></p>	<p><b>Decreased</b></p> <p>External review provided assurance on the robustness of St John's Safeguarding Framework and reporting of compliance on mandatory training amongst youth leaders improved.</p>	<p>Mandatory safeguarding training with DBS checks for relevant roles, with focus on identifying non-compliance to stand down individuals until addressed. Routine assurance visits for local volunteering and youth</p> <p>Units and tracking of action. Cause for concern tracking and reporting, with multi-disciplinary case management. Social Care Institute for Excellence (SCIE) review commissioned with action plan to address findings with oversight through the People Committee.</p>	<p>Continued delivery and monitoring of SCIE Safeguarding Action Plan. New Mandatory and Statutory Training Steering Committee established to review training content, completion and reporting to ensure compliance. Rapid Review across Youth with action to improve training compliance. Routine Safeguarding strategy refresh.</p> <p><b>Goal - reduce</b></p>
<p><b>6. Disaster recovery &amp; Cybersecurity</b></p> <p>Control gaps and poor resilience planning may lead to a cybercrime/ business continuity incident impacting service delivery and income</p> <p><i>(Accountable Executive: Chief Information Officer)</i></p>	<p><b>Unchanged</b></p> <p>While the ever-present threat of a cyber-attack remains.</p>	<p>Strengthened leadership and new team structure and capabilities adopted. Regular testing and monitoring of the IT security control environment. Business continuity plans, third-party technology support and insurance are in place.</p>	<p>Training and fire drills commencing to embed new Cyber Incident Response Plan, alongside a new schedule of Disaster Recovery tests to be implemented. Development of a new Information Security Roadmap with 2025 priorities.</p> <p><b>Goal - reduce</b></p>

Strategic risk summary	Change in the last 12 months	Key controls in place	Key mitigations and actions and next 12 month trajectory
<p><b>7. Technology debt</b></p> <p>Systems are out of support, costly, inefficient and may not be improved further due to investment/resource, impacting business goal delivery and pace</p> <p><i>(Accountable Executive: Chief Information Officer)</i></p>	<p><b>Unchanged</b></p> <p>Although numerous improvements/ enhancements have been delivered, mission critical systems require modernisation and to deliver improvements in data quality.</p>	<p>Technology Plan identifying business priorities with business case process to fund technology solutions/deliver enhancements in line with this, taking a risk-based approach, and with oversight of the Executive and Trustees on investment made.</p> <p>Good general IT controls including regular security patching.</p>	<p>Commence delivery of 3 year Technology roadmap based on key technological, digital and data priorities to include replacements/ upgrades, working closely with expert partners as required. Undertake website refresh to support key business operations and deliver better customer service.</p> <p><b>Goal - reduce</b></p>
<p><b>8. Estates strategy</b></p> <p>Estates are unable to deliver against their forecast projections on the timing of sales impacting achievement of the budget</p> <p><i>(Accountable Executive: Chief Information Officer)</i></p>	<p><b>Increased</b></p> <p>St John is increasing and accelerating its disposal programme for 2025 and performance against this is a key dependency in delivering the budget</p>	<p>Estates Programme Board overseeing property portfolio review and development and delivery of the disposal plan. Communications Plan implemented to plan for and manage business impact. External experts/partners engaged to support activity alongside in-house Property Lawyers.</p>	<p>Task Group to define vision for future St John estate to meet business need. Finalise new Estates strategy with disposal plan for 2025 to consider resourcing needs. Projects to continue to involve relevant stakeholders to assess and manage impact, including for people, with the Executive leading communications on more challenging disposals.</p> <p><b>Goal - reduce</b></p>
<p><b>9. Fundraising growth</b></p> <p>Targets, including through local volunteers, may not be met though fundraising activity to achieve growth and to fund our charitable work</p> <p><i>(Accountable Executive: Chief Experience Officer)</i></p>	<p><b>Unchanged</b></p> <p>Growth was delivered but risk remains unaltered to recognise challenges in the wider fundraising market which may impact ability to sustain this</p>	<p>Fundraising strategy and investment plan in place, with routine monitoring of performance across different channels. Monitoring of compliance against Code of Fundraising Practice, with Internal Audit and Fundraising Committee oversight.</p>	<p>Implement the Fundraising Delivery Plan to deliver further growth and introduce new performance measures to enable progress monitoring. Continued enhancements to the customer relationship management system, website and marketing solutions as key enablers to the achievement of the Fundraising strategy.</p> <p><b>Goal - reduce</b></p>
<p><b>10. Culture</b></p> <p>Failure to embed a culture of compassion, safety, inclusion and connectedness to ensure our people can thrive, be high performing to deliver sustainable, purpose-led growth and impact</p> <p><i>(Accountable Executive: Director of People and Culture)</i></p>	<p><b>Unchanged</b></p> <p>To recognise the impact of prolonged change on people across the charity in the last 12-18 months</p>	<p>Proactive support and development of forums for employees and volunteers. Reinforcement of and continued support for speaking up initiatives and promotion of our values. Opportunities for regular feedback and engagement such as monthly live online calls led by senior leaders and Pulse surveys, with increased communications. Insight informed priorities within the People &amp; Culture Plan supported by the Performance Dashboard to monitor progress against this, with Trustee oversight.</p>	<p>Implement the People &amp; Culture Strategy and 2025 Delivery Plan including focus on leadership development. Continued roll out of the new Ethical Behaviours Framework to outline the standards to foster a positive culture at St John. Monitoring of progress through the performance dashboard, with oversight of the People &amp; Culture Committee and Board.</p> <p><b>Goal - reduce</b></p>
<p><b>Looking Ahead</b></p> <p>St John continues to monitor its principal risks through our governance. Risk management remains integrated into our business planning to prioritise resources and activity.</p> <p>Areas of specific focus in our risk framework include enhancing St John's consideration</p>	<p>of risk appetite, improving capability in decision making in light of risks identified, and continuing to closely assess the impact of the external environment which have been significant in recent years.</p> <p>The Trustees are constantly mindful and consider the impact of ongoing economic and</p>	<p>geo-political challenges as they continue to evolve. With continued cost pressures and wider economic concerns impacting St John's stakeholders, supporters, customers, St John's ability to identify and manage its risks are as important as ever. Trustees are focused on being ready to take mitigating actions to manage St John's principal risks.</p>	



# How we manage our environmental impact

St John continues to monitor and manage our environmental impact. We recognise the importance of climate change and associated impacts to our people, communities and partners. Our Environmental and Sustainability Steering Group monitors the effectiveness of initiatives and explores new opportunities to improve our environmental impact, consistent with stakeholder expectations. 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 2024. 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 which St John Ambulance is required to comply with. As the Priory is not a limited company, the disclosures are provided here on a voluntary basis.

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.

NB. tCO<sub>2</sub>e stands for tonnes (t) of carbon dioxide (CO<sub>2</sub>) equivalent (e). "Tonne" is an alternative 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.

Emissions are classified under three different scopes by the GHG protocol

**Scope 1 (direct)**  
Combustion of fuel at SJA properties

**Scope 2 (indirect)**  
Purchased energy

**Scope 3 (indirect)**  
Other sources such as travel

**Total**

	2024 (tCO <sub>2</sub> e)	2023 (tCO <sub>2</sub> e)	2022 (tCO <sub>2</sub> e)
Scope 1 (direct)	2,522	2,526	831
Scope 2 (indirect)	828	828	1,238
Scope 3 (indirect)	643	1,472	2,614
Total	3,994	4,827	4,683

Total consumed energy is also measured and reported. At the time of writing, verified 2024 figures were not available.

**Conversion factor:**

Electricity

Natural gas

	2024 (tCO <sub>2</sub> e)	2023 (tCO <sub>2</sub> e)	2022 (tCO <sub>2</sub> e)
Electricity	0.2071	0.2071	0.2122
Natural gas	0.2027	0.2027	0.2030

**Intensity ratios\***

Group ratio based on number of employees (FTE)

In 2024, the number of employees was 1,363 FTE

	2024 (tCO <sub>2</sub> e)	2023 (tCO <sub>2</sub> e)	2022 (tCO <sub>2</sub> e)
Group ratio based on number of employees (FTE)	2.93	2.99	2.58

\* An intensity ratio is a method of expressing an organisation's emissions data in relation to a specific business metric.

## 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. St John uses the assessment to identify cost-effective measures to save energy and achieve carbon and cost savings.



# Modern Slavery

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://www.sja.org.uk/modern-slavery-statement)



# Section 172 statement

## Purpose of the 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 and Accounts. This recognises Priory Council's responsibility to hold the St John Ambulance Board of Trustees to account under these requirements.

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 2024 we continued to engage with our breadth of stakeholders on an ongoing basis, having regular dialogue with regulators like the Care Quality Commission on concerns raised by people, any emerging issues or incidents and our response. We continued to engage with stakeholders in the health sector as commissioners of our services, on a formal basis.



## How each individual duty is considered

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

In 2024, the primary focus has been on developing and implementing a long term sustainable operating model. This has required significant change initiatives in the short to medium term to enable this.

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

There continued to be challenging times for employees throughout 2024 as there were structural changes in areas that were not reviewed in the prior year. For areas that underwent changes at the end of 2023, 2024 was an opportunity to embed the changes and develop new ways of working to implement transformation. The National Employee Forum provided strong commitment and engagement to ensure employee interests were well represented. The People Committee provided the Trustee oversight.

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

Our assessment of our energy use and associated greenhouse gas emissions, which is supported by independent consultants demonstrated improvements in our carbon footprint. We reduced the environmental impact of our fleet and property portfolio.

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

The following remain our primary stakeholders:

- » **Donors**  
St John Ambulance is registered with the Fundraising Regulator. Oversight of our fundraising activities was 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, was provided by the Clinical Committee and the Audit and Risk Committee.
- » **Suppliers**  
Oversight of our commercial relationships was 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.

### 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.



# Fundraising standards

St John Ambulance is registered with the Fundraising Regulator and as such abides by the Code of Fundraising Practice. We follow the Fundraising Regulator's Fundraising Promise and are committed to upholding its fundraising promise, ensuring all activity is legal, open, honest and respectful. We are members of the Chartered Institute of Fundraisers (CioF) and the Lotteries Council and are licenced by the Gambling Commission. We are also part of the Fundraising Preference Service. We have an assurance framework, alongside relevant policies and procedures, that was regularly reported to the Fundraising Committee to ensure we were compliant. This will be continued by the Risk and Assurance Committee in future.

In alignment with our values – humanity, excellence, accountability, responsiveness

and teamwork – we carefully select all fundraising partnerships to ensure they reflect our policies and comply with regulatory requirements. To ensure we support the organisation to deliver its vision, we rely on the help of our trusted and valued partners. These include both the professional face-to-face and telephone fundraising agencies, and the companies we partner with to fund much needed programmes. All our agencies and partnerships undergo careful due diligence prior to agreeing any form of relationship. This ensures they are aligned with our Fundraising Policy and any regulatory requirements.

### Protecting people

We prioritise treating supporters with sensitivity and respect, particularly those in vulnerable circumstances. Our

safeguarding policy and bespoke training for fundraisers enable them to identify potential vulnerabilities and respond appropriately.

We also take data privacy seriously, ensuring that all fundraising complies with UK data protection law. This includes publishing a clear privacy notice outlining how we manage donor data.

### Complaints

We aim to provide a positive experience for all supporters. Clear channels are maintained for feedback and complaints, and these are detailed on our website. We value learning from any concerns raised. We handled 29 fundraising-related complaints in 2024, which was 25 fewer than the previous year. None were escalated to the Fundraising Regulator.



Executive

Martin Houghton-Brown OStJ	Chief Executive Officer (resigned on 31 January 2024)
Ben Freeman	Interim Chief Executive (appointed on 1 February 2024, transitioned to Interim Chief Finance and Transformation Officer 1 September 2024, resigned 31st January 2025)
Shona Dunn CB	Chief Executive Officer (appointed on 2 September 2024)
Richard Lee MBE CStJ QAM	Chief Operating Officer (resigned on 7 May 2024)
James Radford MStJ	Chief of Staff (resigned on 24 May 2024)
Vicki Sellick MBE	Chief Experience Officer
Joanne Todd	Chief Information Officer
Dr George Woods KStJ	Chief Business Officer (resigned on 6 May 2025) Interim Chief Operating Officer (appointed 8 May 2024, resigned 6 May 2025) Chief Strategy and Business Officer (appointed 6 May 2025)
Matt Killick BEM	Chief Operating Officer (appointed 6 May 2025)

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

Chief Finance Officer supported by a full time Finance Director. He subsequently moved to the Interim Chief Finance and Transformation Officer following the appointment of Shona Dunn on 2 September 2024.



Executive remuneration

Our Chief Executive’s base annual salary at 31 December 2024 was £179,000 (2023: £165,000). Like many employees, she participated 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 2024, after taking the salary sacrifice into account, was £164,680 (2023: £148,500).

The Chief Executive’s salary is the highest gross annual salary paid for permanent employees, and the ratio between this and the median nationwide full-time salary of £27,574 in 2024 was 6.5 to 1 (2023: £28,137,

5.9 to 1). The ratio of the highest gross annual salary paid to the lowest full-time salary on our nationwide pay scale of £21,840 is 8.1 to 1 (2023: £19,838; 8.3 to 1).

In response to the cost-of-living crisis in 2023, a pay increase of 7.5% for employees earning below £50,270 and 5% for employees earning over £50,270 was awarded in March 2023, but due to the financial challenges which then arose during that year, no pay increase was implemented in 2024. The hourly rate payable to our lowest paid employees did, however, increase to ensure that it matched the rise in the value of the Real Living Wage in May 2024.

The table below shows the salary and benefits paid in 2024 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. Until 23 June 2024, volunteers were represented at the executive meetings by Ann Cable, former trustee who represented volunteering in St John. Since 23 June 2024, more clarity was established around trustee leadership for volunteering, represented by a Chief Commander, and executive volunteer leadership, represented by the Chief Commissioner. Kevin Munday was appointed on 24 June 2024 as the new Chief Commissioner, which is formally a member of the Executive Committee and accountable to the Chief Executive.

Role	Responsibilities	Gross pay £000	Termination Payments £000	Pension salary sacrifice £000	Gross pay (after salary sacrifice) £000	Employer pension £000	Other benefits £000	Total for 2024 £000	Total for 2023 £000
Chief Executive Officer (Resigned 31 Jan 2024)	Leads the organisation, which has income of over £106m and over 1,400 staff	22	-	(2)	20	4	-	24	183
Interim Chief Executive (Appointed 1 Feb, Resigned 31 Aug 2024) & Interim Chief Finance and Transformation Officer (Resigned 31 Jan 2025)	Leads the organisation, which has income of over £106m and over 1,400 staff	215	-	(12)	203	23	-	226	-
Chief Executive Officer (Appointed 2Sept 2024)	Leads the organisation, which has income of over £106m and over 1,400 staff	60	-	(4)	56	7	-	63	-
Chief Business Officer (resigned on 6 May 2025); Interim Chief Operating Officer (appointed 8 May 2024, resigned 6 May 2025); and Chief Strategy and Business Officer (appointed on 6 May 2025)	Leads the Education and Enterprise areas of the charity, which includes Young People, Commercial and Volunteer training, Supplies, New Business Development and Customer Services	141	-	(7)	134	14	-	148	149
Chief Experience Officer	Leads the network that is responsible for our £15m fundraising income, external communications, as well as the overall experience of all St John people including our 20,000+ volunteers and 1,400+ staff	133	-	(14)	119	24	-	143	138
Chief Information Officer	Leads the network that has responsibility for our data, digital technology and systems, as well as organisational change	129	-	(10)	119	20	1	140	136
Chief Operating Officer (resigned 7 May 2024)	Leads all operational activity including ambulance, events and community response and for our CQC compliance and rating, as well as Health and Safety and clinical standards and is also our Deputy CEO	53	-	(2)	51	4	-	55	144
Chief Resources Officer (resigned 30 November 2023)	Leads the network that has responsibility for our financial controls, financial reporting, governance, payroll and procurement	-	-	-	-	-	-	-	230
Chief of Staff (resigned 24 May 2024)	Leads the teams responsible for our organisational strategy, corporate reputation, business management and internal communications	72	28	(2)	98	6	-	104	115



# Financial review

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 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 2023. The one change made is regarding Ambulances where we have extended the useful life of future investments from 7 years to 10 years.



**Income**  
The Statement of Financial Activities ('SOFA') on page 60 reflects the significant improvement in our financial performance.

Income in the year slightly reduced by 1% to £106.9m (2023: £107.9m), a significantly smaller decline than the previous year where income fell by 10%.

Training, our largest income generating activity, grew by 2% in 2024 to £46.3m (2023: £45.3m) as volumes began to normalise post the Covid-19 pandemic that disrupted the first aid at work certification cycle. This was particularly significant due to the sharp decline of 13% experienced within training in 2023. Inflationary price increases were the main driver of the increase offsetting a slight drop in overall activity levels, particularly mental health courses, in response to wider economic factors and low business confidence leading up to the new government budget.

Fundraising income increased by 5% to £15.6m (2023: £14.8m), with our supporter base increasing by 3%.

Income from ambulance operations activity reduced by 20% to £16.0m (£20.0m in 2023) following the exit of unprofitable contracts at the end of their term and reduced funding available for the NHS England auxiliary contract. In addition, the Covid-19 vaccination programme ended in 2023 so there was £nil income in 2024 (2023: £0.3m).

Sales of first aid supplies also dropped by 20% to £10.5m (2023: £13.4m) due to low resellers volume with two key customers consolidated into a competitor. Web sales also decreased due to increased competition in the market. In addition, following supply chain issues in 2022, early 2023 was higher than normal due to fulfilling backorders. A new customer interface was launched in November 2024 to enable a

better customer experience and prices adjusted at this time to be more competitive, particularly in the defibrillator space.

First aid provision and youth development income decreased by 12% to £7.9m (2023: £8.9m), largely due to match funding arrangement of a grant from NHS England for our NHS Cadet youth program in previous years (2023: £1.2m) which was then self-funded by St John Ambulance in 2024.

**Expenditure**  
Following the significant losses of the previous year, St John Ambulance started a transformation programme mid-way through 2023 which has resulted in total expenditure reducing by 15% to £105.9m (2023: £124.1m). The largest reduction was staff costs which reduced by £12.5m; total staff costs for the year were £46.5m (2023: £59.0m). In addition to staff cost savings and stringent cost control measures, the transformation programme included an estates and fleet rationalisation programme, and other operational efficiencies.

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 decreased during the year due to the transformation programme.

Costs have reduced across all functions with no spend in relation to Covid-19 following our withdrawal from this activity in 2023 (2023: £0.3m).

Expenditure in relation to first aid provision and youth development decreased by 12% to £25.7m (2023: £29.1m) with a reduced headcount and tighter control over spend in our first aid provision. Despite the increase in revenue, expenditure on first aid training decreased by 10% to £35.1m (2023: £38.9m)

as we sought to consolidate training venues to reduce our running costs as part of the transformation programme.

The redundancy programme that began in late 2023 has incurred £0.1m of cost in 2024 (2023: £1.9m) which is shown separately in the SOFA. Full-time equivalent employee numbers were 20% lower on average over the year as a whole in 2024 than for 2023 as the effect of the restructuring programme took shape.

**Net result**  
The transformation programme has had a significant positive effect on our net position with an overall net deficit for the year of £2.5m, compared to a £16.6m net deficit in 2023.

Through rationalisation of our estate and fleet, we created gains of £7.8m (2023: £3.4m) in the year. We had realised gains on investments of £0.3m during the year relating to securities held (2023: £0.7m) and unrealised losses with regards to the valuation of the Investment Property of £1.5m (2023: £1.9m loss).

An impairment of our fixed assets was also charged in the year at £2.3m (2023: £nil), see notes 13 and 14 for further detail.

A reconciliation between our operating deficit and net deficit can be seen below. A change has been made this year in the calculation of the operating profit to bring it in line with how we report internally, being more reflective of our underlying performance. Property depreciation and costs and gains from the Property Rationalisation project are excluded, as we seek to right size our portfolio, as is restricted activity.

	2024 £m	2023 £m
Operating deficit	(3.8)	(16.0)
SHIFT Impairment	(2.2)	-
Property Rationalisation Net Gain	6.3	2.5
Losses on Investments	(1.2)	(0.4)
Property Depreciation	(1.7)	(1.7)
Restricted Activity Net Result	0.4	(0.2)
Other Exceptional Expenditure	(0.3)	(0.8)
Net deficit	(2.5)	(16.6)

**Funds**  
As at 31 December 2024, our total funds were £97.0m (2023: £99.5m). Within this amount, our unrestricted funds were £89.1m (2023: £91.2m).

St John Ambulance's operational free reserves, which are shown in further detail on page 54, are £14.6m (2023: £2.0m). This is below the new target range prescribed by the trustees, however a significant improvement from 2023. The intention is to continue to improve this position through 2025, mainly through the continued rationalisation of our estate and further reductions in our cost base under the transformation programme.



St John Ambulance Charitable Activities 2024

St John Ambulance is dedicated to stepping forward in moments that matter, delivering life-saving services and community support across the UK. Below is an overview of our key charitable activities in 2024.

First aid provision and youth development

Our volunteers provide clinically assured first aid services at community, sporting and cultural events. These activities ensure people have access to critical care when emergencies occur.

We continue to invest in developing young people through our youth programmes, such as Badgers (ages 7-10) and Cadets (ages 10-17). These initiatives teach essential first aid skills and foster leadership and teamwork in an engaging, supportive environment.

Additionally, we run programmes to address the social and health needs of vulnerable populations, such as:

- » Engaging young people from the most marginalised communities who are most likely to witness street violence, or who do not have access to NHS careers.
- » Teaching communities how to help in a crisis with Save a Life September.
- » Teaching basic first aid for free to communities and schools.
- » We also collaborate with public figures to champion causes, such as Myleene Klass’s support for enabling teens with street first aid skills.

Training

St John Ambulance remains a leader in first aid training, offering courses on topics such as first aid in the workplace, mental health first aid and general health and safety. Accessible to individuals and organisations, these trainings empower communities with the tools to act in emergencies.

First Aid Products

Through St John Ambulance Supplies, we deliver first aid essentials, including public access defibrillators and protective equipment, to companies and public sector organisations. The surplus revenue generated supports our wider charitable initiatives.

Ambulance Operations

St John Ambulance is a leading provider of ambulance services in England, committed to saving lives and supporting communities. Operating as part of the Urgent and Emergency Care Directorate, we integrate employees and volunteers to deliver ambulance services. We provide specialised ambulance and transport services, complementing the NHS by easing winter pressures and ensuring patients are transported efficiently. We also provide services to the night-time economy as a fundamental part of supporting local communities.

Fundraising Income

Total fundraising income increased by £0.8m to £15.6m in 2024, from £14.8m in 2023 and comprised 14% of the total income in 2024, in line with 2023. While donations and gifts fell slightly, by £0.1m to £10.7m (2023: £10.8m) legacy income benefited from an increase in the value of legacies receivable in 2024 by £0.4m rising to £4.0m (2023: £3.6m).

Of the total income from donations, grants and legacies, £1.8m (2023: £2.0m) was restricted.

During the year we made contributions of £nil (2023: £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 £0.2m (2023: £0.6m) to the Order of St John.

Cost of generating funds

*Fundraising costs*  
Direct fundraising costs were £6.0m (2023: £6.2m). Overall fundraising costs were £7.6m, (2023: £7.8m) of which £1.6m are support costs and depreciation (2023: £1.6m), 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 £1.0m (2023: £2.0m), of which £0.7m comprised support costs and depreciation (2023: £0.7m).

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.

Following the significant reduction in cash balances in 2023 due to our trading position and significant capital investment in our systems, we have rebuilt cash holdings in 2024 through liquidation of investment holdings of £3.5m and disposals of buildings and fleet of £14.8m. This has led to an increase in cash and short-term deposit balances during the year to £10.0m (2023: £2.7m) which has provided financial stability to ensure all our operational requirements are met and has enabled cash to be re-invested back into longer term deposits.

When current asset investments of £7.0m (2023: £nil) (deposits with over three-month

maturities) are accounted for, the total increase in cash holdings in 2024 was £13.1m (2023: reduction of £11.4m).

The total cash outflow in respect of purchased fixed asset additions was £2.5m (2023: £9.5m). Of this amount, £1.4m (2023: £1.0m) related to the purchase of community support vehicles. We spent an additional £0.6m (2023: £3.0m) to improve our properties and a further £0.5m (2023: £5.2m) as part of the programme to update our supporting technology and systems. Due to the rationalisation programme of our fleet and lower activity, our spend on equipment was £nil (2023: £0.3m).

There was no outflow (2023: £0.1m) due to the capital element of finance lease payments, as all wound down in 2023.

We disposed of 28 properties (2023: 18 properties) as part of our estates rationalisation programme during the year,

including properties where we surrendered the lease back to the landlord. We generated £14.8m (2023: £4.8m) of proceeds from the sale of tangible fixed assets in total, including £0.6m (2023: £0.2m) due to the disposal of older vehicles that were no longer suitable for our operations. The resulting gain on disposal was £7.8m (2023: £3.4m).

There were 2 large disposals of buildings in 2024 which made up the majority of the £14.2m relating to properties. In 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. One of our properties in West London was also sold in July 2024 which was sold at £8.0m before costs of sale.

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 at 31 December 2024 were £7.5m (2023: £10.6m). £8.5m was divested in February 2024 to provide more liquid funds as we launched and delivered our transformation programme. £5.0m was reinvested in November 2024 as we generated sales proceeds from building disposals and confidence in our ongoing performance grew. We plan to make further investments in 2025.

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.

In September 2024 we moved our investments to a fund more appropriate for the reduced fund size being the BlackRock Charities Growth & Income Fund. The fund is designed

as a vehicle for investment by charities and is invested in a variety of asset classes globally, with environmental, social and governance screening.

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, returns are benchmarked against other comparable funds.

The relative amounts invested in UK and in overseas securities is subject to regular review. At the year end, approximately 57% of securities were invested outside the UK market (2023: 79%), with 43% (2023: 21%) in UK equities or non-equity securities.

The total gross return from our securities investments, including dividends received, was 11.9% (2023: 16.5% return), which exceeded the internal target of CPI +4%.

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 2024 with a valuation of £7.5m. This figure reduced by £2.2m compared to the valuation of £9.7m as at 31 December 2023, in part due to the sale of the flats at 27 St John’s Lane, which were sold in January 2024, to the agreed selling price of £3.2m. This was partially offset by the reclassification of the 4th floor which was added at NBV of £2.5m. The valuation at year end reduced the value of the investment property element of St John’s Lane by £1.5m which is shown in the SOFA and in note 9.



# 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 Ambulance 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 Ambulance, 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 Ambulance 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 Ambulance, there was a focus to increase our free reserves and the range for free reserves was increased in 2021. However, due to the poor trading performance in 2023, along with investments made in our infrastructure, there was a significant reduction in the level of operational free reserves last year, down to £2.0m (from £17.7m in 2022).

The transformation programme has reversed that position, increasing operational free reserves to £14.6m in 2024 (2023: £2.0m), through the organisational restructure, proceeds from the sale of property through the estates rationalisation programme and

other cost efficiencies. 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.

To provide additional operational cash headroom, a revolving credit facility of £10m with Santander was established at the end of 2020. This facility is in place until December 2025, at which point a suitable alternative will be considered if necessary.

In light of the Covid-19 pandemic and the significant financial downturn in 2023, the trustees have reaffirmed their long-term goal to increase free reserves. In January 2025, they reassessed and increased the target range, acknowledging that achieving target levels will take several years.

### Level of free reserves

Operational free reserves, excluding investment property, are £14.6m (2023: £2.0m) 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 £22.1m (2023: £11.7m).

Following a reassessment, the trustees have determined that, under normal circumstances, operational free reserves should be in the range £25m to £30m (2023: £17m to £25m). Our unrestricted core costs in 2024 averaged £7.2m per month, a reduction from £8.8m in 2023 due to the transformation programme. This new range of free reserves, along with lower operational costs, represents between 3.5 and 4.1 months of cover and is considered to be financially sustainable to preserve the activities of St John Ambulance in the event of a major unforeseen reduction of income or increase in expenditure.

The corresponding range for the overall free reserves figure, including the value of investment property, is £32.5m to £37.5m.

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 a sharp reduction of certain income generating activities e.g. first aid training and ambulance activity. Reserves also need to mitigate the risk of unforeseen, large additional expenditure and minimise the likelihood of short-term funding gaps arising.

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 revised range is viewed as the minimum level of free reserves that the charity should hold in the long term.

Unrestricted funds held by St John as at 31 December 2024 were £89.1m (2023: £91.2m). These are represented by:

- » Designated funds of £67.0m (2023: £79.5m) consisting of:
  - » £66.6m (2023: £79.1m) relating to the net book value of heritage assets and fixed assets
  - » £0.4m (2023: £0.4m) designated for other particular purposes.
- » £7.5m (2023: £9.7m) reflecting the fair value of investment property
- » Operational free reserves of £14.6m (2023: £2.0m).

Further detail is given in note 26 & 27.

Whilst our level of free reserves has increased significantly in 2024, they are currently below the higher revised target range but are expected to reach the levels required by 2026 through the ongoing estates rationalisation programme, improved operating results and well-managed capital investment.

# Going concern

The financial statements have been prepared on a going concern basis as discussed in the Trustees’ responsibilities statement on page 56.

As recommended by the Charities SORP (FRS 102), the trustees assess whether there are any uncertainties that may cast doubt on The Priory’s ability to continue as a going concern.

During 2023 it became apparent that our cost base was not appropriate for the level of income being generated and as a result we delivered a significant deficit in 2023. To rectify this position a Transformation programme was initiated in the second half of 2023, and was continued into 2024, resulting in a reduction in employees through redundancies, expenditure reductions, pricing reviews for our services and substantial property disposals. As a result, we delivered a significantly improved performance in 2024 and ended the year with a healthy cash position. We will see further benefit from these programmes into 2025, and beyond, as the benefits annualise, and some activities continue e.g. the property rationalisation programme.

As at 31 December 2024, we had cash balances of £10.0m (2023: £2.7m), short term fixed deposits of £7.0m (2023: £nil) and unrestricted investments were £5.2m (2023: £8.5m), giving total liquid assets of £22.2m (2023: £11.2m).

The charity also has access to a credit facility of up to £10m with Santander plc. There is a financial covenant in place stating the Priory must have a minimum combined cash and investments balance of £5m to access this facility. Whilst this is only in place until December 2025, we would expect to be able to re-secure this or a similar facility. We anticipate that the agreed facility will not be required to be used and as it is only in place until December 2025 it has not been taken into account in any base case or severe but plausible downside scenarios.

The charity has prepared a detailed bottom-up budget for 2025, including a longer term forecast to December 2027, which shows that The Priory will return to generating an operating surplus in 2026 and maintaining a strong cash position. Whilst the budget is risk weighted, mitigating plans are in place if they are required.

To take account of this risk, we have prepared alternative scenarios. Sensitivities (based on severe but plausible downsides) include 50% less growth in training and fundraising income and a 25% delay in the completion of property sales, and once applied has not changed the conclusion that the charity has adequate resources to continue operating for the foreseeable future.

The trustees have considered the forecast, the sensitivities and subsequent stress testing and the current position. While risk continues to exist in the current financial environment, and there is now a need to grow income to return the organisation to delivering a surplus and maintaining a strong cash position, the trustees have confidence in the financial security of the charity.

Taking all the above into account, the trustees have a reasonable expectation that the charity has adequate resources to continue operating until at least the end of June 2026, 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 Trustees' report and the financial statements in accordance with applicable law, regulation 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 Statement of Recommended Practice (FRS102);
- » 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 charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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 charitable company 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 11 June 2025 and signed on their behalf by:



Rear Admiral Simon Williams CB CVO KStJ,  
Chair

# 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's group financial statements (the “financial statements”):

- » give a true and fair view of the state of the group's affairs as at 31 December 2024 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 2024; 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' Report is inconsistent in any material respect with the financial statements. We have no exceptions to report arising from this responsibility.



# 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 cont.

**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:

- » enquiring of management and trustees, including consideration of any 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 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 the 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  
11 June 2025

# 3 Financial Statements






Consolidated statement of financial activities

for the year ended 31 December 2024					
	Note	Unrestricted funds £m	Restricted & endowment funds £m	2024 £m	2023 £m
Income and endowments from:					
Fundraising Income	2	13.8	1.8	15.6	14.8
Income from charitable activities:					
Delivering first aid:					
First aid provision and youth development		6.7	1.2	7.9	8.9
Ambulance operations		16.0	-	16.0	20.0
Covid support		-	-	-	0.3
Equipping the public:					
Training		46.3	-	46.3	45.3
First aid products		10.5	-	10.5	13.4
Other charitable activities:					
Other charitable activities		0.1	-	0.1	0.1
Total income from charitable activities	3	79.6	1.2	80.8	88.0
Other income:					
Income from other trading activities	4	0.8	-	0.8	0.8
Investment income	5	0.9	0.1	1.0	0.9
Net gain on disposal of assets		7.8	-	7.8	3.4
Other income		0.9	-	0.9	-
Total other income		10.4	0.1	10.5	5.1
Total income		103.8	3.1	106.9	107.9
Expenditure on:					
Total expenditure on raising funds	7	(8.7)	-	(8.7)	(10.1)
Expenditure on charitable activities:					
Delivering first aid:					
First aid provision and youth development		(23.3)	(2.4)	(25.7)	(29.1)
Ambulance operations		(22.3)	-	(22.3)	(27.2)
Covid support		-	-	-	(0.3)
Equipping the public:					
Training		(35.0)	(0.1)	(35.1)	(38.9)
First aid products		(12.6)	-	(12.6)	(14.3)
Other charitable activities:					
Amounts payable in relation to redundancy		(0.1)	-	(0.1)	(1.9)
Other charitable activities		(1.2)	(0.2)	(1.4)	(2.3)
Total expenditure on charitable activities	7	(94.5)	(2.7)	(97.2)	(114.0)
Total expenditure	7	(103.2)	(2.7)	(105.9)	(124.1)
(Losses)/gains on investments	9	(1.3)	0.1	(1.2)	(0.4)
Fixed asset impairment charge		(2.3)	-	(2.3)	-
Net (expenditure)/income		(3.0)	0.5	(2.5)	(16.6)
Transfers between funds	27	0.9	(0.9)	-	-
Net movement in funds		(2.1)	(0.4)	(2.5)	(16.6)
Fund balances at 1 January		91.2	8.3	99.5	116.1
Fund balances at 31 December	27	89.1	7.9	97.0	99.5

Consolidated balance sheet as at 31 December 2024

Company number: 03866129					
	Note	£m	2024 £m	£m	2023 £m
Fixed assets					
Heritage assets	12	1.8		1.9	
Tangible fixed assets	13	60.2		69.2	
Intangible fixed assets	14	4.6		8.0	
			66.6		79.1
Investments					
Securities	15	7.5		10.6	
Investment Property	16	7.5		9.7	
			15.0		20.3
Total			81.6		99.4
Current assets					
Stocks	17	1.9		2.1	
Debtors	18	16.1		14.8	
Current asset investments	19	7.0		-	
Cash and short-term deposits	30, 19	10.0		2.7	
Total		35.0		19.6	
Current liabilities					
Creditors falling due within one year	20	(15.8)		(16.4)	
Provisions falling due within one year		(0.1)		-	
Total		(15.9)		(16.4)	
Net current assets			19.1		3.2
Total assets less current liabilities			100.7		102.6
Provisions falling due after more than one year	21		(3.7)		(3.1)
Net assets			97.0		99.5
Funds					
Unrestricted funds					
Revaluation reserve	28	2.0		11.4	
Other unrestricted funds		87.1		79.8	
Total unrestricted funds			89.1		91.2
Restricted funds			6.6		7.1
Endowment funds			1.3		1.2
Total funds	27		97.0		99.5

The financial statements on pages 60 to 86 were approved by the trustees of the Priory of England and the Islands of the Most Venerable Order of the Hospital of St John of Jerusalem on 11 June 2025 and signed on their behalf by:



Rear Admiral Simon Williams CB CVO KStJ, Chair



Consolidated cash flow statement for the year ended 31 December 2024

	Note	2024 £m	2023 £m
Net cash used by operating activities	29	(2.4)	(14.1)
Cash flows from investing activities			
Dividends, interest and rents from activities		1.0	0.8
Proceeds from sale of investments in securities		10.9	7.8
(Purchases)/proceeds of current asset investments		(7.0)	4.3
Purchases of investments in securities		(7.5)	(1.1)
Proceeds from sale of tangible fixed assets		14.8	4.8
Purchases of tangible fixed assets		(2.0)	(4.3)
Purchases of intangible fixed assets		(0.5)	(5.2)
Net cash generated from investing activities		9.7	7.1
Cash flows from financing activities			
Capital element of finance lease payments		-	(0.1)
Net cash used by financing activities		-	(0.1)
Increase / (Decrease) in cash and cash equivalents during the year		7.3	(7.1)
Cash and cash equivalents at 1 January		2.7	9.8
Cash and cash equivalents at 31 December	30	10.0	2.7

The notes on pages 63 to 86 form part of these accounts.



Notes to the accounts for the year ended 31 December 2024

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 Trustees’ responsibilities statement on page 56.

As recommended by the Charities SORP (FRS 102), the trustees assess whether there are any uncertainties that may cast doubt on The Priory’s ability to continue as a going concern.

During 2023 it became apparent that our cost base was not appropriate for the level of income being generated and as a result we delivered a significant deficit in 2023. To rectify this position a Transformation programme was initiated in the second half of 2023, and was continued into 2024, resulting in a reduction in employees through redundancies, expenditure reductions, pricing reviews for our services and substantial property disposals. As a result, we delivered a significantly improved

performance in 2024 and ended the year with a healthy cash position. We will see further benefit from these programmes into 2025, and beyond, as the benefits annualise, and some activities continue e.g. the property rationalisation programme.

As at 31 December 2024, we had cash balances of £10.0m (2023: £2.7m), short term fixed deposits of £7.0m (2023: £nil) and unrestricted investments were £5.2m (2023: £8.5m), giving total liquid assets of £22.2m (2023: £11.2m).

The charity also has access to a credit facility of up to £10m with Santander plc. There is a financial covenant in place stating the Priory must have a minimum combined cash and investments balance of £5m to access this facility. Whilst this is only in place until December 2025, we would expect to be able to re-secure this or a similar facility. We anticipate that the agreed facility will not be required to be used and as it is only in place until December 2025 it has not been taken into account in any base case or severe but plausible downside scenarios.

The charity has prepared a detailed bottom-up budget for 2025, including a longer term forecast to December 2027, which shows that The Priory will return to generating an operating surplus in 2026 and maintaining a strong cash position. Whilst the budget is risk weighted, mitigating plans are in place if they are required.

To take account of this risk, we have prepared alternative scenarios. Sensitivities (based on severe but plausible downsides) include 50% less growth in training and fundraising income and a 25% delay in the completion of property sales, and once applied has not changed the conclusion that the charity has adequate resources to continue operating for the foreseeable future.

The trustees have considered the forecast, the sensitivities and subsequent stress testing and the current position. While risk continues to exist in the current financial environment, and there is now a need to grow income to return the organisation to delivering a surplus and maintaining a strong cash position, the trustees have confidence in the financial security of the charity.

Taking all the above into account, the trustees have a reasonable expectation that the charity has adequate resources to continue operating until at least the end of June 2026, 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. It is also why no related party transactions are recorded for the Priory itself.

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,



1. Accounting policies, continued

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.

*The following paragraphs detail the estimates, judgements and assumptions St John Ambulance believes to have the most significant impact on the annual results under FRS 102 ('the Charities SORP (FRS 102)') and with FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland.*

Estimates

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 2024 was £7.5m (2023: £9.7m).

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.

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.

*The estimates described below are not viewed as critical and are listed for completeness.*

Estimates

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 2024 was £6.2m (2023: £4.8m).

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

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 2024 was £1.8m (2023: £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 2024 was £3.4m (2023: £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.

1. Accounting policies, continued

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 to five years depending on the. 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.

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.



1. Accounting policies, continued

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 Ambulance 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. Fundraising Income

	Unrestricted £m	Restricted £m	2024 £m	2023 £m
Donations and gifts	10.3	0.4	10.7	10.8
Legacies	2.7	1.3	4.0	3.6
Grants (see note 6)	0.2	0.1	0.3	-
Youth Subscriptions	0.6	-	0.6	0.4
	13.8	1.8	15.6	14.8

3. Income from charitable activities

	Grants (see note 6) £m	Non-Grant Income £m	2024 £m	2023 £m
Delivering first aid:				
First aid provision and youth development	1.2	6.7	7.9	8.9
Ambulance operations	-	16.0	16.0	20.0
Covid support	-	-	-	0.3
Equipping the public:				
Training	-	46.3	46.3	45.3
First aid products	-	10.5	10.5	13.4
Other charitable activities:				
Other charitable activities	-	0.1	0.1	0.1
	1.2	79.6	80.8	88.0

Grant income from charitable activities totalling £1.2m (2023: £2.5m) comprises restricted activity of £1.2m (2023: £2.5m) and unrestricted activity of £nil (2023: £nil).

Non-grant income from charitable activities, primarily comprising of training income, ambulance operations income and first aid products income, totals £79.6m (2023: £85.5m). This income is entirely unrestricted and includes no restricted income (2023: £Nil).

4. Income from other trading activities

	2024 Unrestricted £m	2023 Unrestricted £m
Rents from operational buildings	0.3	0.3
Merchandising	0.1	0.1
Fundraising events	0.4	0.4
	0.8	0.8

5. Investment income

	2024 £m	2023 £m
Dividends and interest	0.9	0.7
Rents from investment property	0.1	0.2
	1.0	0.9

Investment income totalling £1.0m (2023: £0.9m) comprises restricted activity of £0.1m (2023: £0.1m) and unrestricted activity of £0.9m (2023: £0.8m).

6. Grants receivable

	Charitable activities (see note 3) £m	Non-Charitable activities (see note 2) £m	2024 Total £m	2023 Total £m
Department for Culture, Media and Sport Uniformed Youth Fund	1.1	-	1.1	0.7
People's Postcode Lottery	-	-	-	0.5
NHS England re NHS Cadets	-	-	-	1.2
Other grants	0.1	0.3	0.4	0.1
	1.2	0.3	1.5	2.5

Grant Income totalling £1.5m (2023: £2.5m) comprises restricted activity of £1.3m (2023: £2.5m) and unrestricted activity of £0.2m (2023: £nil). As per our Grant commitments, within Other Grants of £0.1m, £18,235 relates to a grant from the City of London Corporation which relates to a restricted activity.



7. Expenditure

	Direct employee costs £m	Other direct costs £m	Depreciation £m	Other costs £m	Support costs (note 8) £m	2024 Total £m	2023 Total £m
Expenditure on raising funds							
Campaigning & Leadership							
Fundraising costs	1.6	1.1	0.3	3.3	1.3	7.6	7.8
Publicity & public relations costs	0.3	-	0.2	-	0.5	1.0	2.0
Trading subsidiary costs	-	-	-	0.1	-	0.1	0.2
Investment costs	-	-	-	-	-	-	0.1
	1.9	1.1	0.5	3.4	1.8	8.7	10.1
Expenditure on charitable activities							
First aid provision and youth development	4.1	1.9	2.3	10.3	7.1	25.7	29.1
Ambulance operations	8.0	0.6	1.1	9.0	3.6	22.3	27.2
Covid support	-	-	-	-	-	-	0.3
Training	14.1	2.5	1.6	12.7	4.2	35.1	38.9
First aid products	0.2	7.5	0.7	1.5	2.7	12.6	14.3
Amounts payable in relation to redundancy	-	-	-	0.1	-	0.1	1.9
Other charitable activities	0.6	0.2	0.1	0.5	-	1.4	2.3
	27.0	12.7	5.8	34.1	17.6	97.2	114.0
Total expenditure							
	28.9	13.8	6.3	37.5	19.4	105.9	124.1

Direct costs are those associated with directly providing the activity, for example materials required to perform the activity.

Support costs represent costs which enable all activities to take place but are managed by other support departments across the charity, e.g. Fleet. These 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.

	2024 £m	2023 £m
Total expenditure includes:		
Operating lease rentals:		
Property leases	3.4	2.7
Spot rental hires	1.3	1.3
Vehicles & equipment	1.7	1.7

Total Operating lease rentals are included within Other Costs.

The auditor’s remuneration for the audit of these accounts was £108,730 (2023: £100,000). Non-audit fees in relation to other ad-hoc assurance services totalled £11,325 (2023: £10,000) for agreed-upon procedures over our annual statement to the Cabinet Office in relation to door-to-door fundraising.

7. Expenditure, prior year comparative

	Direct employee costs £m	Other direct costs £m	Depreciation £m	Others costs £m	Support costs (note 8) £m	2023 Total £m
Expenditure on raising funds						
Campaigning & Leadership						
Fundraising costs	2.1	0.9	0.2	3.2	1.4	7.8
Publicity & public relations costs	0.9	0.2	0.1	0.2	0.6	2.0
Trading subsidiary costs	0.1	-	-	0.1	-	0.2
Investment costs	-	-	-	0.1	-	0.1
	3.1	1.1	0.3	3.6	2.0	10.1
Expenditure on charitable activities						
First aid provision and youth development	3.8	3.6	2.1	8.9	10.7	29.1
Ambulance operations	9.7	0.6	0.6	10.6	2.7	24.2
Community support programmes	0.7	-	0.3	-	2.0	3.0
Covid support	0.3	-	-	-	-	0.3
Training	17.6	2.6	0.9	13.3	4.5	38.9
First aid products	0.5	9.2	0.5	1.2	2.9	14.3
Amounts payable in relation to redundancy	-	-	-	1.9	-	1.9
Other charitable activities	0.8	0.2	0.1	1.2	-	2.3
	33.4	16.2	4.5	37.1	22.8	114.0
Total expenditure						
	36.5	17.3	4.8	40.7	24.8	124.1

Community support programmes were split out in the prior year but have been combined with Ambulance operations in the current year as their operations merged.





8. Analysis of support costs

Support costs within note 7 are allocated to activities as appropriate:

	Governance £m	Management £m	People Services £m	Finance £m	Digital, Data & Technology £m	NHQ Facilities Management £m	2024 Total £m	2023 Total £m
Campaigning & Leadership								
Fundraising & publicity	0.2	0.4	0.1	0.7	0.3	0.1	1.8	2.0
Delivering First Aid:								
First aid provision and youth development	0.3	1.5	1.1	1.4	2.6	0.2	7.1	10.7
Ambulance operations	0.2	1.1	0.4	1.2	0.6	0.1	3.6	4.7
Equipping the public:								
Training	0.2	0.8	0.4	1.0	1.7	0.1	4.2	4.5
First aid products	0.1	0.5	0.1	0.6	1.3	0.1	2.7	2.9
	1.0	4.3	2.1	4.9	6.5	0.6	19.4	24.8

8. Analysis of support costs, prior year comparative

	Governance £m	Management £m	People Services £m	Finance £m	Digital, Data & Technology £m	NHQ Facilities Management £m	2023 Total £m
Campaigning & Leadership							
Fundraising & publicity	0.2	0.5	0.2	0.7	0.3	0.1	2.0
Delivering First Aid:							
First aid provision and youth development	0.5	4.8	1.3	1.4	2.3	0.4	10.7
Ambulance operations	0.2	1.1	0.4	0.6	0.3	0.1	2.7
Community support programmes	0.1	0.9	0.1	0.5	0.3	0.1	2.0
Equipping the public:							
Training	0.3	0.9	0.5	1.1	1.5	0.2	4.5
First aid products	0.2	0.7	0.1	0.6	1.2	0.1	2.9
	1.5	8.9	2.6	4.9	5.9	1.0	24.8

Community support programmes were split out in the prior year but have been combined with Ambulance operations in the current year as their operations merged.

9. (Losses)/gains on investment assets

	2024 £m	2023 £m
Unrealised gain on securities (see note 15)	-	0.8
Unrealised loss on investment property (see note 16)	(1.5)	(1.9)
	(1.5)	(1.1)
Realised gain on securities (see note 15)	0.3	0.7
	(1.2)	(0.4)

10. Employee information

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

	2024 Headcount	2023 Headcount
Charitable activities	1,367	1,666
Generating funds	37	46
Governance	14	14
	1,418	1,726

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

	2024 Full-time equivalent number	2023 Full-time equivalent number
Charitable activities	1,141	1,436
Generating funds	35	44
Governance	16	13
	1,192	1,493

Total Employee Costs:

	2024 £m	2023 £m
Salaries, wages and benefits in kind	38.8	49.8
Social security costs	3.8	4.8
Pension and death benefits	4.0	4.5
	46.6	59.1

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. Amounts payable to employees, included in salaries, wages and benefits in kind, payable in relation to the termination of employment during the year totalled £0.1m (2023: £1.9m).

The pension and death benefits figure also includes additional employer deficit contributions payable to TPT Retirement Solutions of £0.1m (2023: £0.2m), as referred to in note 36

Emoluments of employees:

Employees who did not receive any termination payments

	2024 number	2023 number
£60,001 - £70,000	20	16
£70,001 - £80,000	7	5
£80,001 - £90,000	1	5
£90,001 - £100,000	2	6
£100,001 - £110,000	2	2
£110,001 - £120,000	4	3
£120,001 - £130,000	1	1
£130,001 - £140,000	1	2
£140,001 - £150,000	-	1
£200,001 - £210,000	1	-



10. Employee information, continued

Emoluments of employees:  
Employees for whom termination payments have been paid

	2024 number	2024 Average value of termination payments in £000	2023 number	2023 Average of termination payments in £000
£60,001 - £70,000	2	13	4	14
£70,001 - £80,000	1	11	8	15
£80,001 - £90,000	1	40	4	20
£90,001 - £100,000	1	28	6	26
£100,001 - £110,000	1	44	2	16
£120,001 - £130,000	1	20	-	-
£130,001 - £140,000	-	-	2	15
£140,001 - £150,000	-	-	1	30
£150,001 - £160,000	-	-	1	52
£200,001 - £210,000	-	-	1	56

Emoluments include total pay including any benefits in kind less any salary sacrifice.

In addition, during the year, employer pension contributions to a defined contribution scheme on behalf of all of these employees amounted to approximately £0.4m (2023: £0.6m). 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 49.

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 £1.0m in relation to 8 people (2023: £1.1m in relation to 7 people). There were no consultants as part of the Executive Committee in 2024 (2023: nil). Donations made by key management personnel during 2024 were £3,930 (2023: £1,900).

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 2024 for all Priory trustees and St John Ambulance board members was £10,800 (2023: £3,100) relating to 8 trustees (2023: 6).

12. Heritage assets

	Historic buildings £m	Artifacts £m	Total £m
Cost			
At 1 January 2024 and 31 December 2024	2.0	0.4	2.4
Accumulated depreciation			
At 1 January 2024	0.5	-	0.5
Charge for year	0.1	-	0.1
At 31 December 2024	0.6	-	0.6
Net book value 31 December 2024	1.4	0.4	1.8
Net book value 31 December 2023	1.5	0.4	1.9

12. Heritage assets, continued

The amount of depreciation charged in 2024 in respect of historic buildings was £40,000 (2023: £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).

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

	2024 £’000	2023 £’000	2022 £’000	2021 £’000	2010 £’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
Cost					
At 1 January 2024	60.2	17.0	5.8	34.8	117.8
Additions	0.6	-	-	1.4	2.0
Disposals	(4.7)	-	(1.1)	(7.3)	(13.1)
Transfers	(4.0)	0.1	0.9	0.1	(2.9)
At 31 December 2024	52.1	17.1	5.6	29.0	103.8
Accumulated depreciation					
At 1 January 2024	15.1	6.0	3.1	24.4	48.6
Charge for the year	0.9	0.3	0.4	2.9	4.5
Disposals	(1.2)	-	(0.6)	(7.4)	(9.2)
Transfers	(0.4)	-	-	-	(0.4)
Impairment	-	-	0.1	-	0.1
At 31 December 2024	14.4	6.3	3.0	19.9	43.6
Net book value 31 December 2024	37.7	10.8	2.6	9.1	60.2
Net book value 31 December 2023	45.1	11.0	2.7	10.4	69.2

The net book value of assets that are held under finance leases at 31 December 2024 was £nil (2023: £nil). The depreciation attributable to assets held under finance leases during the year was £nil (2023: £0.1m). All assets held under finance leases are classified as vehicles and equipment.

There was an impairment charge writing down the NBV of some leasehold improvements to £nil, for a property which St John Ambulance vacated but were not able to exit the lease. This has led to an onerous lease being recognised of £0.1m (see note 21) and an impairment charge of £0.1m. This combined with the impairment charge in intangible assets (see note 14) is recognised in the SOFA.

In the year the 4th Floor of St John’s Lane was reclassified as Investment Property, this had a cost of £2.9m and accumulated depreciation of £(0.4)m, the transfer into Investment Property can be seen in Note 16.



14. Intangible fixed assets

	Software £m
Cost	
At 1 January 2024	9.0
Additions	0.5
Transfers	-
At 31 December 2024	9.5
Accumulated amortisation	
At 1 January 2024	1.0
Charge for the year	1.7
Impairment Charge	2.2
At 31 December 2024	4.9
Net book value 31 December 2024	4.6
Net book value 31 December 2023	8.0

15. Securities	2024 £m	2023 £m
Analysis of movements in the securities		
Unit trusts	7.5	10.6
	7.5	10.6

Analysis of investments at 31 December by location		
Equities in the UK	-	2.2
Equities outside the UK	4.3	8.4
Non-Equities	3.2	-
	7.5	10.6

Analysis of movements in the securities		
Fair value at 1 January	10.6	15.7
Additions at cost	7.5	1.1
Book value of disposals	(10.9)	(7.7)
Net realised gains (see note 9)	0.3	0.7
Net unrealised gains (see note 9)	-	0.8
Fair value at 31 December	7.5	10.6

Intangible fixed assets comprise capitalised software projects where expenditure is measurable and the resulting software will be used as a core system once complete.

In the year St John Ambulance made some changes to its digital strategy leading to a review of the Customer Relationship Management platform which went live at the end of 2023. As a result, the value it carried in the accounts could not be supported, and so it was impaired to align the carrying value with the future benefit of the asset.

Unit trusts include no cash instruments (2023: £nil)

A realised gain in the year, net of sale costs, of £0.3m (2023: gain of £0.7m) 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 represents 100% of the fair value as at 31 December 2024:	Number of shares	Fair value £m	
BlackRock Charities Growth & Income Fund Class A Acc	5,784,028	7.5	
The year-end fair value of securities, and historical cost, is shown below:	Fair value £m	Cost £m	Revaluation Surplus £m
At 1 January 2024	10.6	(4.2)	6.4
Disposal of Securities	(10.6)	4.2	(6.4)
Purchase of Securities	7.5	(7.5)	-
At 31 December 2024	7.5	(7.5)	-

Over the course of the year St John Ambulance managed their cash position through the amount held within Investments. In February 2024 St John divested £8.5m to improve its cash position, in September 2024 management moved the remaining £2.6m to a more appropriate fund for its size. This process led to a divestment of all securities and immediate purchase of the new funds. In November 2024 St John’s cash position had improved and therefore £5m was re-invested within investments. As all securities brought forward were divested in the year, the revaluation reserve has decreased to nil as all the gains are now realised. The unrestricted portion of the gain amounted to £(5.3)m (see note 28). The amount realised in the year that is reflected through the SOFA is noted in note 9.

16. Investment property

	2024 £m	2023 £m
Analysis of movements in investment property		
Fair value at 1 January	9.7	11.6
Sale of Flats	(3.2)	-
Reclassification of 4th Floor	2.5	-
Decrease in fair value	(1.5)	(1.9)
Fair value at 31 December	7.5	9.7

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 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.

In January 2024 St John Ambulance sold the residential flats at St John’s Lane for £3.2m, this was the same value held within Investment Property and therefore there was no gain in the year recognised in the SOFA. The revaluation reserve has been reduced by £2.2m reflecting the difference between the sales proceeds and original cost. This is shown in Note 28 and in the table below.

In October 2024 the 4th Floor at St John’s Lane was reclassified to Investment Property following a decision to market it alongside the 3rd Floor.

The freehold interest in the property was valued as at 31 December 2024 by Savills (UK) Limited, Chartered Surveyors, a firm of independent valuers. The total valuation of the building as at 31 December 2024, including both the operational and investment elements of the property, was £15.1m (2023: £21.8m). Of this amount, £7.6m (2023: £12.1m) is classified as operational and £7.5m (2023: £9.7m) is classified as investment property.

The valuation estimates the value of each individual component of the building which we are able to apportion between the investment and non-investment parts of the building. As a result of the valuation an unrealised loss of £(1.5)m has been charged through the SOFA in 2024 (see note 9).

As a result of the revaluation and the reclassification of the 4th Floor to investment property, there was a further adjustment to the revaluation reserve of £(1.9)m. The impact on the revaluation reserve is explained in note 28.

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 1 May 2024, 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:	Fair value £m	Cost £m	Revaluation Surplus £m
At 1 January 2024	9.7	(3.6)	6.1
Sale of Flats	(3.2)	1.0	(2.2)
Reclassification of 4th Floor	2.5	(2.9)	(0.4)
Revaluation of Investment Property	(1.5)	-	(1.5)
At 31 December 2024	7.5	(5.5)	2.0



17. Stocks	2024 £m	2023 £m
At 31 December stock held amounted to:		
First aid training products and equipment	1.9	2.1
	<b>1.9</b>	<b>2.1</b>

<p>Stock expensed during the year within cost of sales was £7.4m (2023: £9.8m).</p> <p>An impairment loss of £Nil (2023: £Nil) was recognised against stock during the year due to reductions in realisable value, together with slow moving and obsolete stock. Impairment</p>	<p>loss adjustments are made to hold the remaining stock at the current net realisable value.</p> <p>No stock is pledged as security as at the balance sheet date (2023: £Nil).</p>
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18. Debtors	2024 £m	2023 £m
Trade debtors	6.7	8.0
Legacies receivable	2.8	3.1
Other debtors	0.1	0.1
Prepayments and accrued income	6.5	3.6
	<b>16.1</b>	<b>14.8</b>

19. Current asset investments and cash

<p>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).</p>	<p>As at 31 December 2024, £7m were held within short-term deposits with a 4-month maturity (2023: £nil) and are treated as current asset investments and excluded from cash at bank and in hand.</p>
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20. Creditors falling due within one year	2024 £m	2023 £m
Trade creditors	3.5	5.0
Pension contributions (see note 36)	0.3	0.5
Taxation and social security	1.5	1.7
Other creditors	0.4	0.5
Accruals & Deferred income (see note 22)	10.1	8.7
	<b>15.8</b>	<b>16.4</b>
<b>Provisions falling due within one year</b>		
Pension deficit funding plan	0.1	-
	<b>0.1</b>	<b>-</b>



21. Creditors falling due after more than one year and provisions	2024 £m	2023 £m
<b>Amounts falling due after more than one year</b>		
Pension deficit funding plan (see note 36)	0.2	-
Dilapidations Provision	3.4	3.1
Onerous Lease Provision	0.1	-
	<b>3.7</b>	<b>3.1</b>

Provisions – dilapidations provision	£m
Balance at 1 January 2024	3.1
Additional amount provided for in year	0.5
Provision utilised/released in year	(0.2)
<b>Balance at 31 December 2024</b>	<b>3.4</b>

<p>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</p>	<p>50 years as the leases terminate. This is a source of significant estimation uncertainty as described in note 1c ‘Critical accounting estimates, judgements and assumptions.’</p>
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22. Deferred income	Course Fees £m	Other £m	Total £m
Balance at 1 January 2024	1.5	0.8	2.3
Amount released to income	(1.5)	(0.8)	(2.3)
Amount deferred in the year	3.0	0.6	3.6
<b>Balance at 31 December 2024</b>	<b>3.0</b>	<b>0.6</b>	<b>3.6</b>

<p>Other deferred income is any income deferred not related to our workplace training income stream, and primarily relates to rental income.</p>
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23. Leases receivable

Future minimum lease rentals receivable on land and buildings	2024 £m	2023 £m
Leases which expire within		
Less than one year	0.1	-
	<b>0.1</b>	<b>-</b>





24. Financial commitments – leases payable

Future minimum operating leases payable	Land & buildings £m	Vehicles & equipment £m	Total 2024 £m	Land & buildings £m	Vehicles & equipment £m	Total 2023 £m
Amounts payable in each of the following periods						
Less than one year	1.9	1.7	3.6	1.5	1.7	3.2
Two to five years	3.1	3.2	6.3	2.8	4.7	7.5
Over five years	2.6	-	2.6	2.5	-	2.5
	7.6	4.9	12.5	6.8	6.4	13.2

25. Capital commitments

	2024 £m	2023 £m
At 31 December capital commitments contracted for total:		
Property	0.2	0.4
Vehicles and equipment	0.2	1.0
Systems and other information technology	1.9	-
	2.3	1.4

Capital commitments primarily relate to IT Platforms with work ongoing and orders for property refurbishment and community support vehicles.

26. Analysis of total funds

	Unrestricted funds £m	Restricted funds £m	Endowment funds £m	Total 2024 £m
Type of asset and liability				
Heritage assets	1.8	-	-	1.8
Tangible fixed assets	60.2	-	-	60.2
Intangible fixed assets	4.6	-	-	4.6
Securities	5.2	1.0	1.3	7.5
Investment properties	7.5	-	-	7.5
Net current assets	13.5	5.6	-	19.1
Creditors falling due after more than one year & provisions	(3.7)	-	-	(3.7)
	89.1	6.6	1.3	97.0

Analysis of total funds, prior year comparative

	Unrestricted funds £m	Restricted funds £m	Endowment funds £m	Total 2023 £m
Type of asset and liability				
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)
	91.2	7.1	1.2	99.5

27. Total funds

	1 Jan 2024 £m	Income £m	Expenditure £m	Investment gains £m	Transfers & reallocations £m	31 Dec 2024 £m
Restricted funds						
Airwing travelling fellowships	0.3	-	-	-	-	0.3
Local and sundry funds	4.4	1.3	(1.0)	-	(0.2)	4.5
Medical equipment	0.1	-	-	-	-	0.1
Medical vehicle purchases and maintenance	1.2	-	-	-	(0.7)	0.5
R Luff benevolent fund (income generated from capital fund)	0.3	0.1	-	-	-	0.4
Training funds	-	0.1	-	-	-	0.1
Volunteer development and welfare	0.4	0.5	(0.4)	-	-	0.5
NHS England re NHS Cadets	0.1	-	(0.1)	-	-	-
People's Postcode Lottery	0.1	-	(0.1)	-	-	-
Department for Culture, Media and Sport Uniformed Youth Fund	0.2	1.1	(1.1)	-	-	0.2
Total restricted funds	7.1	3.1	(2.7)	-	(0.9)	6.6

Endowment funds

Total endowment funds	1.2	-	-	0.1	-	1.3
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Unrestricted funds

Designated funds						
Kent Care Home sale proceeds	0.4	-	-	-	-	0.4
	0.4	-	-	-	-	0.4

Fixed asset reserve – representing the book value of unrestricted fixed assets	79.1	-	-	-	(12.5)	66.6
Total designated funds	79.5	-	-	-	(12.5)	67.0

Investment property	9.7	-	-	(1.5)	(0.7)	7.5
Unrestricted funds (operational free reserves)	2.0	103.8	(105.5)	0.2	14.1	14.6
Total unrestricted funds	91.2	103.8	(105.5)	(1.3)	0.9	89.1

Total funds	99.5	106.9	(108.2)	(1.2)	-	97.0
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Investment gains and losses arise in respect of investments which are held as part of a mixture of unrestricted, restricted and endowment fund assets. In the year gains relating to endowment assets were £0.1m (2023: 0.1m), unrestricted assets £0.2m (2023: 1.3m), and restricted assets £nil (2023: 0.1m). Any gain or loss in investment property affects unrestricted funds only, impact in 2024 was a loss of £(1.5)m (2023: loss of £(1.9)m).

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 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	-	0.5	(0.4)	-	-	0.1
Department for Culture, Media and Sport Uniformed Youth 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>						
Designated funds						
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>

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.

**Restricted funds**

Restricted funds are broken down in the table previously. 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

	2024 £m	2023 £m
<b>The revaluation reserve comprises the following elements, which are held within unrestricted funds:</b>		
Investment property	2.0	6.1
Operational free reserves (excluding investment property)	-	5.3
	<b>2.0</b>	<b>11.4</b>

The movement in the revaluation reserve of £(9.4)m during the year from £11.4m to £2.0m, shown within unrestricted funds, represents the realised gain that accompanied the selling of the flats £(2.2)m and the unrealised loss in 2024 in the fair value of the investment property of £(1.9)m and the net impact of realised movements on unrestricted securities of £(5.3)m.

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

	2024 £m	2023 £m
<b>Net expenditure</b>	<b>(2.5)</b>	<b>(16.6)</b>
Adjustments for:		
Net gain on disposal of tangible fixed assets	(7.8)	(3.4)
Losses on investments	1.2	0.4
Dividends, interest and rents from investments	(1.0)	(0.9)
Depreciation and amortisation (including impairment charges)	8.6	4.8
Decrease in stocks	0.2	1.2
Decrease /(increase) in debtors	(1.3)	6.4
(Decrease)/increase in creditors	0.2	(6.0)
<b>Net cash used by operating activities</b>	<b>(2.4)</b>	<b>(14.1)</b>



30. Analysis of cash and cash equivalents	2024 £m	2023 £m
Cash and short-term deposits	10.0	2.7
<b>Total cash and cash equivalents</b>	<b>10.0</b>	<b>2.7</b>

31. Changes in net debt	As at 1 Jan 2024 £m	Cashflow movements £m	As at 31 Dec 2024 £m	As at 1 Jan 2023 £m	Cashflow movements £m	As at 31 Dec 2023 £m
Cash	2.7	7.3	10.0	9.8	(7.1)	2.7
Finance lease obligations	-	-	-	(0.1)	0.1	-
	<b>2.7</b>	<b>7.3</b>	<b>10.0</b>	<b>9.7</b>	<b>(7.0)</b>	<b>2.7</b>

32. Financial instruments	2024 £m	2023 £m
<b>Carrying amount of financial assets</b>		
Measured at amortised cost (comprising trade debtors, cash and cash equivalents and current asset investments)	23.7	10.6
Instruments measured at fair value through SOFA (comprising investments)	7.5	10.6
	<b>31.2</b>	<b>21.2</b>
<b>Carrying amount of financial liabilities</b>		
Measured at amortised cost (comprising trade creditors, lease creditors, holiday pay and accruals)	9.9	11.3
	<b>9.9</b>	<b>11.3</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. 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 2024 or 2023, 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 27 St John's Lane, London, EC1M 4BU. This property is split between Investment Property and Fixed Assets in these financial statements as described in Note 16.

33. Associated charities

The Priory 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 2024 the Priory contributed £0.2m to the Order of St John and other priories (2023: £0.6m).

The Priory is also associated with the Eye Hospital. In 2024 £nil was contributed to the support of the Eye Hospital (2023: £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 these subsidiaries, as well as the aggregate amount of their assets, liabilities and funds as at/for the year ended 31 December, is shown below.

	St John Ambulance		Support St John Limited	
	2024 £m	2023 £m	2024 £m	2023 £m
Income	106.7	107.7	0.2	0.2
Expenditure	(108.1)	(123.9)	(0.1)	(0.2)
(Loss)/profit before investments and Gift Aid	(1.4)	(16.2)	0.1	-
Gift Aid	0.1	-	(0.1)	-
Losses on investments	(1.2)	(0.4)	-	-
<b>Retained (loss)/profit</b>	<b>(2.5)</b>	<b>(16.6)</b>	<b>-</b>	<b>-</b>
Assets	116.5	118.9	0.1	0.1
Liabilities	(19.5)	(19.4)	(0.1)	(0.1)
<b>Funds</b>	<b>97.0</b>	<b>99.5</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 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 some 521 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 paid to TPT Retirement Solutions in relation to 2024, including employee contributions, were £3.1m (2023: £4.7m). The amount owing to TPT Retirement Solutions at 31 December 2024 was £0.3m (2023: £0.4m).



35. Pension scheme, continued

<b>Actuarial valuations</b> 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 2023 by a professionally qualified actuary using the Projected Unit Method.  The scheme actuary has prepared a full actuarial valuation as at 30 September 2023. The fair values of the Growth Plan's assets as at the last two full actuarial valuations in 2020 and 2023 are shown in the following table, as well as the updates provided on 30 September 2022 and 30 September 2021:
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	2023 valuation £m	2022 update £m	2021 update £m	2020 valuation £m
Assets	515	573	765	799
Technical provisions (past service liabilities)	(531)	(568)	(762)	(832)

<b>Shortfall of assets compared to the value of liabilities</b>	<b>(16)</b>	<b>5</b>	<b>3</b>	<b>(33)</b>
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Funding Level	97%	100%	100%	96%
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The actuarial valuation as at 30 September 2023 is the latest available. The next full actuarial valuation is in the process of being carried out as at 30 September 2026.

**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 and 30 September 2023. The latest 2023 valuation showed a funding shortfall of £16m. 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 £2.1m per annum (previously £3.3m under the 2020 valuation), from 1 April

2025 to 31 March 2028. Unless a concession has been agreed with the trustee the term to 31 March 2028 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. From 1 April 2025, deficit contribution payments were £87,000 per annum, until 30 March 2028.

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	2024 £m	2023 £m
Pension contributions payable on salaries	0.3	0.4
Present value of provision relating to pension deficit funding plan contributions	0.3	0.1
	<b>0.6</b>	<b>0.5</b>
Amounts falling due within one year (see note 20)	0.4	0.5
Amounts falling due after more than one year (see note 21)	0.2	-
	<b>0.6</b>	<b>0.5</b>

(ii) Reconciliation of opening and closing provisions relating to additional pension contributions	2024 £m	2023 £m
Provision at 1 January	0.1	0.3
Deficit contribution paid	(0.1)	(0.2)
Remeasurements - amendments to the contribution schedule	0.3	-
<b>Provision at 31 December</b>	<b>0.3</b>	<b>0.1</b>

(iii) Income and expenditure impact	2024 £m	2023 £m
Re-measurements – amendments to the contribution schedule	0.3	-
<b>Total cost recognised in Statement of Financial Activities</b>	<b>0.3</b>	<b>-</b>

(iv) Assumptions	31 December 2024 % per annum	31 December 2023 % per annum
Discount rate used	4.90	5.31

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	2024 £m	2023 £m
Year 1	0.1	0.1
Year 2	0.1	-
Year 3	0.1	-

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. Comparative results for the year ended 31 December 2023, by type of fund	Unrestricted funds £m	Restricted & endowment funds £m	2023 £m
Income and endowments from:			
Income from grants, donations and legacies	12.8	2.0	14.8
Income from charitable activities:			
Delivering first aid:			
First aid provision and youth development	6.4	2.5	8.9
Ambulance operations	19.7	-	19.7
Covid support	0.3	-	0.3
Community support programmes	0.3	-	0.3
Equipping the public:			
Training	45.3	-	45.3
First aid products	13.4	-	13.4
Other charitable activities:			
Other charitable activities	0.1	-	0.1
Total income from charitable activities	85.5	2.5	88.0
Income from other trading activities	0.8	-	0.8
Investment income	0.8	0.1	0.9
Other income			
Net gain on disposal of assets	3.4	-	3.4
Other income	-	-	-
Total other income	3.4	-	3.4
Total income	103.3	4.6	107.9
Expenditure on:			
Total expenditure on raising funds	(10.1)	-	(10.1)
Expenditure on charitable activities:			
Delivering first aid:			
First aid provision and youth development	(26.2)	(2.9)	(29.1)
Ambulance operations	(24.2)	-	(24.2)
Covid support	(0.3)	-	(0.3)
Community support programmes	(3.0)	-	(3.0)
Equipping the public:			
Training	(38.8)	(0.1)	(38.9)
First aid products	(14.3)	-	(14.3)
Other charitable activities:			
Amounts payable in relation to redundancy	(1.9)	-	(1.9)
Other charitable activities	(1.9)	(0.4)	(2.3)
Total expenditure on charitable activities	(110.6)	(3.4)	(114.0)
Total expenditure	(120.7)	(3.4)	(124.1)
Losses on investments	(0.6)	0.2	(0.4)
Net (expenditure)/income	(18.0)	1.4	(16.6)
Transfers between funds	1.2	(1.2)	-
Net movement in funds	(16.8)	0.2	(16.6)
Fund balances at 1 January	108.0	8.1	116.1
Fund balances at 31 December	91.2	8.3	99.5

# Principal places of business and advisers



<b>The Priory of England and the Islands</b> St John's Gate St John's Lane Clerkenwell London EC1M 4DA 020 7324 4000 sja.org.uk Registered Charity No. 1077265	<b>St John Ambulance</b> St John's Gate St John's Lane Clerkenwell London EC1M 4DA 020 7324 4000 sja.org.uk Registered Company No. 03866129 Registered Charity No. 1077265/1
<b>Support St John Limited</b> St John's Gate St John's Lane Clerkenwell London EC1M 4DA Registered Company No.1181644	<b>Bankers</b> Barclays Bank PLC 1 Churchill Place London E14 5HP
<b>Insurance brokers</b> Sydney Packett & Sons Limited Salts Wharf Ashley Lane Shipley BD17 7DB	<b>Property advisers</b> Savills (UK) Limited 33 Margaret Street London W1G 0JD
<b>Independent external auditors</b> PricewaterhouseCoopers LLP 1 Embankment Place London WC2N 6RH	<b>Investment managers</b> BlackRock Investment Management (UK) Ltd 12 Throgmorton Avenue London EC2N 2DL
<b>Solicitors</b> Stone King Boundary House 91 Charterhouse Street London EC1M 6HR	<b>Pension fund</b> TPT Retirement Solutions Verity House 6 Canal Wharf Leeds LS11 5BQ





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