



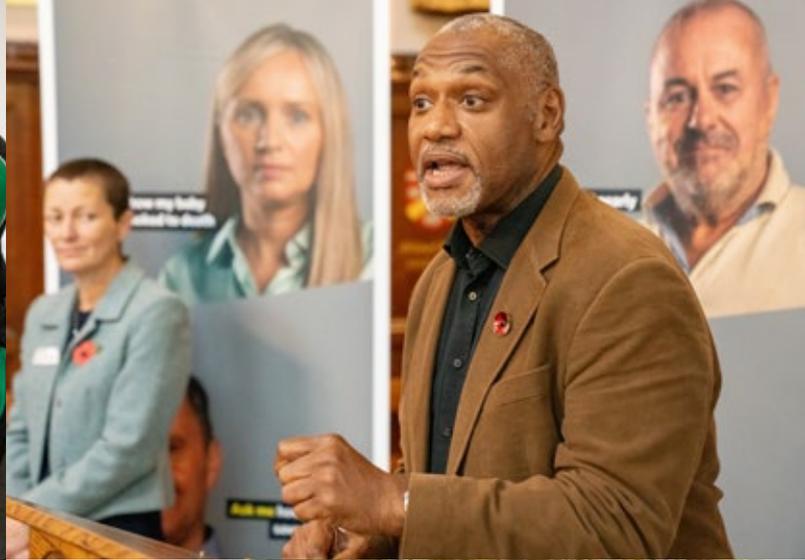
# St John Ambulance

## Annual Report and Accounts

For the year ended 31 December 2021

**St John**  
Ambulance







# Why we exist

## At St John we know that first aid saves lives

That's why we want to ensure that everyone gets the help they need in a health crisis:

- By **delivering** as volunteers and first responders, and as a trusted partner to the nation's health services, creating opportunities to use the skills we learn;
- By **learning** through our service, engaging with communities about their health needs, listening to supporters, customers and all St John people about their experiences and through striving to lead standards;
- And by **educating** to enable safer workplaces, more resilient communities and improved health responses, and to inspire every generation to have confidence to act when faced with a health incident.

And that means putting people first, serving each other and our communities, inclusively and without judgement, with **HEART: Humanity, Excellence, Accountability, Responsiveness** and **Teamwork**.

For us, the story of 2021 is one of extraordinary resilience, innovation and delivery in the face of an ongoing and unpredictable global health emergency.

It was a year when the hard work and hope of St John people prevailed, and – alongside our best efforts to return to something close to normality – our mission to improve community health was at the heart of our work in a whole new way as we helped vaccinate the nation.





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## Foreword



Writing these words in the spring of 2022, it is already clear that 2021 was a unique year in St John Ambulance's long history – one that we can all be proud of but would certainly never wish to repeat.

There can be no doubt that the Covid-19 pandemic has challenged and changed us all. For St John people - including many people new to our cause - it was an opportunity to sacrifice and serve, from delivering millions of vaccines to relieving the continued pressure on NHS services. As we begin to emerge from this we find ourselves altered, with deeper relationships with the public and the health service.

From the youngest to the oldest members of St John, the frustrations of social isolation and some of our traditional opportunities being closed made 2021 a difficult year. Some have left us to do other things but, even as isolation ended, many St John people of all ages began to return to touchlines, finish lines, and the lines of festival goers in front of stages. They delivered safe spaces for our communities to come together once again. Our decision to support 16 and 17-years-olds volunteering with their adult counterparts boosted their experience and demonstrated the skills and capability of St John Cadets even as they prepared for 2022 and their centenary year.

We learned so much about leadership, our appetite for risk and using technology through the pandemic that we are building on that legacy. We have already seen thousands of vaccination volunteers sign up for a longer and more involved relationship with St John, indicating the start of what we anticipate will be a period of rapid growth. All of this comes against the backdrop of our financial strategy in 2020 paying dividends in 2021 with a vastly improved picture balancing the books over the two years of the pandemic. We must now invest to enable us to meet the challenges of the new economic realities in which we all find ourselves.

We pay tribute to every one of the St John people who gave up their safety, their comfortable spaces, and their time to ensure that as a nation we could recover from Covid. Every one of them can say with pride that they volunteered for St John Ambulance in the pandemic and quite rightly from the coffee shops to the hairdressers to the pubs and their workplaces, the public respond, 'thank you for your service'.



Mick Messenger  
Chancellor of the Priory of England and  
the Islands of the Order of St John

Martin Houghton-Brown  
Chief Executive, St John Ambulance



# Thank you for your support

We would like to give our sincere thanks to all those who so generously supported St John in 2021.

A huge thank you to everyone who supports our charity's vital work, including those who raise funds on our behalf. From direct debits to appeals, and all the donations dropped into a collection tin, every penny counts. Heartfelt thanks also to those who remembered St John Ambulance with a gift in their will in 2021.

And a particular mention for the generosity of:

**B&Q Swindon**

**Burdett Trust for Nursing**

**Culture Recovery Fund**

**Co-op Community Funds**

**Denise Coates Foundation**

**Donors of Lord Lieutenant of Cheshire appeal**

**Embleton Trust**

**EBM Charitable Trust**

**Essity T/A BSN Medical Ltd**

**Garfield Weston Foundation**

**Gennets Charitable Trust**

**Mr Farha**

**Gilead Sciences**

**The John Armitage Charitable Trust**

**John James Bristol Foundation**

**Kinetik Wellbeing**

**The Medlock Charitable Trust**

**Mark Master Masons Sussex**

**NHS England**

**Peacock Charitable Trust**

**People's Postcode Lottery**

**Rosalind Smith**

**ShareGift**

**Standard Chartered**

**Stoller Charitable Trust**

**Tesco Community Grants**

**The Vernon N Ely Charitable Trust**

Without all of your generous donations, the efforts you see celebrated in this annual report would not have been possible.

# Introduction

If 2020 was a year that provided the greatest test of St John people's mettle for generations, our continued response to the Covid-19 pandemic in 2021 upped the ante and propelled our charity into brand new territory.

At the start of the year, volunteers and staff had delivered around quarter of a million hours of support in hospitals, on ambulances and in support of community projects. We were well-versed in talking about our 'biggest peacetime deployment' but that was only the beginning.

In 2021, the astonishing efforts our teams put in during the first ten months of the pandemic continued – notably through our increasingly essential role as the nation's ambulance auxiliary – but expanded dramatically when they were joined by a whole new wave of vaccination volunteers who, by the end of the year, had given almost a million hours of their time.

The story of last year, then, is very much one of job after job leading us out of the shadow of the pandemic – something you will see reflected strongly in this report – but it is also a story of extraordinary resilience that speaks to the strength of St John Ambulance's heritage and values.

Against the background of our biggest ever intervention in protecting the nation's health, we have not stood still. Instead, we have innovated and improved. We have led, listened and learned, striving to deliver on the commitments made in our 2019-22 Serving Your Communities strategy, under incredibly challenging circumstances. We tackled the difficult financial challenges of 2020 with board-led decisions that in 2021 led to a rebalancing of our finances, bringing us to a positive start at the beginning of 2022.

It has been a year of unparalleled success, tempered with humility that no organisation gets everything right and a charity with people at its heart has no hiding place when it comes to addressing longstanding underlying issues around our culture. Huge energy and significant investment have been put into making St John a better place to volunteer and work during 2021 – efforts that have already made a positive difference but will really bear fruit in 2022 and for many years to come.

For now, let us focus on a year that ended with our pandemic response standing at almost 1.4 million hours of effort. More than just an overview of 2021; this report is the story of the amazing St John people who made each of those hours happen, including their first-hand reflections. It was a year where St John Ambulance delivered like never before and left us in a strong position for the challenges of the future.

**“In January 2021, life had become a waiting game. Jobs, opportunities, relationships were put on hold as the country locked its doors and waited to be let out again. Combined with biting cold weather and the toll of a third lockdown, it really did feel like the worst of times.”**

**Eleanor Lawson**

Journalist and vaccination volunteer

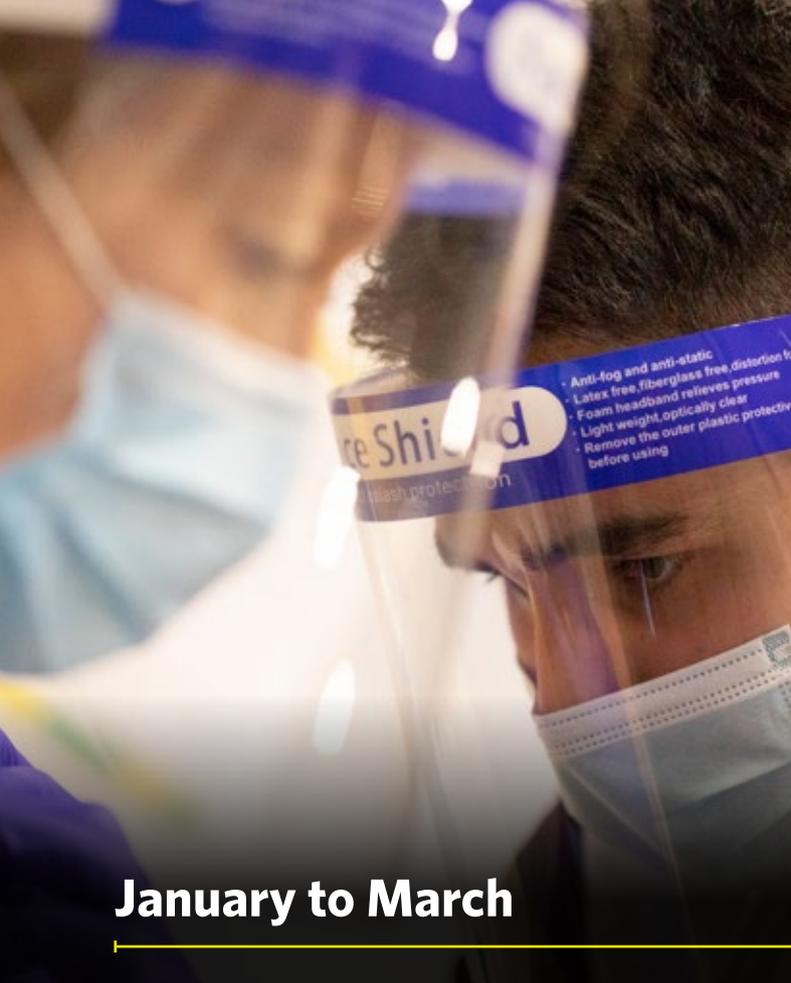
**“When the NHS asked us to play a key role in delivering the country’s biggest ever vaccination programme, we were presented with a challenge which was huge, daunting and something we’d never attempted before. But we stepped up to that challenge knowing that it spoke to the very heart of our mission – the service of humanity.**

**We found new, more dynamic and innovative ways of doing things. Whether patient-facing or behind the scenes, St John people rallied to the cause keen to help in whatever way they could. We pulled together, cooperating, collaborating, finding solutions together. From Cadets, County Presidents, Priory Groups and Fellowship to the St John volunteers who made sure clinically vulnerable homeless people in Brighton were among the first to receive their vaccinations back in January - our whole St John family has pulled together for this fantastic collective effort. I am so very proud of each and every one of them!**

**Ann Cable**

Chief Commissioner, St John Ambulance



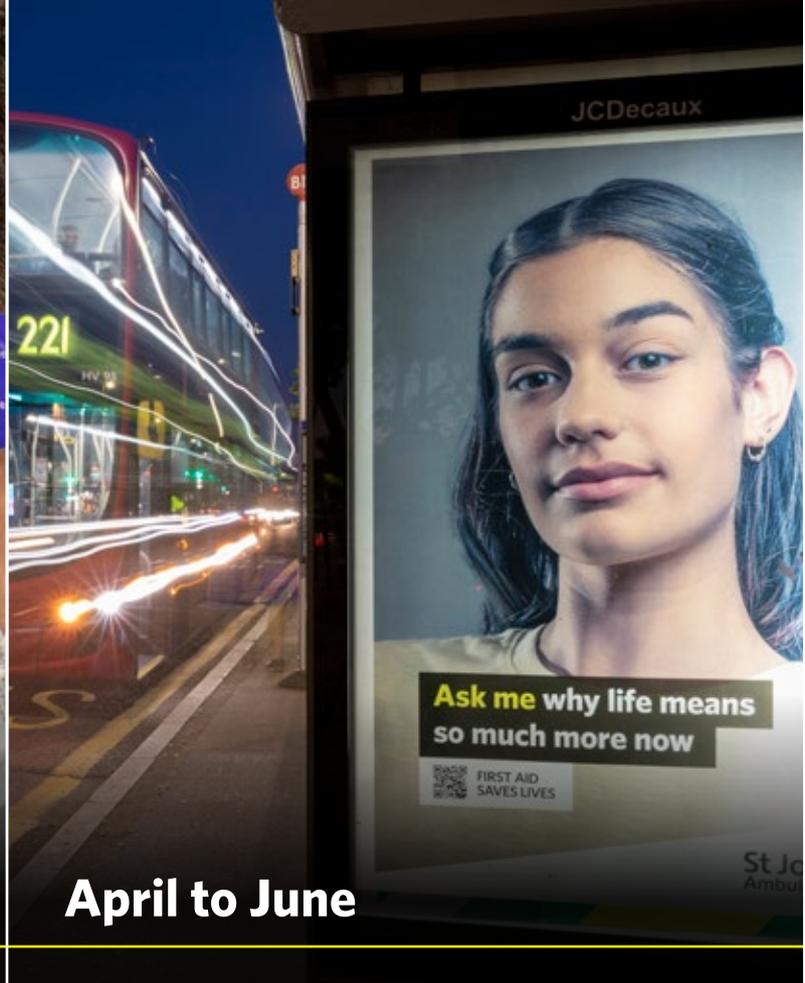


## January to March

On January 11, the first seven large scale vaccination centres opened, in London, Birmingham, Manchester, Bristol, Newcastle, Stevenage and Epsom, with St John vaccination volunteers at all of them.

By the end of January, more than **10,000** St John vaccination volunteers were deployed at **50+ centres** across the country. They had already given more than **30,000** hours of their time, and that was just the beginning of efforts that would see almost a million hours of activity across 2021.

Vaccination activity continued to escalate as winter turned to spring. Our team was joined by some very well-known faces, and St John volunteers were thanked by VIPs including the Duke and Duchess of Cambridge, plus Prime Minister Boris Johnson.



## April to June

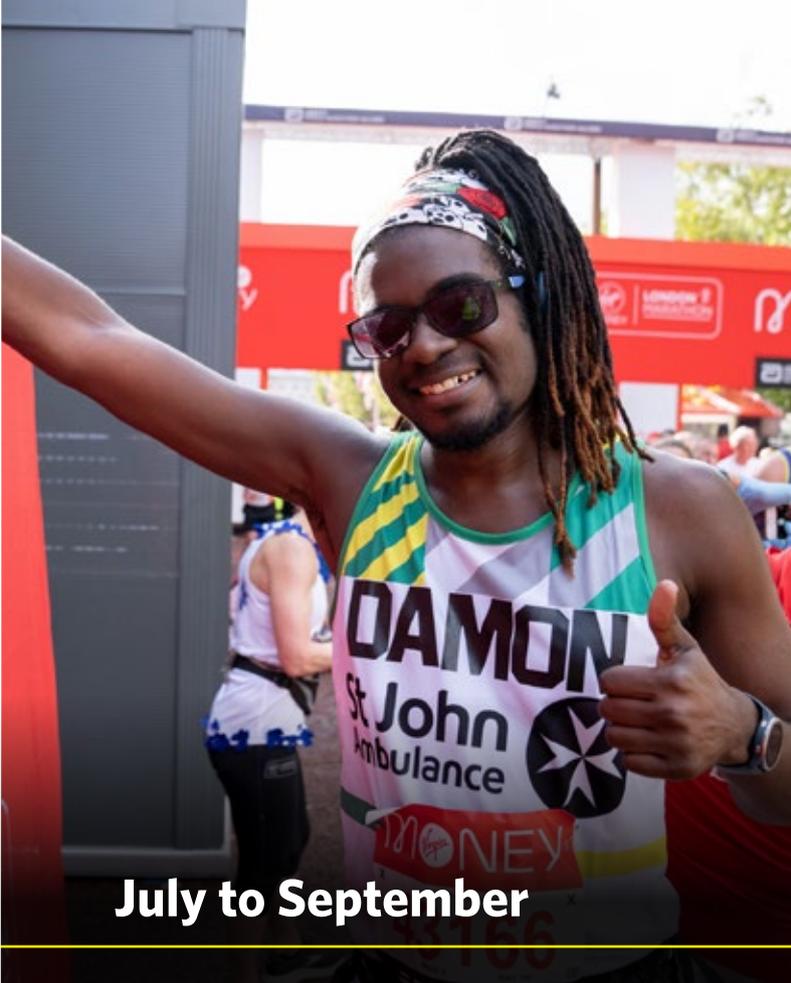
Almost **27,000** vaccination volunteers completed their training and were available across the country as the programme hit its peak of activity.

As the first Covid restrictions began to ease, the nation mourned the loss of HRH The Duke of Edinburgh, and St John provided first aid support for the funeral.

Despite the challenges of the ongoing pandemic, St John Ambulance launched youth programmes aimed at helping us reach **10,000** more young people, while Cadets found all kinds of ways to support our charity's work.

St John Ambulance launched its first major advertising campaign in many years. **Ask Me** was a gamechanger, with **2,000** billboards and poster sites across the country, plus radio advertising – all designed to make the public stop and think about the vital roles St John plays to ensure first aid saves lives.

# 2021 in summary



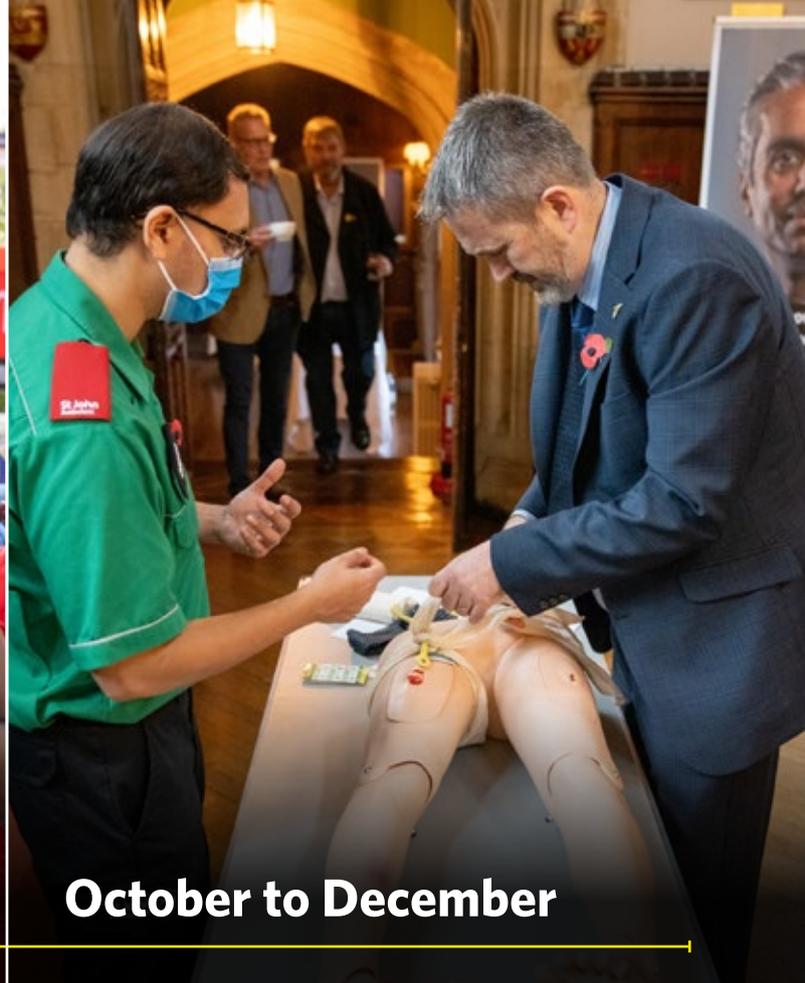
## July to September

'Freedom Day' saw more events coming back, with St John delivering first aid, plus an increase in our teams supporting the night-time economy, caring for people who find themselves sick or injured on long-awaited nights out.

Across the summer, our work on vaccination continued with 'grab a jab' events. In August, moved by the scenes of desperate people leaving Afghanistan, our teams in Birmingham and Manchester stepped forward to support refugees as they arrived at the cities' airports.

Our efforts to create new, more flexible ways of being part of St John saw vaccination volunteers support first aid cover at the Great North Run.

And we reached **one million hours of support to the nation** during the Covid-19 pandemic. To mark the occasion, St John people were publicly thanked by Ministers and MPs in a celebration at the Houses of Parliament.



## October to December

Against a background of concern around the potential threat from new Covid-19 variants, vaccination was joined by an increasing focus on St John Ambulance's traditional activities.

Vaccination volunteers joined our team of first aiders at the London Marathon. Meanwhile, longstanding friendships were strengthened, and new alliances were forged as St John worked in partnerships including **Restart a Heart** and **The Circuit**.

Our work on leading standards, in partnership with citizenAID and counter-terrorism police was boosted by the launch of new **Public Access Trauma Kits**, designed to become as commonplace as defibrillators and save lives in the event of catastrophic injuries.

But the pandemic was far from over and, as Christmas and New Year celebrations hung in the balance because of a new wave of coronavirus infections sweeping the country, St John vaccination volunteers rallied to the cause and gave the **booster programme** a shot in the arm.

# Delivering for everyone in 2021

## Celebrating our achievements

While the ongoing Covid-19 pandemic brought continued challenges to delivering our 2019-22 strategy, and caused some inevitable delays, we have still made progress in our long-term goals and take pride in the impact we've had for communities when it has mattered most.

### Vaccination programme

You can read about St John Ambulance's involvement in the NHS Covid-19 vaccination programme in depth on page 26 and throughout this report, but the effect of this programme has been transformative for our charity – including bringing changes that we're still working through and are yet to fully understand.

What we do know is that rapid mass recruitment has diversified our volunteer pool, tapping into new audiences for first aid and health volunteering, with volunteers coming from multiple sources. Our **26,987 vaccination volunteers** included people who came to us from partner charities - 10,950 NHS Volunteer Responders who transferred from RVS (Royal Voluntary Service) and several hundred from the British Red Cross - plus 12,501 members of the public who St John had previously given first aid training, 267 firefighters and many more from employers with whom St John has close working relationships.

As far as we know, throughout 2021, **England remained the only nation in the world to train members of the public to administer Covid-19 vaccinations.**

A huge thank you to everyone – volunteers and employees – who supported this programme in our country's hour of greatest need.

### Ambulance Operations

As a blue light service, our ambulance support to all NHS Trusts in England continued throughout the year, with **365,900 hours** (86,867 on NHS support and 279,033 on contract work) of activity, delivered by our volunteer and employed emergency ambulance crew members, working side by side as one amazing team.

You can read more about this vital work, including responding to 999 calls, on page 60.

In addition to our vital emergency provision, we added a new contract with Birmingham Women's & Children's Hospital, providing a non-emergency patient ambulance transport service, while further contracts for neo-natal and paediatric transfer services continued.

Overall, our ambulance service is a real success story for St John that paves the way for growth in 2022 and beyond, with additional contracts and services coming on stream as we work increasingly closely with NHS partners.

Our expertise and experience in this area – together with the wider work of our clinically-trained volunteers – lends weight to our ask to Government that St John be formally recognised as the nation's ambulance auxiliary within the architecture of national resilience, to ensure all relevant organisations know they can call on us and can build our capacity into their emergency preparedness, resilience, and response planning.



# St John Ambulance's Covid response by the end of 2021

41,866

Event cover hours



184,838

Ambulance hours



918,388

Vaccination hours



69,009

Community response hours



138,447

Hospital hours



7,229

Ambulance events hours



**Total hours**

(Figures from March 2020 onwards, as of December 31, 2021)

**1,359,777**

## St John people in numbers

# 1,517 Employees

(FTE 1,326)

Employees

**52% female and  
51% under 40**



# 48,120 Volunteers\*

16,274 adult volunteers

24,949 vaccination volunteers

9,081 young people (under 18)

Volunteers

**55% female and  
57% under 30**

(excluding vaccination volunteers)

(Figures correct as of the end of 2021)  
(\*Includes volunteers who are inactive at present)

# 191,963 people

trained in workplaces all over England



# 305,853 hours

spent training existing and new St John people:

**183,969 hours** on vaccination volunteers

**121,884 hours** teaching volunteers  
first aid and other essential skills



## Fleet that's fit for the future

We have also worked hard to make sure our fleet of ambulances and other vehicles is flexible, sustainable, and fit for purpose. Since 2017, we have reduced the number of vehicles St John has on the road from almost 900 to under 600.

Older fleet is being replaced with new box-body ambulances that meet the highest clinical and operational standards. Alongside them, 2021 saw the introduction of our first nine electric vehicles, and we have a further 12 on order for 2022.

Many of these new vehicles have been funded by generous donations from supporters, through local appeals, and via gifts left in wills. The transformational impact will be felt in communities for many years to come.



## Answering the nation's continued need for first aid training

Alongside all of this, we have defied the limitations of lockdown to educate around **half a million people** in life saving skills.

Working within Covid restrictions, we have restored our vital workplace training provision swiftly and safely – including successfully blending online and secure face-to-face delivery – with the numbers of people trained up **53%** on 2020.

And we laid the groundwork for a major expansion of community training in first aid skills that could save lives – including teaching at least **60,000** more people CPR in 2022.

You can read more about our award-winning training on page 32.

## Community Response

Within and alongside our Covid response, we have supported communities across England via projects and programmes that have the potential to expand in future.

Hospital volunteering is among the most successful innovations that have happened within St John during the pandemic – opening up important new partnerships with the NHS. Our evaluation of the service (from April 2020 to March 2021) showed the **117,839 hours** clinically-skilled St John volunteers gave in 38 hospital trusts, delivered positive impacts including freeing up doctors and nurses to focus on the patients in greatest need, and easing the time pressures on hard-working health service colleagues.

Our falls services in Wolverhampton and Bexley continue to support the elderly and frail in their own homes and avoid unnecessary hospital admissions.

Though our night-time economy operations were suspended in the first part of the year due to lockdown restrictions, they ramped up significantly in the Summer and subsequent months, in multiple locations including Newcastle, Birmingham and Manchester.

Meanwhile our expert teams of volunteers and staff carried on caring for the homeless community in Sussex, with additional provision in other parts of the country.

# Acknowledging the challenges

## Volunteer and Young People experience

The pandemic was tough on all charities, including St John, as many people were forced to shield from the virus, or unable to fulfil new or existing roles in our Covid response. Many volunteers, including Cadets, joined our Welcome Team during vaccination recruitment, while others found new ways of supporting St John, in person or virtually.

Notably, our training of almost 30,000 new vaccination volunteers was bolstered by hundreds of 16 and 17-year-old Cadets who played a vital role in sharing lifesaving skills and getting members of the public ready to administer jabs. And, while under-18s were unable to vaccinate, that didn't stop many of our young people getting involved with delivering the vaccination programme as advocates and care volunteers.

Some of our exciting new youth programmes (which you can read about on pages 46-49) were delayed by Covid, but this has given us time to consider and implement alternative ways of delivering training and support, as well as taking the opportunity to collaborate with our target audiences on how best to reach them and achieve the positive impacts on health, wellbeing and employability that we are committed to delivering.

Our big ambitions to reach 10,000 more young people depend on inspiring more supporters to join us and help support this next generation of lifesavers.

## Event first aid

According to polling we commissioned in summer 2021, along with first aid training (74%), our caring, reassuring presence at events such as concerts and sports fixtures is what 72% of the public most recognise St John Ambulance for.

Last year saw us take time to review and develop event medical services provision via our Events Futures Commission, with the ensuing recommendations resulting in an implementation plan that runs to mid-2024 and has seen immediate benefits. The commission's aims are:

- A shared vision of what a good event should look like
- Investing in excellent patient care
- Empowered local leadership
- Rethinking how we make money with clients and use it to help those most in need
- People recruitment, knowledge, and happiness
- Boosting our resource support to work on the frontline.

Meanwhile, as the Government was planning for events with crowds to return safely when Covid restrictions lifted, experts from St John were closely involved.

And, despite us spending the first half of 2021 in lockdown, our events teams have still been busy. Last year saw us deliver first aid cover at **5,534 events** over 6,728 event days. Of those events, more than a third were community events (38% of the total) with 139 events delivered entirely free of charge.



## Living our values in action

No organisation is perfect, and St John has faced some significant challenges during 2021. We already knew there were aspects of our culture that didn't live up to the values of Humanity, Excellence, Accountability, Responsiveness and Teamwork (HEART) we aspire to, and were taking steps to improve the charity. At the turn of the year, we were called to comment on these issues in the media and in doing so set out our trustee-sponsored plans for investment to ensure St John is as open, diverse and inclusive an organisation as possible.

Our survey of volunteers and employees told us that while 9 out of 10 people felt proud to be part of St John, and 75% see our HEART values being displayed in their everyday experience, just 6 in 10 felt safe to speak up and challenge the way things were done. Additional claims of poor behaviours then accelerated our drive to act and invest significantly in change by committing £500,000 to our Values in Action programme. That investment has in part allowed us to bring in sector-leading experts to help shape our response. We have so far piloted leadership development programmes and introduced pioneering approaches to conflict resolution, both of which will roll out in 2022. We have grown our Freedom to Speak Up Advocate network. And, through extensive consultation, we have developed ready for launch in 2022, our Heartbeat programme which will use communications campaign techniques to translate our values into tangible, everyday actions that all St John people can engage with.

During 2021 we also set about reorganising the way our charity works, so that we serve our goals and – most importantly – our people better. This work included adopting the following guiding principles for our leadership:

- Be driven by the **impact** we want to have on the communities we serve, with an increasingly outward focus
- Reduce siloed thinking and increase cross-organisation **collaboration** through adopting a networked structure and ways of working
- Consistently deliver inclusive and open leadership and decision-making informed by our **culture and HEART values**
- Adapt our volunteer leadership model and support to increase **accountability** and volunteer **empowerment**.



“2021 was yet another year where we saw our people stepping forward and answering the needs of their communities, and I continue to be humbled by the outstanding impact that our volunteers make.

With our people at the centre of our work, we refocused our commitment to Equity, Diversity and Inclusion and introduced five people networks: the Women's Network; Multi-culture Network; Pride Network; Family and Carers Network; and Accessibility Network. These groups have helped the national EDI steering group to understand the issues faced by our people and they have been working to develop strategies to ensure that all our people feel valued and have the right access to resources and opportunities.

As well as being a year to be proud of the impact that St John made within our communities, we can also celebrate the progress that we made to support our people to have a good and positive experience from their time with us.

**Andy Wapling**

Commissioner Volunteering, St John Ambulance



# Delivering our strategy

2021

2022

## Inspiring Community Response

Strategy Goal: By 2022 we want St John people and our community response programmes to reach and sustain more of the communities most impacted by this generation's community health challenges.

- Over 1 million hours of support to health services and communities in response to the pandemic.
- New opportunities for St John volunteers.
- New partnerships on Community Resuscitation and trauma response.

- Trusted community health and emergency response delivery partner for the NHS.
- Consolidate existing community response delivery ready to scale up our impact in our next strategy period.

## Young People at the Heart of Communities

By 2022, we want more young people than ever qualified and ready to be active health citizens, role models and next generation health professionals.

- Reopened two thirds of our youth units by the end of the year, serving 9,081 young people.
- Successfully launched the first wave of NHS Cadets, welcoming 1,176 new recruits.
- Unveiled our new Young Responders and Health Citizens offers.

- Double our engagement and programme activity to reach 10,000 more young people.
- Mark the centenary of St John Ambulance Cadets with a Year of Youth that grows internal capacity and external recognition for our mission.
- Launch Young Responders pilots and expand ground-breaking NHS Cadets programme.

## An inclusive charity ensuring the best experience for all St John people

Ensuring a rewarding place to volunteer and work, where our people feel proud, honoured and valued and creating an open, safe and supportive culture that promotes health, wellbeing and personal resilience.

- Engaged with St John people on their experience of the charity to inform significant investment in our culture.
- Reshaped our leadership and management, following consultation, to better prepare St John for the future.
- Reopened 9 out of 10 adult volunteer units by year end.

- Embed and evaluate our new leadership structures to ensure they deliver more collaborative working.
- Extend and enhance our culture programme.
- Begin implementing a new Equity and Inclusion strategy and support the continued development of our People Networks.

## 2021

## 2022

### Leading Standards

By 2022, we will lead on standards of first aid, independent ambulance care and public event healthcare in England to ensure the best outcome for patients.

- Continued to push for formal recognition as the nation's ambulance auxiliary.
- Delivered planned expansion of Mental Health at Work training and built on 2020's blended learning innovations.
- Introduced new standards for first aid provision in public spaces, aimed at saving lives in emergency situations, such as terror attacks.

- Continue the recovery and development of our event medical provision through implementing the recommendations of our Event Futures Commission.
- Design and implement new Patient Record Management processes and systems.
- Drive forward adoption of Public Access Trauma (PACT) Kits, with the aim of them becoming as commonplace as defibrillators.

### A sustainable charity, connected to the communities we serve

Becoming more representative and inclusive of the communities we serve, deepening our understanding of their needs.

- Invested in the successful recovery of our training enterprises and diversified our income through partnership with the NHS.
- Adopted proposals made by our Presence and Visibility Commission to enhance the connection between St John units and the communities they serve.
- Created and implemented our Ask Me brand campaign to deliver increased public engagement in our mission.

- Use #AskMe to increase public connection to the charity.
- Deliver the next phase of digital transformation to improve experiences for St John people and our beneficiaries, customers and supporters.
- Deliver agreed efficiency savings through our Spend SMART cost improvement plans to maximise investment in our impact.
- Further develop our external partnerships.



# Face Shield

Splash protection

- Anti-fog and anti-static
- Latex free, fiberglass free, distortion free
- Foam headband relieves pressure
- Light weight, optically clear
- Remove the outer plastic protective film before using

# Covid-19 vaccinations

# A nation's hopes pinned on jobs

In the aftermath of a hugely curtailed Christmas and cancelled New Year celebrations, the amount of hope invested in the roll-out of effective Covid-19 vaccinations at the beginning of 2021 cannot be overstated. As England abandoned attempts to control the virus through tiers of localised restrictions and entered a third national lockdown on Wednesday January 6, help was on the way – St John Ambulance was preparing for its biggest mobilisation of volunteers for generations.

Early in their planning, NHS England and NHS Improvement swiftly identified that the need for people to administer and support vaccinations could be a significant drain on resources already overstretched by the response to the pandemic and the growing backlog of elective care. In England, plans were drawn up for vaccinator recruitment; a 100,000-strong team of people, enabled by changes in the law around who was able to administer medical injections to the public, was to be created.

And, thanks to our unique position in the voluntary sector as a training provider with clinical volunteers and the ability to add more, St John Ambulance was tasked with recruiting, training and deploying up to 30,000 volunteers – almost a third of the overall workforce.

Initial expectations were that mass vaccination would begin in spring 2021, but by the end of 2020 plans were in place for the first seven large-scale vaccination centres to open on Monday January 11, with St John volunteers active in all of them.

St John vaccination volunteers covered three roles:

- Volunteer Vaccinators (administering injections)
- Vaccination Care Volunteers (delivering any first aid or other care required by citizens attending vaccination centres)
- Patient Advocates (supporting their fellow vaccination volunteers and focusing on citizens' welfare needs).

Their training was on a sliding scale so that vaccinators could fulfil all three roles, and care volunteers act as advocates, to ensure maximum flexibility in the workforce.

As the first vaccination volunteers went on duty in London, Birmingham, Manchester, Bristol, Newcastle, Stevenage and Epsom, thousands more were being trained to join them. Processes were accelerated and expanded to bring in the concept of 'hypercentres' – venues like conference centres and football stadiums where hundreds of vaccination volunteers could receive face-to-face training in a single day.

By the end of January, 10,000 volunteers were ready and cleared for deployment. By the end of March, recruitment would top-out at 26,987 which St John and the NHS agreed would be enough to deliver the required levels of support.

January to March also saw training switch focus from readying approximately 10,000 people for each vaccination role, to ensuring that 20,000 volunteers were trained as vaccinators, both to assist with demand as vaccine supplies increased, and to ensure the greatest possible flexibility in the workforce on the ground.

Vaccination volunteers delivered 30,000 hours of activity per week at the programme's peak, in April. Vaccination ultimately accounted for almost three-quarters of St John Ambulance's operational activity in 2021, with volunteers active at around 650 locations, as well as providing outreach and mobile services to get as many people as possible protected from Covid-19.

We will return to this incredible story at several points in the coming pages. It is a story of dynamic adaptation to help deliver the only way out of a nationwide emergency, that was only possible thanks to St John trustees' and executives' commitment to prioritising our charity's most significant single intervention in public health since the Second World War.





# January to March

# Ask me how I felt being St John's first volunteer vaccinator

**Lucy Aerts** has many volunteer roles with St John and was our first volunteer vaccinator to administer a Covid jab, on January 11, 2021. She tells us more about her experience of last year.

When I look back on 2021, it doesn't feel like a year – it went so fast, but the vaccination programme still feels genuinely fulfilling to be involved with.

Day one of my vaccination duty felt very much like the first day of school. My uniform was clean, pressed and I was freshly armed with the excellent training provided by St John and ready to go. Nerves were in full force, of course, as we did not know what to expect. Neither was I aware it was the first time a St John person was administering the vaccine. From the moment that first jab was given I felt an immense amount of pride.

To be able to provide support to our NHS, to help the country back to normal in a way and protect its citizens was not something I ever imagined I would do. All I could think of was my late dad and how proud it would have made him.

It was an incredible and emotional day standing side by side with the NHS and fellow volunteers. It is a day I will never forget, and I am grateful for St John Ambulance for giving me the opportunity to make a difference.

Since then, I've lost count of how many jabs I've delivered but it must be thousands – not just Covid – but flu jabs as well – and I gave lots more over the last few weeks of 2021, in support of the booster programme.

This has been a big thing for St John Ambulance to take on and I think we've changed the way people see us. We're not amateurs; we're highly trained, caring volunteers with professional skills who are making a really positive difference to people's health. We know what we're doing and we're here to help.

I'm not surprised thousands more people offered to sign up as volunteer vaccinators when the call went out at the end of the year, because everyone wants to do their bit and help us get out of this pandemic. My advice thinking about becoming a vaccinator, is to say 'just do it'; giving injections is something that's outside everyone's comfort zone, but there's plenty of support in place. Ask questions, stay curious and remember that everyone wants you to succeed.

Being part of the Vaccination programme is the best thing I've done in a very long time. 2021 was a big year for me. I carried on volunteering at the ExCel until the centre closed, then moved to the new venue at Westfield. I moved to Essex and have carried on vaccinating locally, as well as managing teams of vaccination and hospital volunteers alongside leading first aid cover at events.

Covid has affected everybody – in all kinds of ways – but giving my time as a volunteer vaccinator with St John has really helped my mental health and wellbeing. And being part of St John has inspired me to go into healthcare; my next steps are to become an Emergency Ambulance Crew member with a view to becoming a paramedic in the future. It never is too late.



**“ Back in November, this programme was just scribbled plans and good ideas. But since the first week of December, we’ve trained 600 trainers, who in turn have trained 2,500 people. More than 37,000 people have expressed an interest in joining us, and 30,000 have filled out applications. We are getting a volume of people the like of which we’ve never seen.**

**Richard Lee**

Chief Operating Officer, St John Ambulance

January 12, 2021

# Award-winning training

By the end of January, dozens more vaccination centres had popped up all over England; more than 50 were open, and demand for St John people to help run them was huge. Fortunately, our volunteer training team was pulling out all the stops to get as many as possible tagged as 'deployable', and – less than one month into starting work on the programme – 10,000 of the new vaccination volunteers were fully-trained and ready to go.

Amongst all of this, on Thursday February 18, St John Ambulance won silver in the People Development Programme category of the Learning Awards, which recognise innovation and achievement in training.

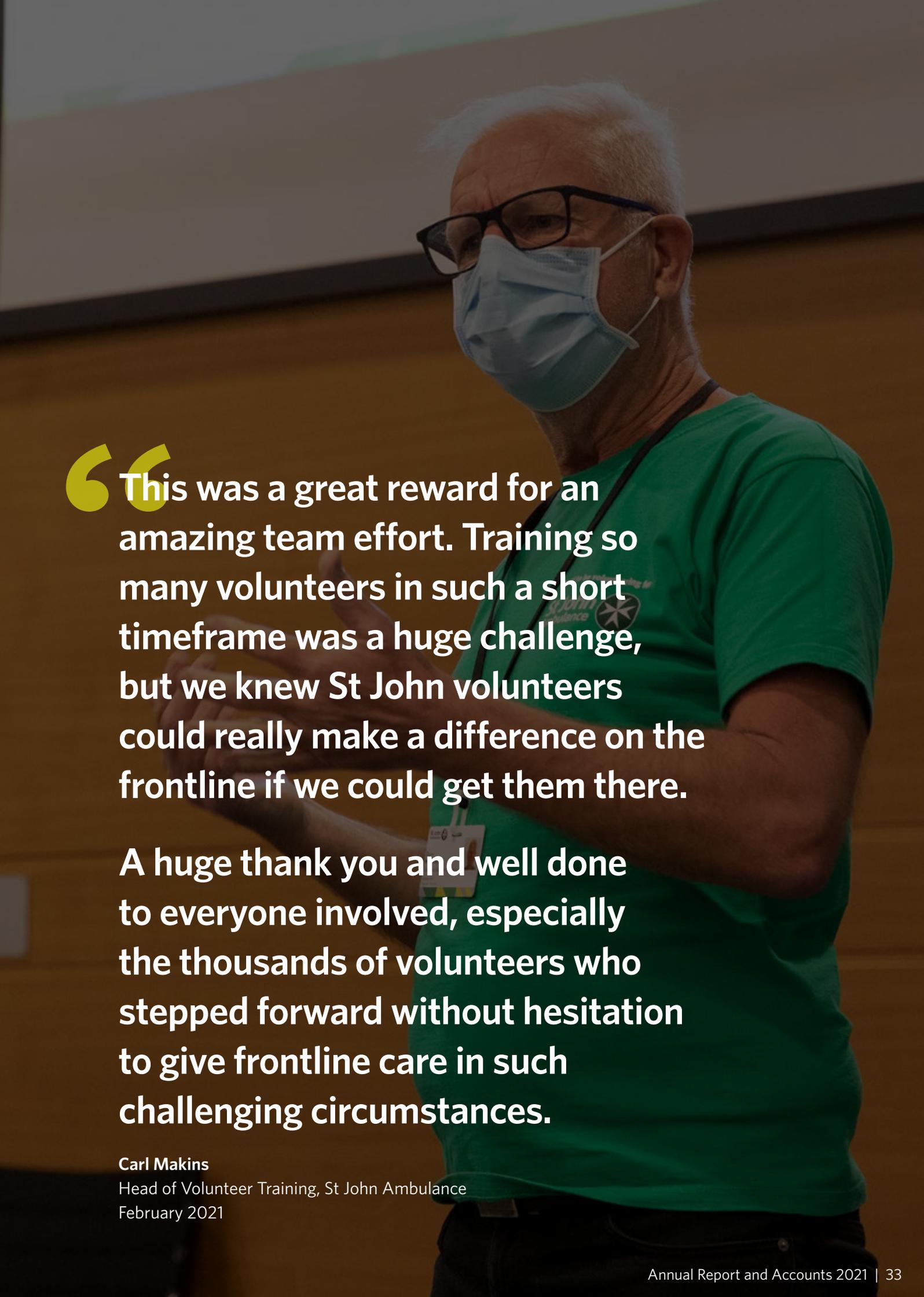
Our Covid-19 Care training programme was originally designed in March 2020 to train our volunteers – who were, at that time, more accustomed to giving first aid at football matches and community events – to work safely in settings where they could find themselves working with patients infected with the coronavirus, including supporting NHS teams inside hospital emergency departments for the first time.

At the time we clinched this award, 5,000 volunteers had received the training and used their skills to provide more than 300,000 hours of patient-facing care.

And the programme paved the way for enabling St John to train vaccination volunteers in large numbers at speed. Our training team increased their output by almost 59% in 2021, spending 305,853 hours training existing and new St John people up from 192,513 hours in 2020. Of that, 183,969 hours went into creating a voluntary workforce for the NHS Covid-19 vaccination programme in 2021, alongside a further 121,884 hours training volunteers in first aid and other essential skills to enable them to cover events, work in hospitals, crew ambulances and more.

In addition to volunteer training, we also reached **191,963 people** (up from 125,388 in 2020) with professional training in first aid, mental health first aid and health and safety courses – all vital to making workplaces safe for people's return as the pandemic eased.





**“This was a great reward for an amazing team effort. Training so many volunteers in such a short timeframe was a huge challenge, but we knew St John volunteers could really make a difference on the frontline if we could get them there.**

**A huge thank you and well done to everyone involved, especially the thousands of volunteers who stepped forward without hesitation to give frontline care in such challenging circumstances.**

**Carl Makins**

Head of Volunteer Training, St John Ambulance

February 2021





**“2021 was an incredible year for training and I pay tribute to everyone in St John who made it so successful. Their amazing work has had such an incredibly positive impact in communities all over England.**

**If anyone had told me in 2020 that we would have trained almost 27,000 brand new vaccination volunteers in just four months, I’m not sure I’d have believed them, but the momentous efforts of trainers, demonstrators and support staff made that happen and more.**

**The energy and scale of our training team’s achievement was beyond belief – I was hugely impressed at the sight of hundreds of people being trained in hypercentres every weekend, for example – and the nation owes them a debt of gratitude.**

**Janet Catto**

Commissioner Training, St John Ambulance

# Who was behind the masks?

Many famous faces – from our Grand President, **HRH The Countess of Wessex**, to Olympics athletes, actors and explorers – were among the new team who trained with St John as vaccination volunteers...

Husband and wife, **Matt Willis**, Busted band member, and **Emma Willis**, presenter of TV shows including The Voice UK, The Circle and Delivering Babies. Matt told us: “I remember St John from backstage at venues and festivals. At the front there was either a paramedic or someone from St John stood in front of us. I’d recognise those jackets anywhere and it’s a good feeling! Many of us have a lot of time on our hands right now and I want to be able to look back in 10/20 years and say I used that time wisely – we did our little bit and we helped in some way.”



**Dr Anna Watkins**, world champion rower and double Olympic medallist: “I was offered the chance to train as a volunteer vaccinator with St John Ambulance; I didn’t hesitate. The training was very well organised and thorough – as well as being quite fun and jolly! I’m the sort of person who feels energised in a crisis and I just want to do something practical to help.”



**Dr Ranj Singh**, NHS doctor, author, and Strictly Come Dancing contestant said: “Volunteering to be a vaccinator was something I didn’t think twice about. I know how important it is and I wanted to help in any way I could. So doing it with St John Ambulance, whom I have supported for many years, seemed like the obvious choice. I have been absolutely blown away by the sheer dedication of both the training team and my fellow volunteers. It feels like we’re part of something very special. It’s the best thing I’ve done in a while!”







**“It was a privilege to speak to St John Ambulance vaccination volunteers in Cornwall today, to thank them for their extraordinary contribution to the vaccine rollout.**

**Our brilliant volunteers have helped us get jabs into arms quickly and efficiently – providing millions of people with the reassurance that they are protected against the virus.**

**We couldn't do it without them, and I am incredibly grateful for their continued dedication and hard work.**

**Boris Johnson**  
Prime Minister  
March 11, 2021

# Ask me about the day I met the Prime Minister

As we approached the anniversary of the first nationwide lockdown on March 23, England was in the grip of tight restrictions aimed at preventing Covid infections and deaths. But almost a year into the global pandemic, there was light at the end of the tunnel; vaccination was in full swing, and St John was being praised for its service to the nation's health. Our volunteer District Clinical Lead for Cornwall and the Isles of Scilly, **Nicola Fielding**, gives her take on 2021.

I have been a volunteer with St John Ambulance for 28 years and have made lots of great memories over that time, but 2021 was certainly a year to remember. I had the privilege of training hundreds of volunteers to become vaccinators and was amazed by the sheer number of people who came forward to give their time to support their community. I felt a real sense of pride every time I provided training to the many volunteers who were attending from all walks of life.

In March, I was asked to host a video call with our Prime Minister, Boris Johnson, at the vaccination centre hosted at Stithians Showground. I arrived at the showground in the morning feeling rather nervous and wondering what to say. Well, the Cornish weather certainly made things even more challenging that day. We were stood in a marquee in the middle of an agricultural showground with gale force winds threatening to take the roof off; we could not hear a thing! Thankfully, the Chief Pharmacist on site found a set of headphones for me to use, so that I could at least hear the Prime Minister during our call.

I have reflected upon this day several times over the past year and still feel a sense of pride that I was asked to represent St John in this way and give a small insight into the amazing work of our volunteers down here in Cornwall.

In addition to supporting the vaccine programme, I was also asked to coordinate a team of volunteers supporting our local Emergency Departments where they worked tirelessly alongside our NHS partners to provide direct patient care in a busy department at an incredibly difficult time for the nation.

Although most of my time with St John Ambulance was spent managing, training and coordinating, I also volunteered on the front line as Emergency Ambulance Crew. I loved this opportunity to give back and to support our community and the local ambulance service.

I often reflect upon 2021 and the impact the year has had on my journey with St John Ambulance and personally as well. It was an incredibly difficult time for everyone and I was no exception to that. Other than my partner, all of my family live over 300 miles away from me, so I saw very little of them due to national and local restrictions. Myself and my partner had also been working through an adoption process during the whole of 2021, which was made all the more challenging by the national restrictions. I am thrilled to say though, that our year ended much more positively than it began with the arrival of our adopted twins who bring a whole new set of challenges!





**April to June**

# A spring filled with hope as a nation mourns

April began with St John Ambulance's team of vaccination volunteers at full capacity and we reached half a million of hours of pandemic support activity early in the month.

With spring in the air, schools reopened and England's vaccination efforts outpacing the rest of the world, the country was looking forward to the gradual end of further constraints on everyday life, but news that non-essential retail was returning soon, and pubs and restaurants would be able to open outdoors was tempered by the sad loss of His Royal Highness The Prince Philip, Duke of Edinburgh, on Friday April 9. While his funeral, just over a week later, would be a muted occasion, with the public unable to gather and mourn, St John Ambulance played its part in proceedings, just as it has for Royal occasions since the nineteenth century. **Peter Hollely** led our contribution to the event and relates his experience.

For many years, St John volunteers and staff have prepared our charity's response to the death of a senior member of the Royal Family, but Covid-19 restrictions saw funeral arrangements scaled back and our role limited to a team of 50 first aiders and clinicians – mainly in Windsor, but with a small presence in central London.

My main role in planning for Saturday April 17 was managing people's expectations around a limited operation that provided what was required with the right amounts of compassion, respect, and discretion. St John people's instincts are always to get involved and do whatever they can to help, but, while final arrangements were confirmed just days before the funeral, it was always clear large numbers wouldn't be required for this occasion in the way we'd always planned. It was a dynamic situation and, as manager, I had to ensure people were accurately briefed and reassured that we were doing enough.

On the day, rather than drawing in large numbers of volunteers from across the country, the majority of our work was delivered by the team from our Thames Valley District plus specialist resources like cycle responders. I was running things from our offices in York Street, London, with BBC News coverage of the funeral on television, and close contact with our teams in Windsor and on The Mall.

The atmosphere was sombre and professional. You plan for these things but can never really prepare for how it feels on the day; Prince Philip is a hugely significant figure in the life of our nation and it was almost impossible to believe he was gone. I'm glad we were able to observe the silence in the control room and share that moment of reflection together.

Looking back on the rest of 2021, from a personal perspective, my year started with a move to Croydon and a more senior role as Head of Nursing for emergency care, and – after cancelling our wedding twice, because of the pandemic – I finally married my partner of 13 years in October. It was a very busy but very good year!

With St John, I'd only taken on my regional events role during the pandemic, so that's been all about our Covid response – especially vaccination and building even stronger relationships with the NHS. I've truly seen us at our best, and now I'm both excited and anxious about how all the positive steps we've taken over the last couple of years play out, how our new structures work and what St John does next. For me, it's about making sure our people feel welcomed, supported, and able to make their contribution as part of the St John family.





# Ask me about St John's incredible young people

For St John Ambulance's young volunteers, 2021 was another year of disrupted studies, seeing friends online and living through experiences they will one day enthral and impress their grandchildren with, or add to our new project gathering the oral history of our charity, which launches in 2022 – our year of Youth, marking 100 years of St John Cadets.

Where February would traditionally see us hold our Cadet of the Year competition, the class of 2020 were pressed into service for a second year, including the national winner, **Luke Stevenson** from Leicestershire, who shares his reflections on 2021.

Last year saw the biggest challenges and changes to our youth programme in the eight years I have been with St John Ambulance. I was lucky enough to have an insight into this extraordinary year, to witness its sensational highs and, inevitably, its lows.

If I have learnt one thing from 2021 it's that our young people are the driving force of our youth programmes. I've had the privilege of meeting so many of them from up and down the country and I say to them, "You are the reason that we are seeing more opportunities than ever before for our young people. You answered the call for help, you conducted yourself impeccably and you've shone a light on the capabilities of young people". I mean every word of it.

Cadets who volunteered to train vaccinators, brand training materials, run virtual unit meeting nights, stock kit at logistic hubs and so much more, sent a reminder out that young people are not just the next generation of St John volunteers; **they are the current generation of St John volunteers**. They offer energy and enthusiasm that is second to none.

When talking about young people in St John, I sometimes think we forget the 18-25 bracket too. Whilst I didn't have such a great oversight at this age bracket, I did see the exceptional talent and skill of young Youth Leaders and Helpers throughout the country. Many of them had not long left our Cadet programme themselves and were going above and beyond to support and empower young people who were going out to serve their communities.

Of course, not every young person could perform an operational role due to age, geographical location, having to protect vulnerable family members and many other valid reasons. But this still didn't stop them from getting involved. Many continued to work toward their Grand Prior's Award online, with lots attending both their own unit and wider district or regional sessions. I also had the honour of celebrating the thousands of pounds that Cadets and Badgers fundraised for our charity.

Our charity's leaders, both employed and volunteer, showed fantastic responsiveness. Countless hours have been spent to develop volunteering opportunities, plan sessions and make sure it is safe for Cadets to volunteer. I know all the young people would like to express their gratitude for the hard work that went in over 2021 to make it all happen.

As we entered 2022, I was left feeling reassuringly optimistic; excited to see our Year of Youth Celebrations taking shape and, more than anything, hopeful that the legacy young people created for themselves in 2021 will not be forgotten and will inspire all members of St John, from the young to the not-so-young.

# Brighter, healthier futures

Last year may have been challenging for St John Ambulance's young volunteers, but that didn't stop us preparing to celebrate the centenary of our Cadets in 2022, making improvements to our existing programmes, and launching or preparing innovative and exciting new opportunities for an even wider range of young people.

Inspiring this next generation of lifesavers would be impossible without the generous donations from our supporters and funders. Thank you all for making a massive difference to the lives of thousands of young people.

## NHS Cadets

Developed by St John Ambulance in partnership with the health service, NHS Cadets aims to transform the lives of young people by equipping them with the skills to aspire towards volunteering and potentially careers in healthcare.

NHS Cadets come from a diverse range of backgrounds: examples include caring for a family member, identifying as neurodivergent, or coming from an ethnic minority. The programme is fully funded, and free for those who qualify.

We offer two pathways: Foundation (for ages 14-16) and Advanced (for ages 16-18). The Foundation Pathway develops young people's transferable skills in areas such as compassionate leadership and healthy teamwork. It aims to build confidence and develop awareness of healthcare volunteering.

The Advanced Pathway considers what healthcare is like both globally and closer to home, and what it means to care for individuals and support communities.

NHS Cadets tell us they trust their youth leaders, reporting that they feel welcome and respected. Graduates from the programme have said they feel confident, resilient and more optimistic about their futures.

**“I always knew I wanted to help people when I'm older. But St John opened me up to amazing career prospects within the NHS and wonderful world of healthcare. I feel I've gained more knowledge on a career in health and have been given insightful opportunities to learn from real, inspiring healthcare professionals.**

**Minali Mihiripenna**  
NHS Cadet from Croydon





## Young Responders

“Thanks to support from players of People’s Postcode Lottery, thousands of young people will receive training which will help within our communities for years to come.

“The impact of Covid-19 has been felt acutely by young people and the Young Responders initiative will help rebuild confidence and skills that will have a positive lasting impact.”

### **Laura Chow**

Head of Charities at People’s Postcode Lottery

First announced in May 2020, our £1 million Young Responders initiative is targeted at 14-25-year-olds coming out of the care system, young carers, young people not in employment, education or training, and those exposed to street violence or at risk of poor health outcomes.

The content, testing and delivery have all been shaped by the young people to address specific needs within their own communities.

Through this peer-led programme, Young Responders will have the opportunity - for the first time - to acquire both physical and mental health first aid skills relevant to their lives, helping them to better look after themselves and others around them.

“Even after a hundred years of youth work, St John is still learning. Through Young Responders, we are rethinking the way we develop some of our youth programmes, drawing on the experience and expertise of young people to design and deliver peer-led mental and physical first aid sessions that will save lives in some of our most challenged communities.

“Thanks to funds raised by players of People’s Postcode Lottery and awarded through Postcode Innovation Trust for making this possible.”

### **Martin Houghton-Brown**

CEO, St John Ambulance

## Health Citizens

Health Citizens is a community programme that aims to reach and train young people aged between 16 and 25 in a wide range of essential leadership skills, whilst supporting and guiding them through employability opportunities and peer group coaching. Funded by the Standard Chartered Foundation, the programme is part of Futuremakers by Standard Chartered, a global initiative to tackle economic inequality.

“We are incredibly proud to launch the Health Citizens Programme with St John Ambulance as part of Futuremakers to support young people in our local communities who are some of the hardest hit by the economic and social impact of Covid-19.

“We have a real opportunity to inspire, encourage and share our knowledge and expertise to help equip the next generation with skills for the future and to thrive. We are thrilled to be part of this much-needed programme and cannot wait to see how the participants’ progress.”

### **Torry Berntsen**

CEO of Europe & Americas, Standard Chartered

# Ask me how I became the face of Ask Me

Summer marked the start of St John Ambulance's first brand campaign in more than a decade. **Ask Me** came from our longstanding need to help the public understand our charity's reach and impact more clearly. At a time when St John's profile was at its highest and we were rarely far from the headlines, it remained the case that being well known but not known well was a challenge that needed to be addressed. And what better way to do that than through the stories of St John people? **Dr Zain Osmani** tells us all about his experience.

Monday June 14 started at 6am, in the sunshine on the South Bank of the Thames at a photoshoot with the ever radiant Myleene Klass and a very flustered me, having stained my shirt whilst ironing that morning AND forgotten to pack my hair gel (a thank you here to my friend Dave Shuttleworth, who was looking after the launch event for St John and shares my enthusiasm for hair clay - you saved the day on the hairstyling front!) Whilst scrolling through my phone on the way to our next engagement, I found myself at the centre of Myleene's social media channels and started to realise that the Ask Me campaign was about to become something very special.

Next up was a live CPR demonstration on Channel 5's Jeremy Vine show. I'd never been live on TV, so I can honestly say I was a nervous wreck. Having been with St John Ambulance for 16 years and just completed a medical degree, I thought my knowledge of basic life support would have been adequate yet seemed unable to recall a thing once I sat down in the green room (thanks here to St John trainer Richard Salter for the emergency revision session over Facetime, moments before I was on air). Fortunately, once we went live there were no significant mishaps, apart from advising viewers to cover patients' faces with 'tablecloths' as opposed to the much more practical 'tea towels'...

I'm grateful to have been offered this opportunity to represent St John Ambulance; we all do incredible work, and this was evident more than ever before during 2021, so it was right that we've shared some amazing stories with the world via Ask Me.

For me, last year - and indeed the whole of the pandemic - was about public service. St John people stepped up to serve when presented with entirely unprecedented circumstances and together we delivered exactly as per the motto of the Order of St John *pro utilitate hominum* - in the service of humanity. The vast majority of my time in St John during 2021 was spent volunteering as Emergency Ambulance Crew, supporting London Ambulance Service by responding to emergency calls across the capital whilst the service was under immense pressure.

Becoming a doctor was a childhood ambition of mine and St John Ambulance has played an intrinsic role in helping me accomplish that dream - the combination of delivering a Sky News live interview on behalf of St John and celebrating my graduation day was incredibly special for me and is certainly something I will always remember. I am forever grateful to everything St John Ambulance has offered me both as a young person and as an adult volunteer, and I look forward to giving back to the charity as a doctor for many years to come.



## Recruiting a 'CPR Army'

June also saw us announce the new CPR (cardiopulmonary resuscitation) Community Network, where we were tasked by the NHS with drawing together training and advocacy provision, then recruiting hundreds of volunteers to teach and raise awareness of CPR and defibrillators across the country, with the aim of saving up to 4,000 lives a year.

With only one in three people in England giving CPR when they witness someone going into cardiac arrest, the initiative aims to help meet the NHS Long Term Plan aim of increasing the out of hospital cardiac arrest survival rate in England from 7% to 25%.

The news came just days after Danish footballer Christian Eriksen suffered a cardiac arrest on live television, and the media captured the public mood by nicknaming the Community Advocates who will share lifesaving skills a 'CPR Army'.

We know there is demand for this vital knowledge. Following Eriksen's collapse we saw a 1000% increase in calls asking for CPR training, while searches for CPR advice were up 565% and defibrillator guides up 1,900%.

In 2022, our CPR Community Network will reach around 60,000 people – just one of many ways St John will teach first aid across the country.



**July to September**

# Making our streets safer

Summer saw us move out of lockdown, with the 'Freedom Day' originally planned for mid-June delayed to July 19. But the caution around the additional risks and greater transmissibility of the Delta variant has to be set against a picture of growing resistance to the coronavirus. By July 2, around 38 million people in England had received their first dose of a Covid-19 vaccine and 28 million people had their second dose, with millions of jabs administered and supported by St John volunteers. People were looking forward to big nights out and our teams were on hand to help.

Research conducted for St John at the outset of our Ask Me campaign showed that 73% of people were planning to head to bars and restaurants as soon as lockdown was lifted. And, even with hefty restrictions in place, the experience of our emergency ambulance crews and night-time economy (NTE) support teams over the Bank Holiday weekend at the end of May had been of town and city centres that were busier than a normal New Year's Eve.

Summer saw us expand our NTE work across more locations, to care for revellers who found themselves in need of medical help.

St John Ambulance first aid provision to make nights out safer has become a regular fixture in recent years, with projects in locations including London, Birmingham, Newcastle and Manchester.

Led by healthcare professionals and highly trained volunteers, NTE support aims to reduce demand on frontline NHS services by providing healthcare and treating patients on the spot. It is work that is in huge demand and St John has ambitious plans to scale up this work, as part of wider initiatives to create safer streets in 2022 and beyond.

**“Having highly trained first aiders and medical professionals on hand, close to pubs and clubs, means treatment is available when people need it most.**

**Our volunteers can care for anyone who's worse for wear, sick or injured and – crucially – prevent unnecessary hospital admissions. And that's why we are rapidly expanding our work in support of the night-time economy to pre-Covid levels and beyond.**

**Craig Harman**

Director of Health and Volunteering Operations, St John Ambulance

## Sharing lifesaving skills

**Raisa Stefanescu** is a teenager from East London who teaches first aid skills to other teenagers after witnessing a young boy stabbed in the street. Her story was featured in the second wave of our Ask Me campaign.



“When you hear it on the news it sounds a bit like a statistic, but when you actually see it happen, it really makes you think about how many more incidents there are and how many more victims. It was really sad to see, but it has spurred me on to do something positive in other situations.

I teach other young people, around 13 or 14 years old, how to go out and make a difference in their communities. Hopefully in the future, I'll hear that somebody I taught made an impact on someone else's life.

**Raisa Stefanescu**  
St John Ambulance Cadet

# Ask me how St John supported Afghan refugees

St John Ambulance first aiders and emergency ambulance crews at Birmingham and Manchester Airports were in the vanguard of delivering humanitarian and medical support to people evacuated from Afghanistan after the Taliban swept to power across the country in late August. *Among them was **Philip McCahill** who, in addition to working as a primary school teacher in Smethwick, now volunteers as our West Midlands District Community Response Officer.*

Those few days at Birmingham Airport were incredibly busy. Even when we weren't providing first aid, there was lots of stuff to do – and absolutely zero time to sit still. At any hour, we might be helping with welfare, answering questions, handing out food and water or directing people to other services.

It was important to remember that many arrivals had been travelling for a pretty long time by the time they reached us. What wasn't widely reported is that lot of the refugees had to walk for three or four days to even reach Kabul. Then they spent another four days crowded together and threatened in the blistering heat at the airport. Unsurprisingly, many were suffering from dehydration and malnutrition when they landed in Birmingham.

We dealt with lots of minor injuries caused by general wear and tear – such as blisters, splinters and small cuts. Many of the arrivals also had cold and flu symptoms; we saw numerous chesty coughs and mild fevers, especially with the little ones. And there were quite a few people from vulnerable groups – such as very young children, pregnant women and the elderly – who needed special care.

We had five ambulance crews on standby for emergencies and very serious cases. We saw some women who'd had chemical irritant splashed in their faces by the Taliban while they were queueing to leave Kabul, so we treated their burns. And one lady showed up who had a whole history of health issues – a heart condition, type one diabetes and high blood pressure – but had left her medication behind. She was deteriorating badly, so we referred her to a doctor for some specialist treatment.

I was lucky to work alongside some truly inspiring volunteers, and it made me think about how the defining quality of a 'volunteer' is that they're the kind of person who willingly gives up their own time to help others. You don't do that unless you really care and are *great* at empathy. And that's why St John people are perfectly equipped to help in these situations. We couldn't hope to fix all the refugees' problems – but we could listen, respond to their needs, and offer consistent, friendly support. Our support made a massive difference that week.

For me 2021 was a year of change and development in St John: the return to events, growing in my role, responding to crises. I felt a lot of personal growth and huge pride in my volunteering.

In the space of a year, I was able to volunteer over 450 hours, progressed from First Aider to Advanced First Aider and even tried my hand at unit management. It was a really successful year for me personally and for the organisation as a whole.

The more community response work we are able to do, such as frontline shifts, night-time economy, hospital volunteering, the closer to the heart of our communities we are able to serve and the greater the difference we make.

**“The plight of people forced to flee their homeland – many in fear of their lives – has touched us all, and the response from St John Ambulance colleagues when we were asked to help care for Afghan refugees has been overwhelming.**

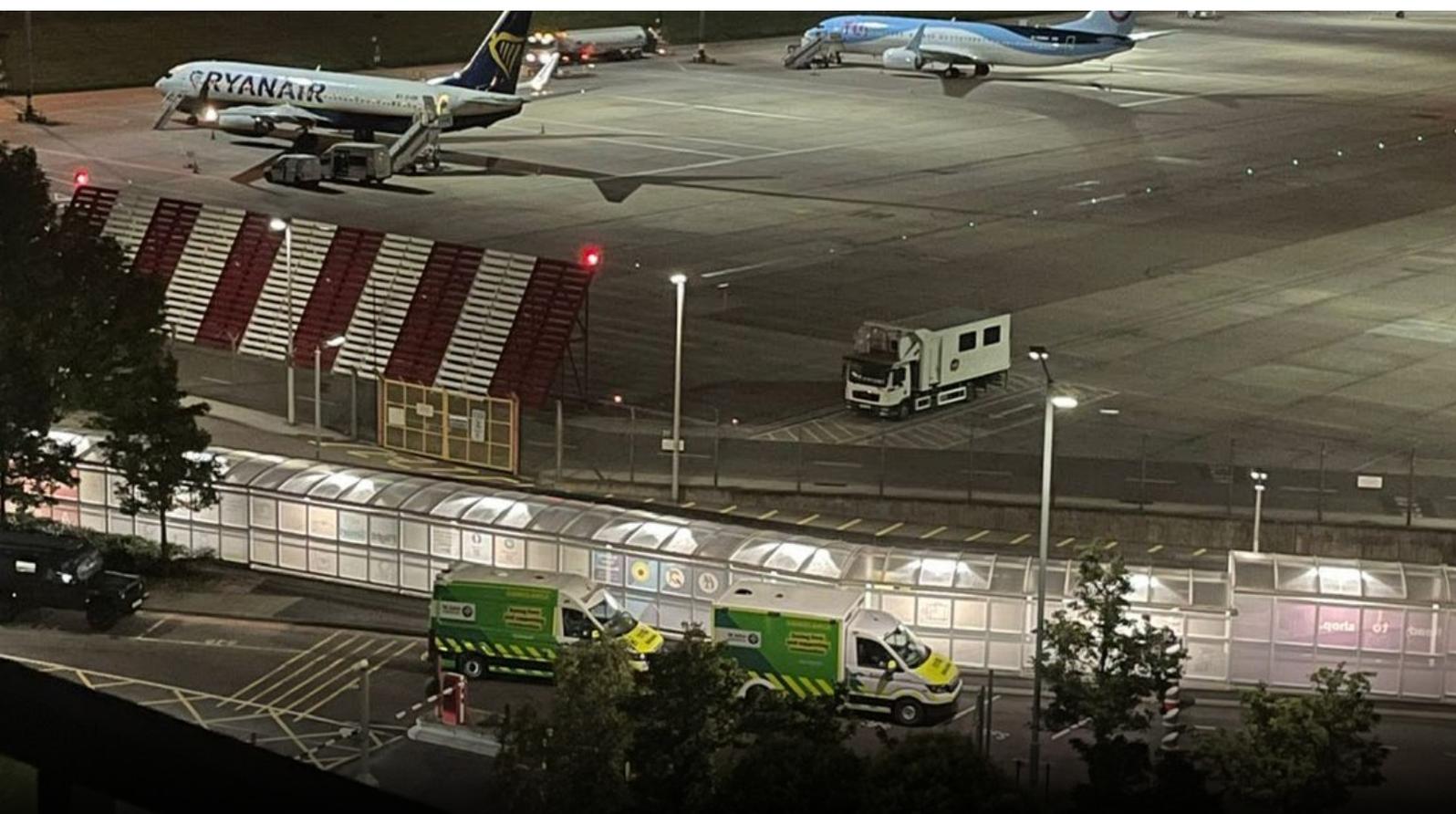
**Our people are delivering high quality clinical care to the people who need it most – just as we always do in times of trouble.**

**Our highly trained first aiders and emergency ambulance crew members are supporting patients suffering from malnutrition and dehydration, along with other conditions and injuries sustained during their wait to leave Afghanistan.**

**Adam Williams**

Former Head of Community Operations, St John Ambulance

Wednesday August 25, 2021



# Ask us about our first million hours of Covid response

By September 2021, St John had reached an important milestone in the charity's efforts to beat the pandemic – a million hours of caring for people in hospitals, on ambulances and through the vaccination programme, as well as in other community projects. We marked the occasion with a Parliamentary reception on September 8, coinciding with the publication of a report detailing our work to date and a vision for St John at the heart of the architecture of national resilience. Our CEO, **Martin Houghton-Brown** picks up the story.



The first 18 months of our response to the Covid-19 pandemic showed how truly the clinically skilled volunteers and dedicated staff of St John Ambulance live our founding motto – in the service of humanity – as they stepped forward to serve the nation in our biggest peacetime deployment.

Such dedication and service has made a profound difference. It is exactly the service that was envisaged in our founding Royal Charter as a charity that, at times of emergency in peace or war, we would render aid to the sick, train technical reserves; and provide trained personnel to give assistance to central or local Government.

And I firmly believe that now is the right time to build on the contribution of our clinical volunteers to the resilience of the nation during this pandemic by formally recognising the role of St John anew.

We want to develop and maintain the additional capacity we need to stand ready as the nation's auxiliary ambulance service; to retain and engage the thousands of new volunteers who've joined us during the pandemic by creating new roles and opportunities within St John for them to help their communities through first aid; and to ensure the expertise and capacity of skilled volunteers like ours is included in future planning for emergency resilience and response.

With the right support and partnership, we can build on what we've learnt during this pandemic to ensure a legacy of resilience for the future.



## How St John supports England's ambulance services

Beyond vaccination, the main aspect of our Covid response – itself an extension of our annual work to relieve the winter pressures on the NHS – is our ongoing work alongside health service colleagues, including responding to 999 calls and adding capacity whenever and wherever it is needed most.

St John Ambulance crews support the NHS by:

- ▶ Responding to Category 3 or 4 (urgent / less urgent) situations to perform initial assessments and provide treatment, if needed and appropriate. Crews are able to discharge patients at the scene with the support of a registered health care professional, clinical hub/ validation centre within the trust, or back up from the trust. They can also provide onward referrals and give relevant advice and information to patients.
- ▶ Providing non-emergency transfers to hospital or other healthcare settings, or between hospital sites.
- ▶ During times of high demand, St John crews are also used to respond to Category 1 and 2 (life threatening / emergency) situations to deploy clinical support to existing crews on scene and respond to 999 calls (where St John has the nearest appropriate resource), backed up by a resource from the local ambulance trusts.





**“From me, it’s just a huge thank you to St John Ambulance. I think it’s fair to say that, as a country, we have gone through the biggest health challenge in living memory. Things are getting better, but it’s not over yet.**

**Sajid Javid**  
Secretary of State for Health and Social Care



**“They have been fantastic, and I have met many many St John Ambulance volunteers during the last 18 months who have done an absolutely astonishing job.**

**Boris Johnson**  
Prime Minister



**“We really are truly grateful, and support you jointly across Parliament, for all that you do.**

**Sir Keir Starmer**  
Leader of the Labour Party



**“You not only stepped forward – you stepped up! The Prime Minister has seen the work of St John volunteers in vaccination centres up and down the country and he sends you all a huge, great big hug and a thank you, because the reason we can hug each other is because of the vaccination programme.**

**Nadim Zahawi**  
Former Vaccines Minister



Virgin  
MONEY

new balance

new balance

MONEY  
2469

LUCY

# October-December

# Lifesaving opportunities

Autumn saw a cautious return to something like normal for St John, with volunteers providing first aid cover at events, including the first teams of vaccination volunteers working behind the scenes at the Great North Run and London Marathon; delivering on our promise to ensure that vaccination had a legacy over and above our response to the initial emergency.

Meanwhile, our training team was busy with courses for workplaces whose staff had missed out on learning or refreshing lifesaving skills during lockdown. Although there were growing concerns around a new Covid variant, everyone was doing their best to restore business as usual and, nearing the end of a year where vaccination had been a huge focus for our charity, St John Ambulance and partner organisations continued saving lives in other ways.

## A PAcT to save lives

Created by experts in medicine, first aid and counter terrorism, Public Access Trauma (PAcT) First Aid Kits aim to increase survivability following stabbings, terror attacks and other serious incidents.

Developed as part of an ongoing partnership between St John Ambulance and citizenAID, working alongside colleagues from the National Counter Terrorism Security Office (NaCTSO), the kits are designed to save lives by being kept in public places, such as arenas, football stadiums and railway stations.

The content of the kits is outlined within nationally agreed standards, and includes military-grade wound dressings, tourniquets and other vital components, plus clear written and visual instructions for how to use them.

UK Government Departments and agencies, devolved administrations, the police, NHS, other medical organisations – including The Royal College of Surgeons of Edinburgh’s Faculty of Pre-Hospital Care – and charities were involved in the development and approval of the new standards, which are the first of their kind in this country.

Our historic buildings in Clerkenwell provided the backdrop to an event launching the PAcT standards, with speakers and first aid demonstrations in Chapter Hall, and the media conducting TV interviews using the recently reopened Museum of the Order of St John as a location. The compassion and care that underpin our history were showcased alongside innovations that will save lives in the future.



## More partnership working

October also saw us lend our voice to an open letter from UK Coaching, calling for sudden cardiac arrest training to become mandatory for all involved in the delivery of sport, as well as joining the annual Restart a Heart led by Resuscitation Council UK in partnership with BHF, British Red Cross, St John Ambulance and Yorkshire Ambulance Service. In the latter case, more than 100 St John volunteer teams ran CPR and defibrillator demos reaching almost **43,000** people.

Meanwhile, we continue to play a leading role in the Voluntary and Community Sector Emergencies Partnership (VCSEP) – a Government-backed coalition of over 250 organisations – and establish closer bonds with branches of St John around the world.

St John Ambulance is a charity with unique and proven capabilities in health and first aid, but the pandemic has reminded us we cannot exist in isolation, and our delivery is all the stronger for incredible network of partnerships we have nurtured and continue to develop.



**“The launch of these standards is an important step forward on a path towards saving more lives.**

**Whilst they are not mandatory, the long-term aim is for PAcT first aid kits to become as commonplace and widely accepted as public access defibrillators.**

**Dr Lynn Thomas**  
Medical Director, St John Ambulance

# Thank you for saving my life

East London GP **Ian Quigley**, 56, had just sprinted to the finish line of the 2021 Royal Parks Half Marathon when he felt his legs go wobbly. The next thing he knew he was in the back of an ambulance, having suffered a cardiac arrest.

St John Ambulance volunteers gave him chest compressions and used a defibrillator to restart his heart while moving him through crowds to the medical centre.

Thanks to this prompt first aid and subsequent hospital treatment, the fit father of two – for whom this was a sixth half marathon – was able to return to his family in three days and his own patients a month later.



**“Defibrillating someone is easy. You bare the chest, apply the pads and let the machine do its thing. The difficult thing is to have the right people with the kit at the right place and the right time. St John Ambulance had a team of people trained and equipped, gloved and ready to go at the very moment I needed help. Most people who have a cardiac arrest are not that fortunate.**

**I have an undying gratitude to the men and women who gave up their Sunday morning to stand around in October drizzle waiting to save someone’s life. My life. And in a way the lives of my wife and family and friends. And dog Mollie.**

**So thank you – to the volunteers, to the people who thought to put them there, to the people who recruited and trained them. Thank you.**

**Dr Ian Quigley**



“From the moment you walk through the door at St John Ambulance you are trained in how to give CPR and use a defib. This was a textbook case of how immediate chest compressions and early use of a defibrillator saves lives and I hope this encourages members of the public to learn these skills. Without them, Ian would not have survived. To be able to say that our actions, without a doubt, saved his life is indescribable.

**Imogen Beresford-Bone**

St John Medical Response Team volunteer



# Ask me about my year as a vaccinator

Vaccination volunteer and journalist with the Express & Star, **Eleanor Lawson** from West Bromwich looks back on an extraordinary year.

When I saw a Tweet saying that St John Ambulance were looking for volunteers to become vaccinators, it quickly got under my skin. Initially, I didn't feel like the perfect candidate - for a start, I felt queasy around needles. Years of vaccinations and blood tests had done nothing to strengthen my constitution. But this wasn't something I could ignore - I couldn't help but imagine people asking me years from now what I'd done during the pandemic. And while life was so stagnant, the prospect of embarking on something new and exciting was impossible to walk away from.

The initial stage was quite understandably the hardest. I did three days of online training, from how vaccines create antibodies to safeguarding procedure and infection control. After passing an online interview, there was a day of in-person training, with a ridiculously talented array of volunteers there with me. This included an Olympic swimmer and a bomb disposal officer - a very humbling experience. The climax of the day was our injection training. We were all given two test injections on a fake arm pad attached to a fellow volunteer. Once I'd passed, I walked out of the building at the end of the day, coursing with adrenaline and feeling braver than I'd ever felt before.

My first few injections on real people were some of the most nerve-wracking and exhilarating experiences I've ever had and some of the proudest moments of my life. I was playing my part. Walking down the street in my bright green St John Ambulance t-shirt gave me a source of pride so strong I couldn't keep the smile off my face. The role is full of challenges, but it's been an amazing journey to get me to the point where it feels like second nature to me, and vaccinating has embedded itself into my muscle memory.

The joy of the job is of course the people. Having a patient smile or say they barely felt a thing has you walking on air for the rest of the day. When the age range for booking appointments dropped to 18, we suddenly had a larger number of nervous patients. I frequently had teenagers who really wanted to be vaccinated but were terrified of needles and would take deep breaths or listen to music while I did my job.

You see a whole spectrum of lives in the vaccinating pod, from the young to the old, from the confident to the scared. We all had our own awful experience of the pandemic but talking to people in the clinics was a harrowing insight into what we'd all lost. One care home worker told me that two thirds of the patients in her home had died. Others were physically or mentally frail and it was a truly emotional experience protecting them from a virus that could have killed them.

I witnessed the best of people on the job - from complete strangers acting as translators for people in the waiting room, to the army of volunteers giving up their time to protect others. In December, it was particularly prescient, as people gave up their time to protect people so they could go see their families and loved ones at Christmas. Looking back on the past twelve months, I know that it's a year I'll never forget.

Many of us will think about the life we could have had if not for the pandemic and the type of person we'd now be. We'll mourn what we've lost. But out of the misery of the last few years, St John Ambulance gave me new experiences and forged a new strength in me that I might not have had otherwise - and I'll always be grateful for that.



St John Ambulance logo  
SIA Vaccination Volunteer  
Name: [Redacted]  
Number: [Redacted]

Proud to be volunteering  
**St John Ambulance**

Thank you for supporting St John during the COVID-19 pandemic.  
We are inspired by the way you have responded to the COVID-19 pandemic.  
Together we have saved lives.

**You're amazing**

St John Ambulance logo

**blayco**  
TOGETHER WE SAVE LIVES

NAME/NUMBRE!

# Another year, another race against time



**“The vaccination programme has succeeded in achieving levels of protection previously unimaginable. You were a huge part of this achievement but now we need your help again to deliver booster vaccinations at a real rate of knots. It’s going to require a Herculean effort and I am asking you personally to be a part of it by undertaking vaccinator shifts as soon as you possibly can. Through your efforts, St John Ambulance has so far helped countless people; please make sure we get the boosters delivered and save even more lives, protect our families, our communities, and our NHS. Thank you for stepping up.**

**Professor Jonathan Van-Tam**

England’s former Deputy Chief Medical Officer

Message to St John vaccination volunteers, December 2021

The winter months were always at risk of being fertile ground for coronavirus infections but, unlike 2020, high levels of vaccination were providing significant defence. Then, on Saturday November 27, the first two cases of a new variant, named Omicron, were detected in the UK.

After months where the country felt like coronavirus was in retreat and we were making tentative steps towards a new normal, fears were growing that Christmas celebrations might be cancelled for the second year in a row but, as the Prime Minister announced that all adults in England would be eligible to receive a vaccine booster before the end of January 2022, St John Ambulance rallied its vaccination volunteers for another push.

As of the beginning of December, volunteer hours on vaccination stood at around 800,000 but the figure rose sharply as we headed towards New Year. The rallying cry above resulted in shift numbers doubling in just one week.

By this point St John Ambulance was recognised as part of enabling one of the fastest vaccine rollouts in the world, together with its wider work around Covid. The King’s Fund said: “Joint working between the NHS, local government and the voluntary sector was a hallmark of the vaccine roll-out, but also of much of the rest of the pandemic response at local level.”

**“ Alongside NHS staff, our selfless volunteers have worked tirelessly to protect the nation – in football stadiums, shopping centres, Christmas markets and countless other vaccination sites up and down the country. I want to give my personal thanks to everyone who has given up their time to help us beat record after record – continuing to make the NHS Covid-19 vaccination programme the biggest and most successful in health service history. I’m sure the nation will join me in paying tribute to these amazing volunteers, whose efforts will undoubtedly help to save many more lives.**

**Amanda Pritchard**

Chief Executive, NHS England

From January 11 to December 31, St John vaccination volunteers gave almost a million hours of their time and administered millions of vaccinations in more than 650 locations across England – everywhere from The Etihad Stadium and Westminster Abbey to school car parks, care homes and pharmacies.

And more than two thirds (72%) of vaccination volunteers expressed an interest in volunteering opportunities with St John beyond vaccination. At the end of 2021, almost 4,000 of them had applied for a permanent volunteering role. Meanwhile thousands more members of the public were lining up to become part of our next wave of vaccinators in 2022, but that’s another story...

**“ A critical success of the national vaccination programme is the contribution of St John Ambulance. Without your support we would not have achieved the phenomenal outcomes of the programme and the many lives saved across the country. From the volunteers who came forward, to the core St John staff and leadership team, everyone played a critical and important part in supporting vaccinations in their communities. The professionalism, collaboration and dedication of St John Ambulance’s team was outstanding, working alongside the NHS, military, and other volunteers, united in a spirit of public duty that many will look back in years to come with a real sense of pride.**

**Professor Mark Radford CBE, PhD, RN**

Chief Nurse & Deputy Chief Nursing Officer for England

# Fundraising for St John



"If Flora hadn't been there and done what she did, I wouldn't have seen my grandchildren grow up. I wouldn't have been here.

"It's your donations and my donations that help St John train people like Flora who save lives - mine and maybe yours, one day!"

**Simon Lea**  
Cardiac arrest survivor

## Ask us how we make our impact possible

Our dedicated St John supporters have again stepped up to make our work possible. This report has already shown how incredibly busy 2021 was for our operational teams, donations from supporters have helped to make sure volunteers had the training and equipment they needed to support in their communities and have funded our work with young people giving them the skills and confidence to be out supporting as well.

Our fundraising income for 2021 was £15.3m, reflecting a challenging context not just for St John but across the sector with reduced response rates due to public economic nervousness and delays in the administration of estates reducing gifts in wills. Despite the challenges across the country there were people going to extraordinary lengths to fundraise for us.

Our own fundraising teams demonstrated dedication and creativity as we pressed ahead with our fundraising strategy focusing on diversifying our income streams, including developing new and inspiring ways to engage our supporters. We have improved processes and increased our understanding of our supporters, preparing the groundwork for future growth.

**“Our supporters are amazing and have kept on supporting St John through the tough times of the last year. We are constantly inspired by the stories people tell us about why they support our work, whether it's because they themselves have needed to use first aid and so know how important it is to have trained people in the community. Or for some it is seeing volunteers in their community. We can't thank you enough.**

**Rebecca Mauger**  
Director of Fundraising, St John Ambulance



## How we raise money

We recruit new supporters through door-to-door fundraising activity, continuing to engage with them over time to develop and grow these relationships inspiring them about the difference their donations make. We also recruit new supporters using a variety of engagement methods, including door-drops, inserts and digital tools, through social media and via our website.

We build relationships with philanthropists, trusts and foundations and companies to help them make a transformational difference in communities through their donations. In this report we describe the many ways they have been making a difference from helping to make our fleet fit for the future so that both patients and volunteers have a safe and positive experience. Funding from individuals and organisations is driving innovation in our work with young people and across how we train volunteers.

**Flora** and **Laura** ran marathons to raise vital funds for St John in 2021.

**Flora:** "St John do so much for us. They've helped roll out the vaccines, they are always by our side, and I cannot thank you enough for letting me do this run and raise some money for your amazing charity."

**Laura:** "The reason I decided to run for St John Ambulance is because I see all the amazing volunteers at all the events I attend and I want to give back to the lifesaving work they are doing."

Community fundraising activity, which was suspended due to Covid restrictions during 2020, also remained largely virtual in 2021. St John volunteers, donors and supporters moved much of their planned activity online, using various giving platforms and continued to support and embrace virtual fundraising throughout the year. But, as the world began to open up again, traditional fundraising events made a welcome return and we look forward to even more in 2022.

**“I am super proud of all the teamwork that was involved in making our very first fun day a wonderful success. I would like to thank everyone for their help and hard work and for the many donations that we had.**

**This was a day that was very much needed to get our Cadets and the St Austell community involved after such a turbulent couple of years due to the pandemic, but everyone had a great day and the Cornish sun shone down on us!**

**Margaret Watts**

St John Ambulance Cadet Unit Manager,  
St Austell

## Working with fundraising agencies

Regular donations mean we can plan effectively for the future. We use a professional fundraising agency, like many other charities, to help us raise the most funds we can. For over 20 years, we have been fundraising door-to-door with Wesser Ltd, a well-established family run business, connecting us with thousands of loyal door-to-door supporters across the country. Wesser Ltd are subject to regular audits to ensure the highest level of service is provided. All fundraisers are required to read a solicitation statement to all new supporters on the door explaining the arrangement that we have with Wesser Ltd. Supporters are also given a document entitled 'Your Direct Debit', which gives more information as to how donating helps us over the long term followed with guidelines on how we utilise their data preferences. Due to the covid pandemic, our door-to-door fundraising paused during periods of lockdown in 2020 and 2021 as per the guidance of Government and fundraising regulatory bodies. We also work with three payroll giving agencies, including Sharing the Caring, Hands On Payroll Giving and Payroll Giving in Action, to promote tax effective giving from people in the workplace.

## Our fundraising policies

St John Ambulance is a member of the Fundraising Regulator and we ensure that across all our in-house activity and our external partners we abide by the Code of Fundraising Practice and code of conduct for face to face fundraising. We also act on information provided by the Fundraising Preference Service to update donor records and ensure that we only contact people in accordance with their wishes. Trustees monitor our practice in a standing committee of the board focussed on fundraising. As in 2020, we had no reported breaches or failings of these standards in 2021. We know the public needs to trust St John if they are going to donate money to our charity. This means having processes in place to continually monitor the work we deliver across all our fundraising and listening to feedback from current, potential and lapsed supporters. We ensure high standards by having a clear set of policies in place. These include policies for protecting vulnerable people, safeguarding and a fundraising promise, which can be found at: [www.sja.org.uk/get-involved/donate-andfundraise/our-fundraising-promise/](http://www.sja.org.uk/get-involved/donate-andfundraise/our-fundraising-promise/)

We ensure all fundraisers and fundraising employees read and understand these documents. External fundraisers also take part in a training programme, with regular update sessions. Our aim is that our systems and procedures meet best practice, so we work closely with our internal audit, assurance and other specialist colleagues to monitor our performance.

We maintain a robust process for procuring the services of external partner agencies as well as checking the contracts we have in place. Protecting our supporters' data is paramount so we ensure that our policies and procedures for its storage and processing meet legal requirements and our own high standards, with agreements in place with agencies we work with. We conduct regular internal audits of all teams who work with and process supporter data.

## Feedback

We received a total of 55 enquiries about our fundraising activities in 2021, of which five were compliments and 15 were complaints (down from 30 in 2020). We have a process for responding promptly to all complaints and, where appropriate, carry out an investigation. Last year, the majority resulted in the training or retraining of the individual fundraiser.

Our complaints procedure, covering fundraising and other issues, can be found at: [www.sja.org.uk/contact-us/comments-compliments-and-complaints/](http://www.sja.org.uk/contact-us/comments-compliments-and-complaints/) This is aligned with the Fundraising Regulator's requirements, and we monitor and respond to complaints in accordance with it. We also have robust complaints processes in place for all our external agencies to ensure we are fully compliant and that they meet the standards laid down by the regulator.

**A huge thank you to everyone who supported St John Ambulance in 2021. We are grateful for your continued support because your donations make our work possible.**



# Uncertainties, opportunities, and principal risks

Putting people first, serving each other and our communities, inclusively and without judgement, with **Humanity, Excellence, Accountability, Responsiveness** and **Teamwork** are our **HEART** values.

In 2021 we continued to see unprecedented demand for our frontline services in support of the NHS but as we move through 2022, we are adapting to our 'new normal' and to living with Covid-19.

At the time of writing this report, St John continues to have a role in vaccinating the nation through the spring booster programme, and we are now facing the challenge of addressing the impact of the pandemic on the nation's wider health concerns. In line with our strategy, we remain committed to reaching more communities in need of effective first aid and health response.

The uncertainty of the current global economic climate creates further challenges in 2022, led by adjusting to living with Covid, the ongoing impact of Brexit, and the war in Ukraine. Our evidence-based interventions, good governance and commitment from our people will continue to be key foundations to enable St John to respond to contribute to the health of communities. Progressing the journey of culture change we have embarked on, to further embed our HEART values and enable greater engagement across both St John people and the communities we serve will be integral to achieving this. Adopting and embedding learning through continuous improvement and innovation will also continue to be a priority for the organisation.

The improvements St John has made in recent years mean our charity is now well-placed to embrace opportunities and address the strategic risks outlined below.

Above all, we know that St John people make our charity work. Without our dedicated volunteers and staff, we cannot deliver critical services vital to the life of our nation and support the health needs of local communities. The need to support our people through times of challenge, opportunity, innovation and change is at the heart of everything we do.

## Clinical, Safeguarding and Health & Safety

These are areas where there will always be inherent risks due to the nature of the activity St John is involved in, but improvements in how they are managed and controlled have helped mitigate them significantly.

2021 saw us develop and launch an updated Clinical Governance Framework and Strategy, as well as reviewing the structure to support this. In addition, policies and procedures were reviewed, a new clinical incident management process was implemented and process for managing and disseminating clinical alerts to relevant staff was introduced to enforce an environment of strong policies and procedures. A review of the end-to-end process for Patient Reporting Forms commenced and we will implement an electronic patient records management system as a strategic project, which will be the key step to reinforce the framework.

A positive sector benchmarking report by Excelsior Safeguarding gave us assurance on our overall approach, and the recommendations have all been implemented. St John's work in this area over recent years has resulted in the risk being lowered. Alongside these efforts, our revised Safeguarding Policy and Procedures has been accredited by KCS Global International.

An Internal Audit of St John's Health & Safety was completed in Q3 of 2021, resulting in a comprehensive action plan of improvement areas which are being tracked and reported monthly; as of January 2022, 50% of the action plan was already complete. Meanwhile, the appointment of new external facilities management providers (Bellrock and Churchill) is helping to identify and rectify issues, as well as improving tracking of assets and hazards across our estates, and monitoring of remedial actions. There is a need to strengthen the team to support health and safety, as well as develop the oversight as part of the new Quality & Safety Directorate, which will help ensure our response to this inherent risk is robust.

## Key Risks Summary

## Change in perceived risk in last 12 months

<p>➤ <b>Clinical</b> – Good clinical data is needed to evidence the robust clinical governance processes to be assured of the high standards of care and patient outcomes.</p>	<p>➤ Decreased</p>
<p>➤ <b>Recruitment and retention</b> – Ensuring sufficient employee and volunteer resourcing is in place to deliver excellent health and first aid response</p>	<p>➤ Increased</p>
<p>➤ <b>St John culture</b> – Living our HEART values will lead to greater engagement, collaboration and unity to deliver St John’s mission</p>	<p>➤ Decreased</p>
<p>➤ <b>Wellbeing</b> – Our people must be adequately supported through and post Covid-19, with access to resources to enhance their emotional wellbeing to thrive at St John</p>	<p>➤ Decreased</p>
<p>➤ <b>Financial sustainability</b> – Strategic decisions to consider the long-term financial sustainability of St John will enhance its capability to recover and grow</p>	<p>➤ Decreased</p>
<p>➤ <b>Data maturity</b> – Future sustainability is enabled through decision-making underpinned by the right evidence and insight at the right time</p>	<p>➤ Decreased</p>

## Recruitment and retention

With the easing of coronavirus restrictions in 2021, businesses set out to resume pre-pandemic activities; this led to significantly increased levels of recruitment nationally, but all are facing difficult market conditions.

For St John, recruitment challenges are impacting our employee and volunteer workforce, including our ability to retain people. Re-engagement challenges are affecting the volunteer workforce critical to the delivery of our frontline services. For example, the pandemic has led to some of our volunteers securing opportunities elsewhere or reassessing how they spend their free time, whilst aspects of St John activity were paused.

We have responded by reviewing our approaches to recruitment and retention, opportunities to grow and develop, reward and recognition, and our inclusion offer. This led us to undertake several immediate actions to improve the experience for St John people. Over the course of 2022, we will continue to progress this work – taking recommendations from further commissioned reviews which will consult widely – including delivering new People, and Equity, Diversity and Inclusion strategies.

## St John culture

Increased dialogue with our people, together with learnings around their experiences through Covid, has driven St John to embark on our Values in Action culture change programme. This is a key strategic priority that ensures our HEART values are central to everything we do at St John.

We have set up a new infrastructure to ensure we hear the voices of our people clearly and act quickly to implement changes that are needed. That included our Leaders with HEART workstream, which focused on ensuring our employed and volunteer managers were provided with the skills and resources they needed to set the right tone and model behaviours in line with our values.

In 2022 we’ve launched Heartbeat, a 15-month campaign for actively engaging the organisation with our work on culture change and improvement. We will continue to embed the initiatives we have developed and introduced new models, ensuring we continually seek feedback on the success of these through tangible measures and amending our approach based on our learnings as we move forward.

## Wellbeing

Covid-19 impacted the emotional and mental health of the nation and, as restrictions eased, anxiety around resuming pre-pandemic activities and returning to workplaces was natural. St John reviewed and improved its wellbeing offer and resources for its people, then ensured these were promoted, including through the introduction of new Wellbeing Supporters across the organisation. Regular pulse surveys were used to review how our people were feeling, paying attention to variances, to ensure specific needs were addressed as required.

In 2022, with Covid-19 restrictions fully lifting, we remain mindful of how people feel as they return to workplaces. We are due to launch our Flexible Working and Hybrid Working policies, to ensure we have arrangements in place to support the transition and that individuals benefit from increased closer working and collaboration with their teams. A Wellbeing and Mental Fitness strategy is also in development to consider the needs of our people beyond Covid-19 and will be a three-year initiative to ensure wellbeing continues to be prioritised at St John.

## Financial sustainability

Whilst St John has been integral to the nation's response to the pandemic, the effects of ongoing lockdowns, restrictions and the economic downturn adversely impacted the charity's commercial income streams. In 2021 we continued to take the action required to manage the charity's financial position, with key interventions leading to a favourable outcome at the end of the year:

- The Finance Task Group led by our lead Finance Trustees, helped ensure that financial decisions were considered strategically for sustainability and implemented through strong director engagement, with the required business continuity arrangements in place
- Delivery of programmes of redundancy, property closure and sales and project reviews helped to control and manage costs.

These measures were supported by our portfolio of business and digital transformation to increase efficiencies and create opportunities for growth, as part of balancing short-term pressures with the need for long-term investment.

Although the uncertainty relating to Covid-19 and market confidence is reducing as we enter 2022, there is increased concern regarding the current economic and political outlook. We will continue to manage and streamline our costs this year, reviewing our business models to seek opportunities for further improvement. Crucially, we will be developing our strategy for 2023 onwards, ensuring our investment decisions support our mission to deliver an excellent first aid and health response.

## Data maturity

St John recognises that insight is key to enabling the organisation to make evidence-based decisions to deliver its strategy in the most efficient, effective, and timely manner. Our data must be accurate, reliable, and secure, ensuring the rights of individuals are protected where personal data is involved.

In 2021, the organisation developed and launched its Data Strategy and formed the leadership team to deliver this. A new Data Protection policy, training and champion network to promote awareness and compliance across the organisation were launched. A Digital Transformation was prioritised under our Change Portfolio, ensuring the right technological solutions are being delivered to improve our data maturity and develop our insight capability accordingly. These avenues of work will continue to progress over 2022 in line with our agreed roadmaps.

## Our approach to risk management

St John manages risks as an integral part of how the charity operates. Our new leadership design, implemented in 2022, enables us to be more forward looking, with our Executive Committee (ExCo) focused on strategy development to meet future need and threats to delivery of our mission and our Executive Leadership Team (ELT) responsible for identifying major strategic risks to which the charity is exposed and establishing controls and actions to manage them.

Risk assessments and risk registers are in place and regularly reviewed by our leadership teams, with oversight and recommendations from our Executive Risk Review Panel, to ultimately report to Audit and Risk Committee and the Boards of Trustees. In 2022 we are progressing our review of risk appetite across strategic risks with our committees for their endorsement, with a view to seeking approval from our Boards of Trustees thereafter.

The Governance Directorate continues to have responsibility to ensure the charity is managed in accordance with Charity Commission regulations and good practice guidance. As part of that directorate, the Risk and Internal Audit departments, with the oversight of the Audit and Risk Committee, provide assurance on the effectiveness of the risk management process and associated mitigation strategies and controls, focusing on the areas of greatest risk.



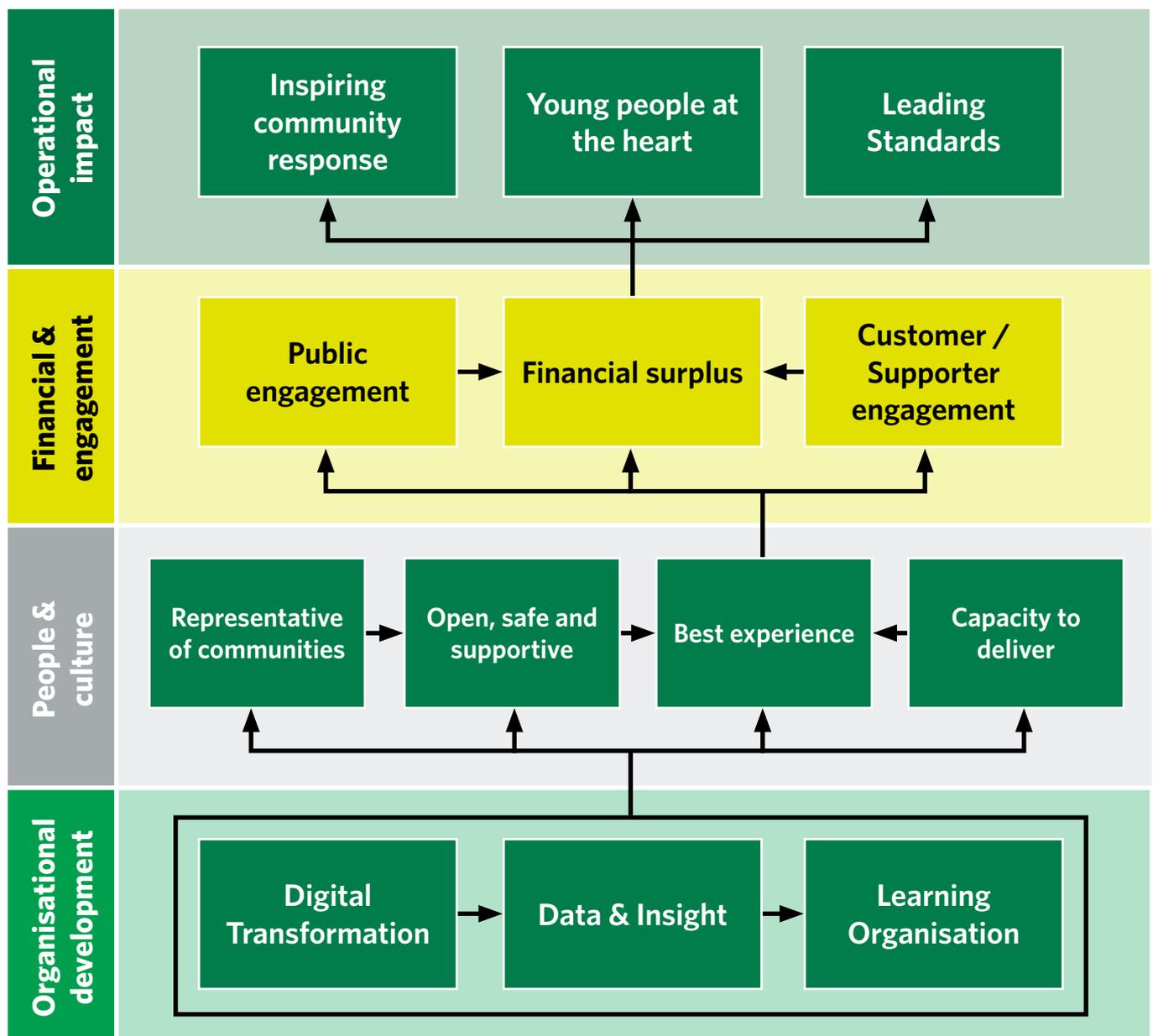
# Plans for 2022

In 2022, we are measuring performance delivery in the following four areas:

- **People and Culture** - supporting all St John people to thrive.
- **Operational Impact** - delivering our strategic goals and developing our impact as a charity.
- **Organisational Development** - modernising our organisational foundations.
- **Finance and Engagement** - building a sustainable charity.

Alongside our exciting plans for 2022, we will develop our new five-year strategy for 2023 to 2027.

## 2022 strategy map



# What's next for St John?

The extraordinary challenges of the last two years have highlighted the deep-rooted strengths of St John, as well as some longstanding weaknesses that we must address, and – within all of that – our direction of travel is becoming increasingly clear. Our priority is to build a strategy for the future that takes us beyond the Covid-19 pandemic and builds on its legacy for our amazing charity.

We have always known that **first aid saves lives** but we are now recognising the breadth of what that means in full; from supporting physical and mental health, to delivering lifesaving treatments including vaccinations, along with our ability to educate at both scale and pace – evidenced by our rapid training of 27,000 new vaccination volunteers. These abilities to deliver, educate and – as individuals and as a charity – learn from our experiences will carry us forward into our strategic planning for the next five years.

In the meantime, success in 2022 and the years to come will rely on a number of factors. In particular, we will deepen our relationships with the NHS, building on them in a spirit of continued partnership. The reach of our youth programmes must grow; not only in terms of greater numbers of young people engaging in them but also – as we're already seeing through our work on projects like Young Responders and Health Citizens – widening our scope to include teenagers and young adults who experience greater vulnerabilities and have limited opportunities.

Alongside that, we will return our first aid training operations to pre-pandemic levels and more, and – for the first time – we will begin to understand more about the patient experience when they are treated and cared for by St John people. As we look to the future, we have a keen eye on the past and will invest in our heritage, including beginning to plan for a major project around the historic Priory buildings in Clerkenwell.

Organisationally, we're making significant investment in our technological transformation, including commissioning a new customer relationship management approach. And we are building on our Values in Action programme to improve the culture at St John – including our Heartbeat initiative and new Equity, Diversity and Inclusion Strategy – all of which we expect to improve our ability to retain volunteers and staff.

Finally, looking at our finances, we have set ourselves an ambitious budget that will undoubtedly be challenging but is, nonetheless, an important step in our recovery from the pandemic.

As we end this look back on St John's achievements in 2021, we should all feel proud of the amazing things we have done as St John people – from each individual patient we've cared for, to the enormous impact of our collective efforts on vaccination and everything in between. We are standing on the cusp of a bright new future for our charity at a time when our motto is as relevant as ever:

## Pro Utilitate Hominum – in the service of humanity





# Finances and governance

# Statement of public benefit

St John Ambulance ('the charitable company') is a registered charity and a company limited by guarantee. It conducts most of the activities on behalf of its parent charity, The Priory of England and the Islands of the Most Venerable Order of the Hospital of St John of Jerusalem.

The Priory of England, St John Ambulance and its wholly -owned subsidiary, Support St John Limited, are together referred to as 'St John'.

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. We also provide support to the NHS, as part of the Covid vaccination programme, transporting patients and with other hospital support activity.

The trustees have considered the relevant guidance and are satisfied that all the organisation's charitable activities fall within its objects and result in considerable benefit to the public.

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.







# Financial review

In preparing this report, the trustees have complied with the Companies Act 2006 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 of St John Ambulance, prepared using the Charities SORP (FRS 102), are attached to this report.

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

The accounting policy in relation to dilapidations has been amended during the year, to include a full provision based on a review of all leasehold properties. This has been reflected in a prior year adjustment to the comparative results for the year ended 31 December 2020, which is described in note 37 to these financial statements. No other significant changes have been made to the accounting policies compared to those used in the year ended 31 December 2020.

# Financial review of the year

The following pages provide information about our finances in 2021.

## Overall summary

### Income

The Statement of Financial Activities ('SOFA') on page 108 reflects the recovery during 2021 from the impact of the coronavirus pandemic in the previous year. Our first aid training activity returned to 85% of pre-pandemic levels, from 50% in 2020. Our volunteers supported the vaccination programme throughout the year, with almost 27,000 volunteers onboarded by the end of May and the number of events attended grew as the summer progressed.

Our total income consequently increased by 24% to £114.0m (2020: £92.2m). We received £0.6m (2020: £4.8m) from the furlough of 363 employees during the first four months of the year (2020: 870 employees).

Within our charitable activities, our income from first aid training grew by 71% (£16.6m) to £40.0m as we were able to continue training in a socially distanced manner throughout the year, unlike in 2020 when training activities were closed for three and a half months between March and July and only restarted on a limited basis thereafter.

Income from our support for the vaccination programme grew four-fold as the recruitment and training of volunteer vaccinators moved into a deployment phase in early 2021.

We also supported the NHS in non-pandemic related activities such as ambulance transport, an area which showed growth compared to 2020, as did the sales of first aid products, particularly with regard to defibrillators.

Voluntary income from donations and legacies was lower in 2021, reflecting in part a movement back to normal levels of giving following the increased levels of support received during the early stages of the pandemic in 2020.

### Expenditure

Expenditure on charitable activities totalled £97.7m, an 8% increase compared to 2020 (£90.1m).

Expenditure increased at a lower rate than income in 2021, partly following initiatives to reduce costs and mitigate the impact of the pandemic in the previous year such as reductions in employee numbers and the closure of some of our properties. Some of our activities, including volunteering and youth work, have returned slowly. This has also had the effect of reducing the level of expenditure during the year.

The breakdown of expenditure is 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.

### Net result

The overall net surplus for the year was £10.5m, compared to a £8.4m net deficit in 2020. Over the two years affected by the pandemic, our cumulative net surplus is £2.1m.

The net annual 'operating' surplus in 2021 was £4.1m, which was £11.9m higher than the equivalent deficit in 2020 of £7.8m. The net result was boosted following gains from our investment portfolio and the sale of vehicles and property.

The financial result is summarised in the following table.

	2021 £m	2020 £m
Operating surplus/(deficit)	4.1	(7.8)
Pension fund adjustment following actuarial valuation	0.9	(0.1)
Gain/(loss) on investments	2.2	(0.6)
Gain/(loss) on investment property	0.8	(0.9)
Gains on asset disposals	2.5	1.0
Net surplus/(deficit)	10.5	(8.4)

### Prior year adjustment

The 2021 financial statements reflect an adjustment to recognise a full dilapidations provision over our all of our leasehold properties. This reflects a change in accounting policy and has accordingly been treated as a prior year adjustment to the 2020 results, which have been restated to show the 2021 and 2020 financial statements as if the full dilapidations provision had always existed.

The impact of this adjustment is that the dilapidations charge included in the 2021 operating surplus of £4.1m was stated at £0.2m. The prior year adjustment had no impact on the 2020 deficit, with the dilapidations charge of £0.2m originally stated in that year remaining unchanged.

Further details are provided in note 37.

## Funds

As at 31 December 2021, our total funds were £119.8m (2020: £109.3m). Within this amount, our unrestricted funds were £113.2m (2020: £100.5m).

Our comparative total funds as at the end of 2020 have been reduced by £3.0m following the prior year adjustment described on the previous page.

St John Ambulance's operational free reserves, which are shown in further detail on pages 92 and 93, are £20.1m (2020: £15.3m).

## First aid provision and youth development

St John Ambulance's volunteers provide high quality, clinically-assured first aid when it is needed. We provide services free of charge or at a nominal fee to a large number of community events. We also provide first aid provision at larger sporting and cultural events. Activity levels increased slowly in 2021 with events starting to take place again as the year progressed.

Income in 2021 rose as a result, compared to the lockdown-affected previous year, to £3.7m (2020: £2.1m), of which £0.2m is a grant received from the People's Postcode Lottery in relation to our Young Responders programme (2020: £nil). The income received for both this grant and grant monies received from NHS England for our NHS Cadet programme is recognised in the financial statements in proportion to the stages of completion of these programmes as at December 2021. As a result, £1.3m of grant income received to date has been deferred and will be recognised as income in future years. These programmes have been delayed by the pandemic and the grant income received in advance has been deferred for future recognition.

The income generated by first aid provision and youth development activity does not recover the expenditure incurred in ensuring that these services are provided. Expenditure reduced to £13.2m, reflecting a slow return to activity during the year (2020: £16.3m).

## Ambulance and transport services

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

Income rose by 11% to £17.7m from £16.0m in 2020 as we continue to build a closer working relationship with the NHS.

Costs also rose, by £2.6m (16%), from £16.2m in 2020 to £18.8m. This increase follows a significant investment in our ambulance fleet in order to provide the necessary standards of service required in this area.

## Community support programmes

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

The level of activity within our community support programmes was affected by the pandemic. Income was £0.5m (2020: £0.4m) and total expenditure, including allocated costs, was £4.3m (2020: £3.9m).

## Training

The net contribution generated by the provision of first aid training grew significantly to £10.2m, compared to a deficit of £3.2m in 2020.

Income during 2021 was £40.0m, (2020: £23.4m) as courses returned to levels closer to those of previous years after a pandemic impacted 2020. Expenditure rose by £3.2m (12%) to £29.8m (2020: £26.6m).

## First aid products

First aid products are procured and distributed by a department of the organisation, known as St John Ambulance Supplies, which sells first aid products (such as protective equipment and public access defibrillators to companies and public sector agencies), as well as purchasing equipment and other materials for use by the charity itself.

The surplus generated by our Supplies division is used to support our other charitable activities.

The external income of our Supplies division increased by 20% to £14.8m, (2020: £12.3m). The increase was in large part due to strong sales of defibrillators, albeit at relatively low margins in a competitive market.

Expenditure increased by £2.3m to £14.4m, from £12.1m in 2020. This figure includes a cost of £0.9m to create a stock provision due to reductions in the price of PPE stock and other slow moving stock items.

## Covid support activity

Our Covid support activity, which is in addition to our existing work to support the NHS, increased greatly in 2021 due to the rollout of the vaccination programme. This work supported the NHS by recruiting and deploying 27,000 volunteers to assist with providing first, second and booster vaccinations to the public at sites across England. We also provided volunteers at hospitals and help with the transport and treatment of patients. Related income during the year was £17.1m (2020: £4.4m).

Total expenditure attributable to this activity was £15.1m (2020: £10.3m).

# Financial review of the year, continued

## Other charitable activities

Other charitable income of £0.7m primarily relates to the furlough grant received from the government of £0.6m, a much lower amount than in 2020 (£4.8m). This is disclosed as a restricted fund, with the matching restricted expenditure in the form of payments made to employees shown within the charitable activities in which those employees usually work.

The cost of redundancies is shown as a separate item within other charitable activities and was £0.4m (2020: £3.3m due to a large redundancy programme resulting from the impact of the covid pandemic on our activities).

## Income from grants, donations and legacies

Overall income from donations, grants and legacies reduced in 2021, as more normal levels of voluntary income were received following the extraordinary circumstances which increased such income in the previous year.

Fundraising income reduced by £3.7m to £15.3m in 2021, from £19.0m in 2020. Such income formed 13% of the total income in 2021, compared to 21% in 2020.

Donations and gifts reduced by £2.2m to £12.0m (2020: £14.2m) while legacies receivable fell to £2.5m compared to £3.9m in 2020.

Of the total income from donations, grants and legacies, £1.5m (2020: £3.8m) was restricted.

The prior year comparatives disclosed in the voluntary income figures above exclude the government Covid support grant received in 2020 of £6.8m which is included within the prior year voluntary income total. No such grant was received in 2021.

During the year we also coordinated contributions of £0.2m (2020: £0.2m) to the St John of Jerusalem

Eye Hospital Group which provides expert eye care in the West Bank, Gaza and East Jerusalem.

## Cost of generating funds

### Fundraising costs

Direct fundraising costs were £5.2m (2020: £6.4m). Overall fundraising costs were £6.6m, (2020: £7.4m). Of these costs, £1.4m are indirect allocated costs (2020: £1.0m), 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 totalled £2.1m (2020: £1.5m), of which £0.6m comprised indirect allocated costs (2020: £0.4m).

## 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.

Due to the impact of the pandemic and the potential need to be able to access our 'surplus' funds, we stopped holding funds on longer term deposit. Any funds that are not required for immediate working capital needs were held in 35-day and 95-day notice bank accounts throughout 2021 instead.

At the year end, such deposits totalled £14.0m, including £7.0m which was held in our 95 day notice bank account. As this balance has a maturity of more than three months, it is treated as a current asset investment in the balance sheet.

Total cash balances, including all monies placed on deposit, increased by £3.0m (2020: £6.5m) to £24.3m (2020: £21.3m).

The cash outflow in respect of purchased fixed asset additions was £6.6m (2020: £1.7m). Of this amount, £5.3m related to the purchase of ambulances, mobile treatment centres and other vehicles to further improve the quality of our fleet. We spent an additional £0.7m on equipment to support our operational teams and enhance our ability for first aid provision.

An additional £0.8m outflow (2020: £1.2m) is due to the capital element of finance lease payments, which relate to ambulances purchased on finance leases in previous years. No vehicles were purchased in this manner during either 2021 or 2020.

We disposed of 13 properties (2020: 4 properties) as part of our estates strategy during the year. We generated £4.8m (2020: £1.5m) of proceeds from the sale of tangible fixed assets in total, including £0.5m due to the disposal of older vehicles that were no longer suitable for our operations. The resulting gain on disposal was £2.5m (2020: £1.0m).

## 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. The trustees reviewed the geographic allocation of the portfolio during the year and made adjustments to the funds invested as a result.

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

### *Quoted securities*

The movement in the UK Retail Prices Index ('RPI') is the basic comparator against which long-term investment performance is judged, the objective being for a total return of RPI +3%. When assessing fund manager performance, a benchmark comparison to the FTSE All-Share Total Return index is also taken into account.

The relative amounts invested in UK and in overseas securities is subject to regular review. At the year end, approximately 40% of securities were invested in the UK market (2020: 49%), with 60% (2020: 51%) in a range of overseas markets.

UK investments are held in the BlackRock Charities UK Equity ESG Fund, a unit-based fund with environmental, social and governance screening, designed as a vehicle for investment by charities. Overseas securities are held in the form of units in a number of separate BlackRock funds with a geographic focus. It has been agreed in principle by trustees to move our overseas funds into funds

with specific environmental, social and governance screening wherever possible and this will be actioned in 2022.

The total gross return from our securities investments, including dividends received, was 17.9%; (2020: -0.9%). This was better than the target figure of RPI +3% for the year. The increase in the RPI during 2021 was 7.5%, with a consequent target for total return from investments of 10.5%. As a comparison, in 2020 the increase in the RPI was 1.2%, with a consequent target for total return from investments of 4.2%.

The total return from the investment portfolio was slightly below the movement in the FTSE All-Share Total Return Index (which relates to UK securities only). The index rose by 18.3% during the year (in 2020 there was a 9.8% fall in the index).

## 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 its 31 December 2021 valuation of £13.7m. This figure has increased by £0.8m compared to the valuation of £12.9m as at 31 December 2020.



# 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.

### *Impact of the coronavirus pandemic*

The covid pandemic severely impacted the finances of St John Ambulance in 2020, with many revenue generating activities stopped or greatly reduced. A theme for 2021 has been the recovery of our finances from that position. Funding in the form

of a revolving credit facility of £10m was put in place at the end of 2020 to provide headroom in order to ensure that the charity can be certain of having enough operational cash available to continue in the future. This facility was extended by a further year, to 2024, during the year under review.

It was agreed by the trustees at the end of 2020 to hold a higher level of free reserves should than would normally be the case, to enable the management of our financial position as we recover from the pandemic.

Only limited funds were therefore designated from unrestricted reserves for particular future purposes as at the end of 2020. A higher level of funds of £7.4m is designated at the end of 2021 (2020: £0.7m), with amounts for the 2022 Grand Council, investment in our property portfolio, our Values in Action programme, our vaccinator volunteer legacy programme and the utilisation of the proceeds from the sale of the Kent Care Home within the county of Kent all included.

### Level of free reserves

Operational free reserves, excluding investment property, are £20.1m (2020: £15.3m) and represent the level of free reserves available to support the ongoing activities of St John Ambulance.

The overall level of free reserves, following Charity Commission guidelines and including investment property within the free reserves figure, is £33.8m (2020: £31.2m).

The trustees have determined that, under normal circumstances, operational free reserves should be in the range £17m to £25m. This is an increase from the previous reserves policy (a range of £12m to £20m) and represents between 2.0 and 2.9 months of expenditure on our core unrestricted costs.

The corresponding range for the overall free reserves figure, including the value of investment property, is £31m to £40m.

The increase in the range of free reserves set out in our reserves policy follows an assessment of the impact of the pandemic on our activities and of other risks that can impact our financial position, such as the cessation or reduction of certain income generating activities such as

training and event cover. Funds also need to mitigate the risk of unforeseen additional expenditure and minimise the likelihood of short-term funding gaps arising.

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

At 31 December 2021, unrestricted funds held by St John Ambulance totalled £113.2m (2020: £100.5m). These are represented by:

- Designated funds of £79.4m (2020: £72.3m) consisting of:
  - £72.0m (2020: £71.6m) relating to the net book value of heritage assets and tangible fixed assets
  - £7.4m (2020: £0.7m) designated for other particular purposes.
- £13.7m (2020: £12.9m) reflecting the fair value of investment property

- Operational free reserves of £20.1m (2020: £15.3m).

Further detail is given in note 25.

The level of free reserves held at the end of 2021 is within the range determined by trustees.

Current forecasts project that free reserves will remain at a level that is within this agreed range as at 31 December 2022.



# Going concern

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

The coronavirus pandemic affected income and cashflow significantly in 2020. Finances in 2021 have recovered as we were able to continue with revenue generating activities such as workplace first aid training, ambulance and transport services and some first aid provision at events, while also providing significant support to NHS England as part of the Covid initial vaccination and booster vaccination programmes.

We had reduced spend where practicable without impacting our operational abilities in 2020, which provided us with a lower cost base at the beginning of 2021 compared to that in place at the end of 2019.

It was the stated intention to look to return to an operational surplus by 2022 and this was achieved over the year under review ended 31 December 2021. While we tried to return to as many of our usual activities as we could during the year, some charitable activities which usually incur a deficit such as our volunteering and youth programmes had reduced levels of activity which did not start to return until later in the year. This in turn reduced our expenditure levels in these areas, particularly during the first half of 2021.

A credit facility of up to £10m with Santander plc is now in place, initially expiring in December 2023 and now extended to December 2024. At the time of signing the financial statements, the facility has not been required to be drawn-down and this is expected to remain the position over the period of the forecast. We anticipate that the agreed facility will not be required to be used, but it will be there if needed.

At the same time, the value of the investment portfolio held at the year end was £16.4m (2020: £14.1m), enabling the provision of additional funds if required.

The charity has prepared a forecast which shows that, over 2022 and 2023, St John Ambulance is projected to be able to continue to trade without making any further divestments from investment holdings or the utilisation of our revolving credit facility. The application of sensitivities such as a reduction in training activity has not changed the conclusion that the charity has adequate resources to continue operating for the foreseeable future.

St John Ambulance also has substantial reserves held in the form of property and our estates strategy, including a programme to sell several properties, is being implemented. Property sales in 2022 will have the effect of increasing the level of reserves and to reduce ongoing expenditure requirements. Such sales are not a requirement for the charity to be able to continue in operation as a going concern and it is the intention for the proceeds of these sales to be reinvested into the ongoing

improvement of our properties in order to enhance our charitable output.

The trustees have considered the forecast, the sensitivities (which include an assessment of the impact of a 50% reduction in training activity for six months) and the current position. While there is a heightened level of risk in the current financial environment, and a need to both sell property assets and achieve a future operational surplus in order to replenish reserves, the overall levels of assets held by the charity remain strong.

The trustees have also considered severe but plausible downsides which may arise, such as further disruption caused by the covid pandemic, a potential severe fall in the value of our investments caused by global uncertainty and changes in legislation reducing the requirement for first aid training in the workplace.

Taking all of the above into account, the trustees have a reasonable expectation that the charity has adequate resources to continue operating for the foreseeable future, being 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 (who are also the directors of St John Ambulance for the purposes of company law) are responsible for preparing the report of the trustees (including the strategic report) and the financial statements in accordance with applicable law and regulation.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have prepared the financial statements in accordance with United Kingdom Accounting Standards, comprising FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', and applicable law (United Kingdom Generally Accepted Accounting Practice).

Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of the affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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: Accounting and Reporting by Charities (2019);
- 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 charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006.

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 .

In so far as the trustees are aware :

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information .

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



# Structure, governance and management

## Organisational structure

St John Ambulance is a company limited by guarantee (company number 3866129) and a charity registered with the Charity Commission for England and Wales as a linked charity, under charity number 1077265-1, linked to St John Ambulance's parent undertaking, The Priory of England and the Islands of the Most Venerable Order of the Hospital of St John of Jerusalem.

The trustees of St John Ambulance and the senior executives of St John Ambulance are listed on pages 133 to 135. Principal places of business and professional advisers are shown on page 136.

The legal structure of the St John group is as follows:

### **The Priory**

An unincorporated body, registered with the Charity Commission under charity number 1077265, whose trustees (not the charity) were incorporated by the Charity Commission, under the Charities Act 1993, on 10 November 1999. The Priory Rules are the Priory's constitution document, subject to Royal Charter. The latest version is dated 29 January 2018.

### **St John Ambulance**

A wholly owned subsidiary of the Priory, incorporated as a Company Limited by Guarantee. The Memorandum and Articles of Association of St John Ambulance are its constitution document. The latest version is dated 9 January 2018.

### **Support St John Limited**

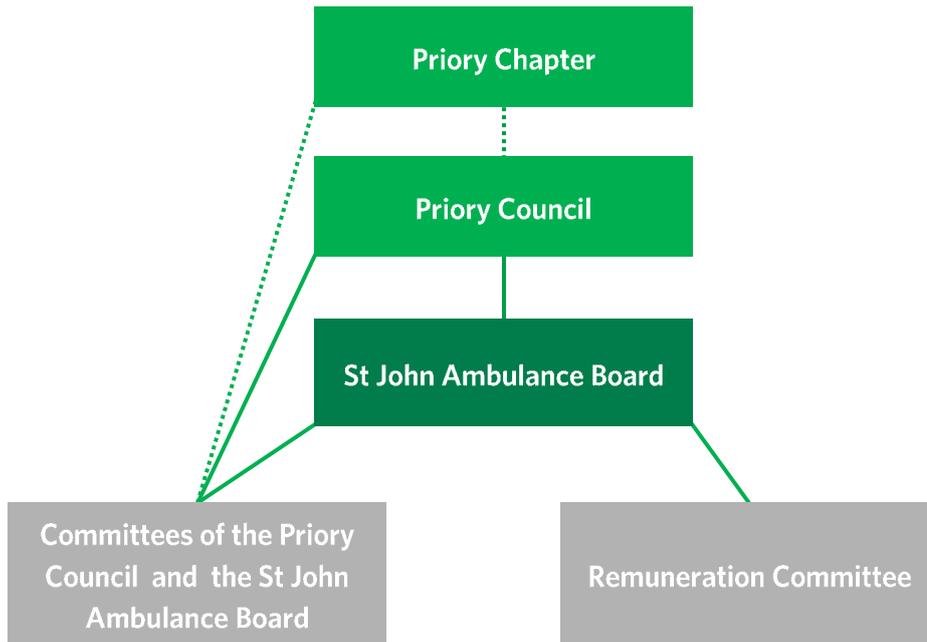
A wholly owned trading subsidiary of St John Ambulance and a company limited by guarantee (company number 1181644).

The principal activities of Support St John Limited are sponsorship, marketing, and hosting functions and events. The Memorandum and Articles of Association of Support St John Limited are its constitution document. The latest version is dated 19 October 2000.

# Governance

## The Priory

The governing bodies of the Priory are the Priory Council of trustees ('Priory Council') and the Priory Chapter. The relationship between these bodies and St John Ambulance is shown in the diagram below. The members of each of the committees are listed on pages 134 to 135.



## Priory Council

The Priory Council is one of the two governing bodies of the Priory. 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 approves the appointment of the statutory auditor of St John Ambulance.

The Priory Council consists of not more than 20 trustees made up of four ex officio and 16 appointed trustees. The four ex officio members are the Prior, the Dean, the Chancellor and the Chief Commissioner who are

appointed by the Grand Prior of the Order on the recommendation of the Priory Chapter. The other trustees are appointed by the Priory Chapter following the recommendation of the Nominations Committee. The functions and powers of the Priory Council are set out in the Priory Rules.

## 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 method for the appointment of the selected and appointed members, and the period of service of Priory Chapter members, is set out in the Priory Rules.

## Priory Chapter, continued

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

The functions and powers of the Priory Chapter are set out in the Priory Rules.

## St John Ambulance Board of trustees

The Board of St John Ambulance trustees is the governing body of St John Ambulance. The Board consists of not more than 20 trustees. The Prior (who chairs the Board), the Dean, the Chancellor and the Chief Commissioner are automatically trustees of St John Ambulance. The Priory Council appoints the remaining St John Ambulance trustees 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.

Each trustee is appointed for an initial three-year period which, depending on the nature of their appointment, may be renewed, normally for one or two further three-year periods.

A formal trustee induction procedure is in place and an induction pack is provided to all new trustees. The pack contains key information and documents regarding a trustee's role in St John Ambulance. In addition,

each new trustee is invited to attend induction meetings. Opportunities are identified to enable trustees to gain an understanding and appreciation of the work of St John Ambulance at a local level. Access is also available to relevant internal and external training courses.

Priory Council and the St John Ambulance Board operate collectively as two boards, with joint meetings. The structures and governance in place within The Priory of England were reviewed by Deloitte in 2018.

## 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 trustees 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 Leadership Team.

**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 Leadership Team, 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 those carried out by the statutory auditor).

**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 whole, with an EDI steering group and a Head of Equity and 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.

# Management

The Board of trustees has overall responsibility for setting our organisational strategy and supporting policies, as well as ensuring that these are implemented and delivered.

Committees are in place to oversee the full range of our activity, also reflecting our increased focus on clinical governance, fundraising, our heritage and our people.

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

## Fundraising Committee

The purpose of our Fundraising Committee is to provide oversight for the planning and performance of our fundraising strategy, including adherence to the Fundraising Code of Practice.

## Clinical Committee

The Clinical Committee was created to provide oversight for clinical matters including governance and assurance. It is responsible for developing the clinical strategy of the charity and ensuring that all clinical care is within statutory guidelines and in keeping with the mission of the charity. Leading standards is a key tenet of our strategy, particularly in our clinical practice.

## People Committee

Ensuring that St John People have a great experience of volunteering or working for us is central to our strategy.

The People Committee provides assurance that St John is effectively developing, leading and delivering its People Strategy by overseeing delivery of major transformation programmes and providing advice regarding culture and core processes. It also oversees the achievement of the charity's safeguarding objectives, as well as our drive towards equality and reducing the gender pay gap.

## Heritage Committee

Our heritage is an integral part of who we are, as it helps us understand both our present and future.

The Heritage Committee is responsible for ensuring that our historic fabric is maintained, conserved and restored, to champion inclusive public access to our collections and historic estate and to oversee major heritage projects. The benefits of heritage itself to wellbeing have been independently demonstrated so it is incumbent on St John as a health charity to maximise this part of our organisation.

## Finance Committee

The Finance Committee provides oversight for finances and financial management of the charity's mission and takes responsibility on behalf of the Board for overseeing all financial aspects of the charity's operations.

The committee reviews the charity's business plan and budget and makes

recommendations to the Priory Council and the St John Ambulance Board. It takes joint responsibility with the Audit and Risk Committee for the review and endorsement of the financial elements of the Annual Report. The committee also approves the investments and reserves policy and reviews financial performance against budget, as well as the performance of the charity's investments.

## Nominations Committee

Our Nominations Committee provides recommendations to the Priory Council regarding the appointment and reappointment of trustees of St John Ambulance and the appointment of Principal Priory Officers and Clinical Officers, as well as the appointment and reappointment of chairs of the committees outlined here.

It is a joint committee of the Priory Council, Priory Chapter, and the St John Ambulance Board, with terms of reference approved by each of these bodies. The committee meets as and when required. The Nominations Committee comprises nine members and is chaired by the Prior. It includes the Dean and the Chancellor as ex officio members. Three members are selected from the Priory Chapter and the remaining three members are independent of both the Priory Chapter and the Priory Council.

# Management, continued

## Audit and Risk Committee

Risk management and scrutiny of our activity are key to ensuring that St John people, donors and supporters can trust St John, in what we do and how we do it. This is overseen by the Audit and Risk Committee, which is a joint committee of the Priory Council and the St John Ambulance Board. It reviews the effectiveness of internal controls, including those for our finances, as well as other risk management systems, the effectiveness of the internal and external audit functions and the clarity and completeness of disclosures in the Annual Report and Accounts.

## Commercial Committee

The Commercial Committee oversees the commercial and enterprise functions of the charity. The Committee provides an added-value review in relation to commercial trading, public sector commissioned activities, enterprise estate and commercial banking relationships.

## Remuneration Committee

Our Remuneration Committee was established as an independent body to determine the remuneration and benefits of the Chief Executive and Executive Leadership Team. It also makes recommendations to the Board regarding annual pay awards, the structure, size and composition of the Executive Leadership Team, as well as considering the framework and broad policy for remuneration of all employees.

We use an independently developed system of job evaluation to ensure that our executive remuneration remains in line with other charities of the scale and complexity of St John. Salary levels are set in the context of St John Ambulance's charitable status and take account of affordability in the light of the charity's financial position.

Our Chief Executive's gross annual salary at 31 December 2021 remained unchanged at £148,500. Like many employees, he participates in an HMRC approved salary sacrifice scheme whereby a proportion of salary is sacrificed by the employee and the same proportion is paid into the pension schemes provided by TPT Retirement Solutions. The annual salary of the Chief Executive at 31 December 2021, after taking the salary sacrifice into account, was also unchanged at £133,650. The Executive Leadership Team did not receive a salary increase in either 2020 or 2021.

The Chief Executive's salary is the highest gross salary paid and the ratio between this and the median nationwide full-time salary of £23,500 is 6.3 to 1 (2020: £22,607, 6.6 to 1).

The ratio of the highest gross salary paid to the lowest full time salary on our nationwide pay scale of £17,290 is 8.5 to 1 (2020: £16,200; 9.2 to 1).

The table below shows the salary and benefits paid in 2021 to the members of the senior staff who received a salary of more than £100,000.

## Delegation of authority

Authority to conduct the daily operations of St John Ambulance is delegated by the Board to the Chief Executive, who is assisted in the implementation of strategy and policies by the Executive Leadership Team, to whom certain functions are further delegated. The members of the Executive Leadership Team are listed on page 135.

## Auditor

PricewaterhouseCoopers LLP was appointed in 2021 as the statutory auditor for the year ended 31 December 2021, replacing the previous statutory auditor, Grant Thornton UK LLP.

PricewaterhouseCoopers LLP has indicated its willingness to be reappointed as statutory auditor.

## Other information

The details of royal patrons, trustees, management and committees, as well as principal places of business and advisers, are provided on pages 133 to 136.

Role	Gross pay					Total remuneration 2021	Total remuneration 2020
	Gross pay	Pension salary sacrifice	(after salary sacrifice)	Employer pension	Other benefits		
		£	£	£	£	£	£
Chief Executive	148,500	(14,850)	133,650	29,700	598	163,948	163,978
Chief Business Officer	130,000	(5,200)	124,800	10,400	-	135,200	121,992
Director of Finance and Resources	123,470	(18,750)	104,720	25,000	875	130,595	56,636
Chief Operating Officer	117,300	(4,692)	112,608	9,384	-	121,992	121,992
Medical Director	112,700	-	112,700	-	-	112,700	107,143
Director of Fundraising	112,200	(5,610)	106,590	11,220	-	117,810	117,810
Director of People and Organisation	110,000	-	110,000	-	-	110,000	110,000

# Section 172 statement

## **Purpose of the section 172 statement**

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

There are seven specific duties for directors specified in section 172, who 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 84, 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 Board meet these duties**

### **Engagement with stakeholders**

Detail regarding our commitment to our stakeholders and the actions taken during 2021 to enhance our engagement is provided throughout the report of the trustees, with an intention to present information in an engaging, clear and easy to understand manner. We also look to provide information to our stakeholders via our website.

### **Governance**

Details of the governance arrangements of the charity are provided in pages 96 to 100. These arrangements are in place to help ensure that decisions are made with all stakeholders and each of the seven duties specified in section 172 in mind.

The reputation, conduct and quality of service provided by St John are essential to our future success. St John Ambulance has a highly experienced Board of trustees who have expertise in a number of key areas relevant to our activities.

Advice and constructive challenge is also provided by the Priory Chapter. Activities across the charity are also overseen by a number of formal Board committees. Each committee is chaired by either a Priory trustee or a St John Ambulance trustee director.

The Board and the committees meet on a regular basis and consider and discuss information from all areas of the charity in order to understand the impact of the charity's activities and the interests and views of key stakeholders. This information, which helps ensure that decisions made have consideration for our stakeholders, is

provided by regular reports which are circulated in advance of each meeting and by presentations and discussions with members of the Executive Leadership Team at Board and committee meetings.

The Board approved the voluntary adoption of the Charity Governance Code, which sets out good practice, in 2018. Details are provided on page 98.

### **Approach taken in relation to individual duties**

The narrative below is intended to summarise the initiatives the Board have put in place in relation to each individual duty.

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

The Board approved our three year strategy in 2019, focussing on community response, young people and leading standards. This strategy provided clear goals for the direction of St John activity over the three years from 2019. Our plans for 2022, building on this strategy, are set out on pages 22 to 23 and 80 to 81.

Significant decisions are discussed at the relevant Board committees, which comprise trustees and other volunteer members with particular expertise in the area of responsibility covered by each committee, before recommendations are made for Board approval.

The Board and committees also keep the principal risks impacting the charity under review, together with any subsequent mitigating action that may be necessary. An assessment of key risks is provided on pages 76 to 78.

## Section 172 statement, continued

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

Our approach to supporting and engaging with our employees, volunteers and young people, together with the mechanisms, policies and processes that are in place and the plans that are under development (such as the delivery of our Values In Action programme and our Celebrating Communities EDI Networks) are described on pages 20 to 21 and 76 to 78.

Details about our approach to safeguarding are provided on page 76.

Oversight is provided by the People Committee. In addition, the Remuneration Committee is an independent body that determines the level of executive pay. Details of the oversight provided by these committees are provided on pages 99 to 100.

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

Our assessment of our energy use and associated greenhouse gas emissions, together with the steps that we are taking to reduce the environmental impact of our fleet and property portfolio is described on page 103.

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

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

#### **Donors**

St John Ambulance is a member of the Fundraising Regulator. Details of our approach to fundraising are outlined on pages 72 to 74 and oversight is provided by the Fundraising Committee.

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

Oversight of our clinical standards and of the risks that St John faces, including safeguarding, is provided by the Clinical Committee and the Audit and Risk Committee. Further details in relation to our approach to clinical governance are provided on page 76.

#### **Suppliers**

Oversight of our commercial relationships is provided by the Commercial Committee, with details provided on page 100.

Strong relationships have been, and continue to be, built with the NHS. This relationship is managed by senior management with expertise in the provision of patient care and patient transport services. Our continued support for the NHS, which includes our ongoing support for the covid vaccination programme amongst other activities, has made this relationship closer as the pandemic continued.

### **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, which promote ethical behaviour and corporate responsibility. More detail in relation to our progress in this area is provided on pages 20 to 21.

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.

# Streamlined Energy and Carbon Reporting

## The table below represents St John Ambulance's energy use and associated greenhouse gas (GHG) emissions for the year ended 31 December 2021. The data represents all our operations.

The report below represents our disclosures on energy and carbon under the UK Government's Streamlined Energy and Carbon Reporting (SECR) policy .

The following figures present all measured emissions over which the charity has financial control, as required under the 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.

The level of energy consumption has reduced by 1% compared to 2020, despite an increase in activity levels in 2021 following the pandemic.

We continue to work to improve our energy efficiency. We have started reducing our property portfolio , selling properties that are surplus to our needs, alongside a refurbishment programme that includes energy saving improvements such as replacing fluorescent lighting with LEDs. Over 350 lighting bays and 60 external lighting systems have been replaced to date.

We are also replacing old inefficient heating systems at several properties.

We continue to invest in updating our vehicle fleet, replacing our oldest

vehicles with new lower emission vehicles. In 2021 we purchased over 40 Euro 6 compliant ambulances and mobile first aid units with the ability to run on bio fuel. We are also leasing or purchasing electric vehicles where this is appropriate.

Our intention is for every new low emission vehicle to replace an older, higher emission vehicle in the fleet, while working to a longer term objective of reducing our overall fleet size.

### Classifications of emissions

Emissions are classified under three different scopes by the Greenhouse Gas (GHG) Protocol

		2021 tCO2e	2020 tCO2e
Scope 1	Direct - combustion of fuel at SJA properties	2,850	2,863
Scope 2	Indirect - purchased energy	2,691	2,710
Scope 3	Indirect - other sources such as travel	90	126
<b>Total</b>		<b>5,631</b>	<b>5,699</b>

### Energy usage - total consumed

	2021		2020			
	kWh	tCO2e	kWh	tCO2e	Conversion factors	
Electricity	4,690,745	996	4,194,169	978	Electricity	0.21224
Natural gas	9,132,746	1,854	9,251,167	1,885	Natural gas	0.20297
Transport - vehicles	10,774,644	2,691	10,684,290	2,710	Transport - vehicles	0.24976
Transport - travel	360,386	90	143,703	126	Transport - travel	0.22560
<b>Total</b>	<b>24,958,521</b>	<b>5,631</b>	<b>24,273,329</b>	<b>5,699</b>		

tCO2 per total tonnes of production      2021      2020  
3.24      4.04

'tCO2e' represents tonnes of CO2 equivalent

**This report was approved by the Board of trustees on 24 May 2022 and signed on their behalf by:**

Michael Messinger LVO KStJ QPM DL  
Chancellor



# Independent auditors' report

## To the members of St John Ambulance

### Report on the audit of the financial statements

#### Opinion

In our opinion, St John Ambulance's financial statements (the 'financial statements'):

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2021 and of its incoming resources and application of resources, including its income and expenditure, and 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 Companies Act 2006.

We have audited the financial statements, included within the Annual Report and Accounts (the 'Annual Report'), which comprise: the Balance sheet as at 31 December 2021; the Statement of financial activities (incorporating an income and expenditure account), and cash flow statement for the year then ended; and the notes to the financial statements, which include a description of 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 charitable company 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 charitable company'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 charitable company'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, except to the extent otherwise explicitly stated in this report, 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 Companies Act 2006 requires us also to report certain opinions and matters as described below.

### Strategic Report and Report of the trustees

In our opinion, based on the work undertaken in the course of the audit the information given in the Report of the trustees (incorporating the strategic report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and the Strategic Report and the Report of the trustees have been prepared in accordance with applicable legal requirements.

In addition, in light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we are required to report if we have identified any material misstatements in the Strategic Report and the Report of the trustees. We have nothing to report in this respect.

### 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 (who are also the directors of the charitable company for the purposes of company law) 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 charitable company'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 charitable company or to cease operations, or have no realistic alternative but to do so.

## **Responsibilities for the financial statements and the audit, continued**

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

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 charitable company/industry, we identified that the principal risks of non-compliance with laws and regulations related to the Charities Act 2011, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the financial statements such as the Companies Act 2006. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journals to manipulate financial results and potential management bias in key accounting judgements and estimates.

Audit procedures performed included:

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

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

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

### **Use of this report**

This report, including the opinions, has been prepared for and only for the charity's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 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**

### **Companies Act 2006 exception reporting**

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- we have not obtained all the information and explanations we require for our audit; or
- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- the financial statements are not in agreement with the accounting records and returns.

We have no exceptions to report arising from this responsibility.

Daniel Chan (Senior Statutory Auditor)  
for and on behalf of  
PricewaterhouseCoopers LLP  
Chartered Accountants and Statutory  
Auditors  
London



# Financial statements

for the year ended 31 December 2021

# Statement of financial activities

(Incorporating an income and expenditure account) for the year ended 31 December 2021

	Note	Unrestricted funds £m	Restricted and endowment funds £m	2021 Total £m	2020 restated £m
<b>Income and endowments from:</b>					
Income from grants, donations and legacies	2	13.8	1.5	15.3	25.8
<b>Income from charitable activities:</b>					
<b>Delivering first aid:</b>					
First aid provision and youth development		3.5	0.2	3.7	2.1
Ambulance and transport services		17.7	-	17.7	16.0
Covid support		17.1	-	17.1	4.4
Community support programmes		0.5	-	0.5	0.4
<b>Equipping the public:</b>					
Training		40.0	-	40.0	23.4
First aid products		14.8	-	14.8	12.3
<b>Other charitable activities:</b>					
Coronavirus Job Retention Scheme		-	0.6	0.6	4.8
Other charitable activities		0.1	-	0.1	0.1
<b>Total income from charitable activities</b>	3	<b>93.7</b>	<b>0.8</b>	<b>94.5</b>	<b>63.5</b>
Income from other trading activities	4	0.6	-	0.6	0.5
Investment income	5	0.9	-	0.9	1.1
<b>Other income</b>					
Net gain on disposal of assets		2.5	-	2.5	1.0
Other income		0.2	-	0.2	0.3
<b>Total other income</b>		<b>2.7</b>	<b>-</b>	<b>2.7</b>	<b>1.3</b>
<b>Total income</b>		<b>111.7</b>	<b>2.3</b>	<b>114.0</b>	<b>92.2</b>
<b>Expenditure on:</b>					
Total expenditure on raising funds	7	8.8	-	8.8	9.0
<b>Expenditure on charitable activities:</b>					
<b>Delivering first aid:</b>					
First aid provision and youth development		12.0	1.2	13.2	16.3
Ambulance and transport services		18.7	0.1	18.8	16.2
Covid support		15.1	-	15.1	10.3
Community support programmes		4.1	0.2	4.3	3.9
<b>Equipping the public:</b>					
Training		29.5	0.3	29.8	26.6
First aid products		14.4	-	14.4	12.1
<b>Other charitable activities:</b>					
Amounts payable in relation to redundancy		0.4	-	0.4	3.3
Other charitable activities		1.6	0.1	1.7	1.4
<b>Total expenditure on charitable activities</b>	7	<b>95.8</b>	<b>1.9</b>	<b>97.7</b>	<b>90.1</b>
<b>Total expenditure</b>	7	<b>104.6</b>	<b>1.9</b>	<b>106.5</b>	<b>99.1</b>
Gains/(losses) on investments	9	2.8	0.2	3.0	(1.5)
<b>Net income/(expenditure)</b>		<b>9.9</b>	<b>0.6</b>	<b>10.5</b>	<b>(8.4)</b>
Transfers between funds	25	2.8	(2.8)	-	-
<b>Net movement in funds</b>		<b>12.7</b>	<b>(2.2)</b>	<b>10.5</b>	<b>(8.4)</b>
Fund balances at 1 January — restated		100.5	8.8	109.3	117.7
<b>Fund balances at 31 December</b>	25	<b>113.2</b>	<b>6.6</b>	<b>119.8</b>	<b>109.3</b>

All income and expenditure in 2021 arises from continuing activities. All gains and losses in the year are included above and accordingly a statement of total realised gains and losses has not been prepared.

The notes on pages 111 to 132 form part of these accounts.

# Balance sheet

As at 31 December 2021

Company number: 3866129

	Note	£m	2021 £m	£m	2020 restated £m
<b>Fixed assets</b>					
Heritage assets	12	1.9		2.0	
Tangible fixed assets	13	70.1		69.6	
			72.0		71.6
<b>Investments</b>					
Securities	14	16.4		14.1	
Investment property	15	13.7		12.9	
			30.1		27.0
			102.1		98.6
<b>Current assets</b>					
Stocks	16	1.8		2.6	
Debtors	17	19.8		13.9	
Current asset investments	18	7.0		7.0	
Cash and short-term deposits	18	17.3		14.3	
		45.9		37.8	
<b>Current Liabilities</b>					
Creditors falling due within one year	19	(24.2)		(22.0)	
<b>Net current assets</b>					
			21.7		15.8
<b>Total assets less current liabilities</b>					
			<b>123.8</b>		<b>114.4</b>
Creditors falling due after more than one year	20		(0.5)		(1.9)
Provisions	20		(3.5)		(3.2)
<b>Net assets</b>					
			<b>119.8</b>		<b>109.3</b>
<b>Funds</b>					
<b>Unrestricted funds</b>					
Revaluation reserve	26	15.2		12.4	
Other unrestricted funds		98.0		88.1	
<b>Total unrestricted funds</b>			113.2		100.5
<b>Restricted funds</b>			5.4		7.7
<b>Endowment funds</b>			1.2		1.1
<b>Total funds</b>	25		<b>119.8</b>		<b>109.3</b>

Approved by the Board of trustees of St John Ambulance on  
24 May 2022 and signed on their behalf by:

**Michael Messinger LVO KStJ QPM DL**  
Chancellor



The notes on pages  
111 to 132 form part  
of these accounts.

# Cash flow statement

For the year ended 31 December 2021

	Note	2021 £m	2020 £m
<b>Net cash generated from operating activities</b>	27	<b>4.8</b>	<b>2.0</b>
<i>Cash flows from investing activities</i>			
Dividends, interest and rents from activities		0.9	1.1
Proceeds from sale of investments		1.8	5.0
Sales of current asset investments		-	10.8
Purchases of current asset investments		-	(7.0)
Purchases of investments in securities		(1.9)	(0.1)
Proceeds from sale of tangible fixed assets		4.8	1.5
Purchases of tangible fixed assets		(6.6)	(1.7)
<b>Net cash (provided by)/from investing activities</b>		<b>(1.0)</b>	<b>9.6</b>
<i>Cash flows from financing activities</i>			
Capital element of finance lease payments		(0.8)	(1.2)
<b>Net cash provided by financing activities</b>		<b>(0.8)</b>	<b>(1.2)</b>
<b>Increase in cash and cash equivalents during the year</b>		<b>3.0</b>	<b>10.4</b>
Cash and cash equivalents at 1 January		14.3	3.9
<b>Cash and cash equivalents at 31 December</b>	28	<b>17.3</b>	<b>14.3</b>

The notes on pages 111 to 132 form part of these accounts.

# Notes to the accounts

## For the year ended 31 December 2021, continued

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### 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), the company's parent undertaking.

**'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 Companies Act 2006, 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.

Consolidated accounts have not been prepared as the income, expenditure, assets and liabilities of St John Ambulance and its wholly-owned subsidiary, Support St John Limited, are included on a line-by-line basis in the consolidated accounts of the parent undertaking, drawn up for the same period.

St John Ambulance meets the definition of a public benefit entity under FRS 102 and is incorporated in the United Kingdom.

#### Going concern

The financial statements have been prepared on a going concern basis as discussed in the report of the trustees on page 94.

The coronavirus pandemic affected income and cashflow significantly in 2020. Finances in 2021 have recovered as we were able to continue with revenue generating activities such as workplace first aid training, ambulance and transport services and some first aid provision at events, while also providing significant support to NHS England as part of the Covid initial vaccination and booster vaccination programmes.

We had reduced spend where practicable without impacting our operational abilities in 2020, which provided us with a lower cost base at the beginning of 2021 compared to that in place at the end of 2019.

It was the stated intention to look to return to an operational surplus by 2022 and this was achieved over the year under review ended 31 December 2021. While we tried to return to as many of our usual activities as we could during the year, some charitable activities which usually incur a deficit such as our volunteering and youth programmes had reduced levels of activity which did not start to return until later in the year. This in turn reduced our expenditure levels in these areas, particularly during the first half of 2021.

A credit facility of up to £10m with Santander plc is now in place, initially expiring in December 2023 and now extended to December 2024. At the time of signing the financial statements, the facility has not been required to be drawn-down and this is expected to remain the position over the period of the forecast. We anticipate that the agreed facility will not be required to be used, but it will be there if needed.

At the same time, the value of the investment portfolio held at the year end was £16.4m (2020: £14.1m), enabling the provision of additional funds if required.

The charity has prepared a forecast which shows that, over 2022 and 2023, St John Ambulance is projected to be able to continue to trade without making any further divestments from investment holdings or the utilisation of our revolving credit facility. The application of sensitivities such as a reduction in training activity has not changed the conclusion that the charity has adequate resources to continue operating for the foreseeable future.

St John Ambulance also has substantial reserves held in the form of property and our estates strategy, including a programme to sell several properties, is being implemented. Property sales in 2022 will have the effect of increasing the level of reserves and to reduce ongoing expenditure requirements. Such sales are not a requirement for the charity to be able to continue in operation as a going concern and it is the intention for the proceeds of these sales to be reinvested into the ongoing improvement of our properties in order to enhance our charitable output.

The trustees have considered the forecast, the sensitivities (which include an assessment of the impact of a 50% reduction in training activity for six months) and the current position. While there is a heightened level of risk in the current financial environment, and a need to both sell property assets and achieve a future operational surplus in order to replenish reserves, the overall levels of assets held by the charity remain strong.

The trustees have also considered severe but plausible downsides which may arise, such as further disruption caused by the covid pandemic, a potential severe fall in the value of our investments caused by global uncertainty and changes in legislation reducing the requirement for first aid training in the workplace.

Taking all of the above into account, the trustees have a reasonable expectation that the charity has adequate resources to continue operating for the foreseeable future, being 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.

# Notes to the accounts

## For the year ended 31 December 2021, continued

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### 1. Accounting policies, continued

#### b. Critical accounting estimates, judgements and assumptions

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

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

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

#### Judgements

##### *Heritage assets*

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

#### Estimates

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

##### *Tangible fixed assets*

The charge in respect of periodic depreciation 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 St John Ambulance'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 charge in 2021 was £3.9m (2020: £3.8m).

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

##### *Valuation of investment property*

The valuation of the investment property at 27 St John's Lane that is recognised on the balance sheet is subject to an estimation of the proportion of the building which is let to third parties, as opposed to that proportion which is utilised for operational purposes. The valuation is performed by an external independent valuer. The valuation as at 31 December 2021 was £13.7m (2020: £12.9m).

A decision as to whether or not the property is revalued by an independent valuer at the end of a particular financial year is made subsequent to 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.

##### *Recognition of doubtful debts*

A standard debt provision policy exists in order 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 2021 was £1.4m (2020: £0.3m). The calculation basis of the debt provision was amended during 2021 to exclude the smoothing impact of including debtor accounts with credit balances within the debt provision.

##### *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 of 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 2021 was £3.5m (2020: £0.2m).

# Notes to the accounts

## For the year ended 31 December 2021, continued

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### 1. Accounting policies, continued

#### c. Historical cost convention

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

#### d. 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 Ambulance
- 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
- 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
- Income received from the UK Government's Coronavirus Job Retention Scheme (CJRS) is accounted for in the period to which the grant relates and is treated as restricted income
- 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.

#### e. 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.

#### f. Heritage assets

St John Ambulance, on behalf of 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.

# Notes to the accounts

## For the year ended 31 December 2021, continued

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### 1. Accounting policies, continued

#### g. 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 land	Not depreciated
Freehold and long leasehold buildings	50 years
Short leasehold buildings	Life of lease
Leasehold improvements	Shorter of remaining life and 10 years
Ambulances	Shorter of useful life and 7 years
Leased vehicles and equipment	Shorter of useful life and lease term
Other vehicles and equipment	3 to 7 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.

#### h. 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.

#### i. Stocks

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

#### j. 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.

#### k. 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.

# Notes to the accounts

## For the year ended 31 December 2021, continued

### 1. Accounting policies, continued

#### **l. 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.

#### **m. 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.

#### **n. 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.

#### **o. 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:

<b>Financial instrument</b>	<b>Measurement on initial recognition</b>
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.

#### **p. 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.

# Notes to the accounts

For the year ended 31 December 2021, continued

	2021	2020
	£m	£m
<b>2. Income from grants, donations and legacies</b>		
Donations and gifts	12.0	14.2
Legacies	2.5	3.9
Grants (see note 6)	0.5	7.3
Youth subscriptions	0.3	0.4
	<b>15.3</b>	<b>25.8</b>

## 3. Income from charitable activities

	Grants (see note 6) £m	Other £m	2021 £m	2020 £m
<b>Delivering first aid:</b>				
First aid provision and youth development	0.2	3.5	3.7	2.1
Ambulance and transport services	-	17.7	17.7	16.0
Covid support	-	17.1	17.1	4.4
Community support programmes	-	0.5	0.5	0.4
<b>Equipping the public:</b>				
Training	-	40.0	40.0	23.4
First aid products	-	14.8	14.8	12.3
<b>Other charitable activities:</b>				
Coronavirus Job Retention Scheme	0.6	-	0.6	4.8
Other charitable activities	-	0.1	0.1	0.1
	<b>0.8</b>	<b>93.7</b>	<b>94.5</b>	<b>63.5</b>

## 4. Income from other trading activities

	2021 £m	2020 £m
Rents from operational buildings	0.2	0.3
Merchandising	0.1	-
Fundraising events	0.2	0.2
Gift aid payable by subsidiary	0.1	-
	<b>0.6</b>	<b>0.5</b>

## 5. Investment income

	2021 £m	2020 £m
Dividends and interest	0.3	0.4
Rents from investment property	0.6	0.7
	<b>0.9</b>	<b>1.1</b>

## 6. Grants receivable

	Charitable activities (see note 3) £m	Income from donations and legacies (see note 2) £m	2021 Total £m	2020 Total £m
Government support grant	-	-	-	6.8
Coronavirus Job Retention Scheme	0.6	-	0.6	4.8
Grant from People's Postcode Lottery re Young Responders	0.2	-	0.2	-
Grant from NHS England re NHS Cadets	-	-	-	1.0
Other grants	-	0.5	0.5	0.6
	<b>0.8</b>	<b>0.5</b>	<b>1.3</b>	<b>13.2</b>

The following grants, which are included above, are required by the donor to be individually disclosed.

	Balance as at 1 Jan 2021	Income	Expenditure	Balance as at 31 Dec 2021
	£'000	£'000	£'000	£'000
Burdett Trust for Nursing	3	-	(3)	-
Coronavirus Community Support Fund	154	-	(105)	49

# Notes to the accounts

For the year ended 31 December 2021, continued

## 7. Total expenditure

	Direct employee costs £m	Other direct costs £m	Depreciation £m	Other costs £m	Support costs (see note 8) £m	2021 Total £m	2020 Total £m
<i>Expenditure on raising funds</i>							
<b>Campaigning and leadership:</b>							
Fundraising costs	1.7	1.1	0.3	2.1	1.4	6.6	7.4
Publicity and public relations costs	0.8	0.3	0.1	0.3	0.6	2.1	1.5
Investment costs	-	-	-	0.1	-	0.1	0.1
	<b>2.5</b>	<b>1.4</b>	<b>0.4</b>	<b>2.5</b>	<b>2.0</b>	<b>8.8</b>	<b>9.0</b>
<i>Expenditure on charitable activities</i>							
First aid provision and youth development	1.8	0.3	0.4	7.6	3.1	13.2	16.3
Ambulance and transport services	8.8	2.4	1.8	4.1	1.7	18.8	16.2
Covid support	4.0	1.1	0.1	6.0	3.9	15.1	10.3
Community support programmes	1.0	0.1	0.1	1.7	1.4	4.3	3.9
Training	11.5	1.2	0.9	13.5	2.7	29.8	26.6
First aid products	0.5	11.0	0.1	1.0	1.8	14.4	12.1
Amounts payable in relation to redundancy	-	-	-	0.4	-	0.4	3.3
Other charitable activities	0.4	0.2	0.1	1.0	-	1.7	1.4
	<b>28.0</b>	<b>16.3</b>	<b>3.5</b>	<b>35.3</b>	<b>14.6</b>	<b>97.7</b>	<b>90.1</b>
<b>Total expenditure</b>	<b>30.5</b>	<b>17.7</b>	<b>3.9</b>	<b>37.8</b>	<b>16.6</b>	<b>106.5</b>	<b>99.1</b>

Fundraising costs include support costs and other indirect costs of £1.4m (2020: £1.0m), which have been allocated as described in the accounting policies (see note 1). Excluding these allocated costs, fundraising costs total £5.2m (2020: £6.4m).

The covid support activity covers the costs of the support work performed during the pandemic, including allocated costs.

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

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

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

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

# Notes to the accounts

## For the year ended 31 December 2021, continued

### 7. Total expenditure, continued

Total expenditure includes:	2021 £m	2020 £m
Operating lease rentals:		
Property leases	2.8	2.6
Spot rental hires	1.0	0.6
Vehicles and equipment	0.6	0.6
Finance lease interest	0.1	0.1

The auditor's remuneration for the audit of these accounts was £70,000 (2020: £65,000 to Grant Thornton UK LLP). Non-audit fees in relation to other ad-hoc and advisory work totalled £nil (2020: £3,100 to Grant Thornton UK LLP in respect of the audit of an annual statement to the Cabinet Office in relation to door to door fundraising and specific additional assurance work).

### 8. Analysis of support costs

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

	Governance £m	Management £m	Human resources £m	Central finance £m	Information Technology £m	Building management £m	2021 Total £m	2020 £m
<b>Campaigning and leadership:</b>								
Fundraising and publicity	0.1	0.3	0.1	0.5	0.2	0.8	2.0	1.3
<b>Delivering first aid:</b>								
First aid provision and youth development	0.3	1.1	0.4	0.4	0.8	0.1	3.1	2.5
Ambulance and transport services	0.2	0.6	0.2	0.4	0.2	0.1	1.7	1.5
Covid support	0.3	1.3	1.0	0.4	0.8	0.1	3.9	2.4
Community support programmes	0.2	0.6	0.1	0.3	0.2	-	1.4	1.1
<b>Equipping the public:</b>								
Training	0.2	0.5	0.2	0.6	1.1	0.1	2.7	3.0
First aid products	0.1	0.3	0.1	0.4	0.9	-	1.8	1.6
Other charitable activities	-	-	-	-	-	-	-	-
	<b>1.4</b>	<b>4.7</b>	<b>2.1</b>	<b>3.0</b>	<b>4.2</b>	<b>1.2</b>	<b>16.6</b>	<b>13.4</b>

### 9. Net gains/(losses) on investment assets

	2021 £m	2020 £m
Unrealised gain on securities (see note 14)	2.3	-
Unrealised gain/(loss) on investment property (see note 15)	0.8	(0.9)
	3.1	(0.9)
Realised loss on securities (see note 14)	(0.1)	(0.6)
	<b>3.0</b>	<b>(1.5)</b>

### 10. Employee information

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

	2021 Headcount	2020 Headcount
Charitable activities	1,464	1,600
Generating funds	39	34
Governance	14	13
	<b>1,517</b>	<b>1,647</b>

# Notes to the accounts

## For the year ended 31 December 2021, continued

### 10. Employee information, continued

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

	2021 Full-time equivalent	2020 Full-time equivalent
Charitable activities	1,274	1,369
Generating funds	38	32
Governance	14	13
	<b>1,326</b>	<b>1,414</b>

#### Total employee costs

	2021 £m	2020 £m
Salaries, wages and benefits in kind	37.5	40.6
Social security costs	3.5	3.6
Pension and death benefits	3.1	3.4
	<b>44.1</b>	<b>47.6</b>

The above-noted costs include direct employee costs, which are shown in note 7, as well as indirect employee costs and employee support costs. The amounts shown above are disclosed as the gross employment costs payable and include £0.6m (2020: £4.8m) of salary costs for which payments were received from the Coronavirus Job Retention Scheme.

The figure also includes additional employer defined benefit pension contributions payable to TPT Retirement Solutions of £0.4m (2020: £0.4m), as referred to in note 33.

Payments to employees, included in salaries, wages and benefits in kind, payable in relation to the termination of employment during the year totalled £0.4m (2020: £3.3m). The large payment in 2020 was due to a redundancy programme carried out due to the impact of the coronavirus pandemic.

No payments are made to volunteers except for the reimbursement of expenses incurred in performing their duties.

#### Emoluments of employees

The number of employees of St John Ambulance whose emoluments (salaries, wages, benefits in kind and termination payments but excluding pension contributions) fell within the following bands are given below. Termination payments may include contractual redundancy payments.

<i>Employees who did not receive any termination payments</i>	2021 Number	2020 Number
£60,001 - £70,000	11	11
£70,001 - £80,000	4	5
£80,001 - £90,000	4	5
£90,001 - £100,000	4	2
£100,001 - £110,000	2	2
£110,001 - £120,000	2	2
£120,001 - £130,000	1	-
£130,001 - £140,000	1	1

#### *Employees for whom termination payments are payable*

	2021 Number	2021 Average value of termination payments £000	2020 Number	2020 Average value of termination payments £000
£60,001 - £70,000	-	-	4	15
£70,001 - £80,000	2	36	2	29
£80,001 - £90,000	-	-	1	45
£90,001 - £100,000	-	-	1	27
£110,001 - £120,000	1	72	-	-
£160,001 - £170,000	-	-	1	71
£180,001 - £190,000	-	-	1	57
£190,001 - £200,000	1	82	-	-

In addition, during the year, employer pension contributions to a defined contribution scheme on behalf of all of these employees amounted to approximately £405,000 (2020: £343,000). Further details of the St John Ambulance pension scheme are set out in note 33.

# Notes to the accounts

## For the year ended 31 December 2021, continued

### 10. Employee information, continued

#### Key management personnel

Key management personnel are defined as the trustees of the Priory, of St John Ambulance and the Executive Leadership Team of the charity. The trustees receive no remuneration except for expenses necessarily incurred during the performance of their duties. The members of the Executive Leadership Team are listed on page 135.

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 £1.6m in relation to 10 people (2020: £1.2m in relation to 9 people).

Donations made by key management personnel during 2021 were £2,100 (2020: £2,300).

### 11. Trustees' remuneration

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

The total of expenses (relating principally to travel, subsistence and accommodation) in 2021 was £2,000 (2020: £4,000) relating to 13 trustees (2020: 12).

### 12. Heritage assets

	Historic buildings £m	Artefacts £m	Total £m
<b>Cost</b>			
At 1 January 2021 and 31 December 2021	2.0	0.4	2.4
<b>Accumulated depreciation</b>			
At 1 January 2021	0.4	-	0.4
Charge for year	0.1	-	0.1
At 31 December 2021	0.5	-	0.5
<b>Net book value 31 December 2021</b>	<b>1.5</b>	<b>0.4</b>	<b>1.9</b>
Net book value 31 December 2020	1.6	0.4	2.0

The amount of depreciation charged in 2021 in respect of historic buildings was £40,000 (2020: £40,000).

St John Ambulance maintains approximately 60,000 heritage artefacts of which c.2000 are on public display in the Museum and historic buildings of the St John estate in Clerkenwell. The remaining artefacts are held in on-site storage. The items held cover the complete narrative of the Order, from its 11th century foundations, through to extensive social history collections that chart the development and expansion of St John Ambulance. The collection includes historic objects, archival holdings and a library. Admission to the Museum is free. We charge for guided tours and events and operate a commercial venue hire business. Visitor donations are welcome. We run engagement programmes for families, schools, St John audiences including Badgers and Cadets, and our local community in Clerkenwell. Further details relating to the history of St John and collections held by the Museum are provided on the Museum's website ([www.museumstjohn.org.uk](http://www.museumstjohn.org.uk)).

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

#### Summary analysis of heritage asset transactions

	2021 £'000	2020 £'000	2019 £'000	2018 £'000	2017 £'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.

# Notes to the accounts

## For the year ended 31 December 2021, continued

13. Tangible fixed assets	Freehold property £m	leasehold property £m	leasehold property £m	Vehicles & equipment £m	Total £m
<b>Cost</b>					
At 1 January 2021	64.1	17.4	3.9	39.8	125.2
Additions	0.1	-	-	6.5	6.6
Disposals	(2.9)	(0.1)	-	(10.1)	(13.1)
Transfers	-	0.1	(0.1)	-	-
At 31 December 2021	<u>61.3</u>	<u>17.4</u>	<u>3.8</u>	<u>36.2</u>	<u>118.7</u>
<b>Accumulated depreciation</b>					
At 1 January 2021	13.7	5.2	2.4	34.3	55.6
Charge for the year	1.0	0.3	0.2	2.3	3.8
Disposals	(0.6)	-	-	(10.2)	(10.8)
At 31 December 2021	<u>14.1</u>	<u>5.5</u>	<u>2.6</u>	<u>26.4</u>	<u>48.6</u>
<b>Net book value 31 December 2021</b>	<b><u>47.2</u></b>	<b><u>11.9</u></b>	<b><u>1.2</u></b>	<b><u>9.8</u></b>	<b><u>70.1</u></b>
Net book value 31 December 2020	<u>50.4</u>	<u>12.2</u>	<u>1.5</u>	<u>5.5</u>	<u>69.6</u>

The net book value of assets that are held under finance leases at 31 December 2021 was £0.5m (2020: £1.3m). The depreciation attributable to assets held under finance leases during the year was £0.8m (2020: £1.1m). All assets held under finance leases are classified as vehicles and equipment.

## 14. Securities

### Analysis of investments at 31 December by category of holding

	2021 £m	2020 £m
Unit trusts	16.4	14.1
	<b><u>16.4</u></b>	<b><u>14.1</u></b>

Unit trusts include no cash instruments (2020: £nil).

### Analysis of investments at 31 December by location

	2021 £m	2020 £m
Investments in the UK	6.6	6.9
Investments outside the UK	9.8	7.2
	<b><u>16.4</u></b>	<b><u>14.1</u></b>

### Analysis of movements in the securities

	2021 £m	2020 £m
Fair value at 1 January	14.1	19.5
Additions at cost	1.9	0.1
Book value of disposals	(1.9)	(5.5)
Net unrealised gains (see note 9)	2.3	-
Fair value at 31 December	<b><u>16.4</u></b>	<b><u>14.1</u></b>

A realised loss, net of sale costs, of £0.1m (2020: loss of £0.6m) arose from disposals and has been included in the SOFA as part of the total gains on investment assets (see note 9).

# Notes to the accounts

## For the year ended 31 December 2021, continued

### 14. Securities, continued

The value of the following investments represented more than 5% of the fair value as at 31 December 2021:

	Number of shares	Fair value £m
BlackRock Charities UK Equity ESG Fund	2,903,897	6.5
BlackRock iShares North American Equity Index Fund class D accumulating units	760,156	4.8
BlackRock iShares Continental European Equity Index Fund class D accumulating units	778,957	2.6
BlackRock Emerging Markets Equity Strategic Fund Z2 USD	6,358	1.0
BlackRock iShares Japan Equity Index Fund class D accumulating units	355,069	1.0

The year end fair value of securities, and historical cost, is shown below:

	2021 £m	2020 £m
Fair value	16.4	14.1
Cost	(10.8)	(10.7)
<b>Revaluation surplus</b>	<b>5.6</b>	<b>3.4</b>

The increase in the revaluation surplus is reflected in the SOFA within unrealised gains and losses (see note 9). The impact on the revaluation reserve is explained in note 26.

### 15. Investment property

#### Analysis of movements in investment property

	2021 £m	2020 £m
Fair value at 1 January	12.9	16.7
Transfer to operational fixed assets	-	(2.9)
Increase/(decrease) in fair value	0.8	(0.9)
<b>Fair value at 31 December</b>	<b>13.7</b>	<b>12.9</b>

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

The freehold interest in the property was valued as at 31 December 2021 by Savills (UK) Limited, Chartered Surveyors, a firm of independent valuers. The total valuation of the building as at 31 December 2021, including both the operational and investment elements of the property, was £28.4m (2020: £28.0m). Of this amount, £14.7m (2020: £15.1m) is classified as operational and £13.7m (2020: £12.9m) is classified as the valuation of the investment property.

The valuation amount has been apportioned between the investment and non-investment parts of the building using the relative floor areas attributable to each element. At the end of 2020 the fourth floor of the property was reapportioned to operational use at a deemed cost (equal to the valuation as at 31 December 2020) of £2.9m.

This valuation has been prepared in accordance with the RICS Valuation – Global Standards (incorporating the IVSC International Valuation Standards) effective from 31 January 2020 together with the UK National Supplement effective 14 January 2019, together the “Red Book”, as well as UK Generally Accepted Accounting Principles (UK GAAP) and FRS 102.

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

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

	2021 £m	2020 £m
Fair value	13.7	12.9
Cost at 1 January and at 31 December	3.6	3.6
<b>Revaluation surplus</b>	<b>10.1</b>	<b>9.3</b>

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

# Notes to the accounts

## For the year ended 31 December 2021, continued

### 16. Stocks

At 31 December stock held amounted to:

	2021 £m	2020 £m
First aid training products and equipment	1.8	2.6
	<b>1.8</b>	<b>2.6</b>

Stock expensed during the year within cost of sales was £11.4m (2020: £9.3m).

An impairment loss of £0.9m (2020: £0.9m) was recognised against stock during the year due to reductions in realisable value, particularly relating to PPE stocks, together with slow moving and obsolete stock. The impairment loss adjustment was made to hold the remaining stock at the current net realisable value.

No stock is pledged as security as at the balance sheet date (2020: £nil)

### 17. Debtors

	2021 £m	2020 £m
Trade debtors	15.3	8.2
Legacies receivable	0.6	0.1
Other debtors	0.1	0.1
Prepayments and accrued income	3.8	5.5
	<b>19.8</b>	<b>13.9</b>

### 18. Current asset investments and cash

Cash and short term deposits includes monies held in interest-bearing bank accounts as well as monies held on short-term deposit with an initial maturity on deposit of less than three months (see note 28).

As at 31 December 2021, £7.0m of deposits were held within a 95 day notice deposit account with Santander plc (2020: £7.0m). Such deposits are treated as a current asset investment and excluded from cash at bank and in hand.

### 19. Creditors falling due within one year

	2021 £m	2020 restated £m
Trade creditors	4.7	4.1
Obligations under finance leases	0.4	0.8
Pension contributions (see note 34)	0.5	0.7
Taxes and social security	3.4	3.3
Holiday pay	0.7	0.9
Other creditors	0.2	-
Accruals	5.7	5.6
Deferred income (see note 21)	8.6	6.6
	<b>24.2</b>	<b>22.0</b>

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

*Amounts falling due after more than one year*

	2021 £m	2020 restated £m
Finance leases	0.2	0.6
Pension deficit funding plan (see note 34)	0.3	1.3
	<b>0.5</b>	<b>1.9</b>

*Provisions — dilapidations provision (see note 37)*

	£m
Balance at 1 January 2021— restated	3.2
Additions dealt with within income and expenditure	0.3
Balance at 31 December 2021	<b>3.5</b>

Property leases include an obligation to repair damages which incur during the life of the lease, such as wear and tear. The cost is charged to profit and loss as the obligation arises. The provision is expected to be utilised over a long term period that may exceed 50 years as the leases terminate. This is a source of significant estimation uncertainty as described in note 1b 'Critical accounting estimates, judgements and assumptions'.

# Notes to the accounts

## For the year ended 31 December 2021, continued

### 21. Deferred income

	Course fees £m	Other £m	Total £m
Balance at 1 January 2021	3.5	3.1	6.6
Amount released to income	(3.5)	(3.1)	(6.6)
Amount deferred in the year	5.9	2.7	8.6
<b>Balance at 31 December 2021</b>	<b>5.9</b>	<b>2.7</b>	<b>8.6</b>

### 22. Financial commitments

Future minimum lease rentals receivable on land and buildings

Leases which expire within	2021 £m	2020 £m
Less than one year	0.4	0.5
Two to five years	0.2	0.6
Over five years	-	-
	<b>0.6</b>	<b>1.1</b>

Future minimum operating leases payable

Amounts payable in each of the following periods	Land & buildings £m	Vehicles & equipment £m	Total 2021 £m	Land & buildings £m	Vehicles & equipment £m	Total 2020 £m
Less than one year	0.7	0.4	1.1	0.8	0.4	1.2
Two to five years	0.9	0.8	1.7	1.5	0.2	1.7
Over five years	1.1	-	1.1	1.3	-	1.3
	<b>2.7</b>	<b>1.2</b>	<b>3.9</b>	<b>3.6</b>	<b>0.6</b>	<b>4.2</b>

Future minimum finance lease payments

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

	2021 £m	2020 £m
Amounts payable within less than one year	0.4	0.9
Amounts payable between two and five years	0.2	0.6
	<b>0.6</b>	<b>1.5</b>

### 23. Capital commitments

At 31 December capital commitments contracted for amounted to:

	2021 £m	2020 £m
Property	0.2	0.1
Vehicles and equipment	1.3	5.2
	<b>1.5</b>	<b>5.3</b>

Capital commitments primarily relate to outstanding orders for ambulances, mobile treatment centres and support vehicles.

### 24. Analysis of total funds

Type of asset and liability	Unrestricted funds £m	Restricted funds £m	Endowment funds £m	2021 £m	2020 restated £m
Heritage assets	1.9	-	-	1.9	2.0
Tangible fixed assets	70.1	-	-	70.1	69.6
Securities	14.4	0.8	1.2	16.4	14.1
Investment properties	13.7	-	-	13.7	12.9
Net current assets	17.1	4.6	-	21.7	15.8
Creditors falling due after more than one year and provisions	(4.0)	-	-	(4.0)	(5.1)
	<b>113.2</b>	<b>5.4</b>	<b>1.2</b>	<b>119.8</b>	<b>109.3</b>

# Notes to the accounts

For the year ended 31 December 2021, continued

## 25. Total funds

	1 Jan 2021 restated £'000	Income £'000	Expenditure £'000	Investment gains £'000	Transfers and reallocations £'000	31 Dec 2021 £'000
<b>Restricted funds</b>						
<i>Lottery funds</i>						
National Lottery — Coronavirus Community Support Fund	154	-	(5)	-	(100)	49
<i>Other restricted funds</i>						
Airwing travelling fellowships	207	3	(5)	25	-	230
Building purchases and maintenance	132	64	-	-	77	273
Community care	42	30	(53)	-	-	19
Local and sundry funds	2,926	1,009	(168)	26	(1,051)	2,742
Medical equipment	-	20	-	-	(15)	5
Medical vehicle purchases and maintenance	2,413	138	(2)	-	(1,760)	789
R Luff benevolent fund	245	8	(14)	24	-	263
Training funds	36	159	-	-	-	195
Volunteer development and welfare	323	153	(276)	-	13	213
Grant from NHS England re NHS Cadets	1,209	(44)	(571)	-	(3)	591
Covid support	10	-	-	-	-	10
People's Postcode Lottery grant re Young Responders	-	200	(166)	-	(5)	29
Arts Council — Museum of St John	61	8	(68)	-	-	1
Coronavirus Job Retention Scheme	-	552	(552)	-	-	-
<b>Total restricted funds</b>	<b>7,758</b>	<b>2,300</b>	<b>(1,880)</b>	<b>75</b>	<b>(2,844)</b>	<b>5,409</b>
<b>Endowment funds</b>						
G Holland Trust	135	-	-	16	-	151
R Luff benevolent fund	815	5	-	93	-	913
Doug Spence fund	107	-	-	12	-	119
Other funds	13	-	-	-	-	13
<b>Total endowment funds</b>	<b>1,070</b>	<b>5</b>	<b>-</b>	<b>121</b>	<b>-</b>	<b>1,196</b>
<b>Unrestricted funds</b>						
<i>Designated funds</i>						
Kent Care Home sale proceeds	500	-	-	-	-	500
Grand Council 2022	200	-	-	-	-	200
Property improvement	-	-	-	-	5,000	5,000
Vaccinator volunteer legacy programme	-	-	-	-	1,500	1,500
Values In Action	-	-	-	-	200	200
	700	-	-	-	6700	7,400
Fixed asset reserve – representing the book value of unrestricted fixed assets	71,626	-	-	-	356	71,982
Total designated funds	72,326	-	-	-	7056	79,382
Investment property	12,860	-	-	860	-	13,720
Unrestricted funds (operational free reserves)	15,268	111,699	(104,597)	1,950	(4,212)	20,108
<b>Total unrestricted funds</b>	<b>100,454</b>	<b>111,699</b>	<b>(104,597)</b>	<b>2,810</b>	<b>2,844</b>	<b>113,210</b>
<b>TOTAL FUNDS</b>	<b>109,282</b>	<b>114,004</b>	<b>(106,477)</b>	<b>3,006</b>	<b>-</b>	<b>119,815</b>

# Notes to the accounts

## For the year ended 31 December 2021, continued

### 25. Total funds, continued

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

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

#### 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 establishment of a new building and a falls service in the county of Kent, funded by the sale in 2020 of the former Kent Care Home building
- Funds designated for the holding of the Grand Council of the Order of St John, to be hosted in England in 2022
- Funds designated for the improvement of our property portfolio
- Funds designated to progress our Values In Action and our Vaccinator volunteer legacy programmes.

### 26. Revaluation reserve

The revaluation reserve comprises the following elements, which are held within unrestricted funds

	2021 £m	2020 £m
Investment property	10.2	9.3
Operational free reserves (excluding investment property)	5.0	3.1
	<b>15.2</b>	<b>12.4</b>

The movement in the revaluation reserve of £2.8m during the year from £12.4m to £15.2m, shown within unrestricted funds, represents the unrealised increase in 2021 in the fair value of the investment property of £0.8m and the unrealised gain on unrestricted securities of £2.1m less the £0.1m impact on the revaluation reserve of disposals of unrestricted securities.

### 27. Reconciliation of net income to net cash generated from operating activities

	2021 £m	2020 £m
<b>Net income/(expense)</b>	<b>10.5</b>	<b>(8.4)</b>
<b>Adjustments for:</b>		
Net gain on disposal of tangible fixed assets	(2.5)	(1.0)
(Gains)/losses on investments	(3.0)	1.5
Dividends, interest and rents from investments	(0.9)	(1.1)
Depreciation	3.9	3.8
Decrease in stocks	0.8	0.2
(Increase)/decrease in debtors	(5.9)	2.5
Increase in creditors	1.9	4.5
<b>Net cash generated from operating activities</b>	<b>4.8</b>	<b>2.0</b>

### 28. Analysis of cash and cash equivalents

	2021 £m	2020 £m
Cash and short term deposits	17.3	14.3
<b>Total cash and cash equivalents</b>	<b>17.3</b>	<b>14.3</b>

# Notes to the accounts

## For the year ended 31 December 2021, continued

### 29. Changes in net debt

	As at 1 Jan 2021 £m	Cashflow movements £m	As at 31 Dec 2021 £m	As at 1 Jan 2020 £m	Cashflow movements £m	As at 31 Dec 2020 £m
Cash	14.3	3.0	17.3	3.9	10.4	14.3
Finance lease obligations	(1.4)	0.8	(0.6)	(2.6)	1.2	(1.4)
	<b>12.9</b>	<b>3.8</b>	<b>16.7</b>	<b>1.3</b>	<b>11.6</b>	<b>12.9</b>

### 30. Financial instruments

	2021 £m	2020 restated £m
<b>Carrying amount of financial assets</b>		
Measured at amortised cost (comprising trade debtors, cash and cash equivalents and current asset investments)	39.5	29.5
Instruments measured at fair value through SOFA (comprising investments)	16.4	14.1
	<b>55.9</b>	<b>43.6</b>
<b>Carrying amount of financial liabilities</b>		
Measured at amortised cost (comprising trade creditors, lease creditors, holiday pay and accruals)	11.9	12.9
	<b>11.9</b>	<b>12.9</b>

A revolving credit facility with Santander plc was confirmed in December 2020, with a value of £10 million. The term of the facility was originally three years, to December 2023, with one year extension options at the end of 2021 and 2022. A one year extension was confirmed at the end of 2021, extending the period of the facility to December 2024. No funds were drawn down from the facility in 2020 or 2021, nor up to the date of approval of these financial statements.

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

The facility is secured by a legal charge over the freehold property at 63 York Street, Marylebone, London, W1H 1PS. This property has a net book value of £1.9m (2020: £2.0m) recognised in these financial statements as at 31 December 2021.

### 31. Investment in subsidiary company

Support St John Limited, which is a non-charitable trading company, is wholly owned by St John Ambulance by virtue of the fact that St John Ambulance is its sole member. Support St John Limited carries out activities that are not compatible with the charitable status of St John Ambulance. Taxable profits are transferred to St John Ambulance under gift aid. Support St John Limited is a company limited by guarantee and does not have any share capital. St John Ambulance has undertaken to contribute an amount not exceeding £10 on a winding up of Support St John Limited.

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

	2021 £'000	2020 £'000
Income	175	142
Expenditure	(116)	(105)
Operating profit	59	37
Taxation payable	-	(3)
Gift aid	(59)	(34)
<b>Retained profit</b>	<b>-</b>	<b>-</b>
Assets	153	253
Liabilities	(147)	(247)
<b>Funds</b>	<b>6</b>	<b>6</b>

# Notes to the accounts

## For the year ended 31 December 2021, continued

### 32. Associated charities

Through the Priory, St John Ambulance is associated with the Most Venerable Order of the Hospital of St John of Jerusalem ('the Order'). The Priory is one of a number of autonomous priories that form the Order. Together with the other priories throughout the world, on behalf of the Priory, St John Ambulance 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 2021, on behalf of the Priory, St John Ambulance contributed £0.3m to the Order of St John and other priories (2020: £0.3m).

Through the Priory, St John Ambulance is also associated with the Eye Hospital. In 2021 £0.2m was contributed to the support of the Eye Hospital (2020: £0.2m).

### 33. Pension scheme

#### Pension arrangements

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

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

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

Membership of the UEP, the FRP or Growth Plan Series 4, all of which are defined contribution schemes, is made available to new employees. Employees, including those who are in the Growth Plan Series 1, 2 and 3, which are closed to new entrants, have the option to switch in the future to any of the three schemes that are currently available to new employees.

The total pension contributions payable to TPT Retirement Solutions in relation to 2021, including employee contributions, were £3.5m (2020: £3.9m). The amount owing to TPT Retirement Solutions at 31 December 2021 was £0.3m (2020: £0.3m).

#### Actuarial valuations

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

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

A full actuarial valuation of the Growth Plan was performed as at 30 September 2020 by a professionally qualified actuary using the Projected Unit Method.

The scheme actuary has prepared a full actuarial valuation as at 30 September 2020. The fair values of the Growth Plan's assets as at the valuation date of 30 September 2020, as well as for the previous valuation as at 30 September 2017, are shown in the following table:

	2020 valuation £m	2017 valuation £m
Assets	799	795
Technical provisions (past service liabilities)	(832)	(926)
Shortfall of assets compared to the value of liabilities	(33)	(131)
Funding level	96.0%	85.8%

The actuarial valuation as at 30 September 2020 is the latest available. The next full actuarial valuation will be carried out as at 30 September 2023.

# Notes to the accounts

## For the year ended 31 December 2021, continued

### 33. Pension scheme, continued

#### Deficit contributions

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

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

Subsequently, updated full actuarial valuations of the scheme were carried out at 30 September 2017 and 30 September 2020. The latest 2020 valuation showed a funding shortfall of £33m. To eliminate this funding shortfall, the trustee has updated the additional contribution amounts above and asked participating employers to pay additional contributions to the scheme, calculated at £3.3m per annum (previously £11.2m under the 2017 valuation increasing by 3% per annum on 1 April), from 1 April 2022 to 31 January 2025. Unless a concession has been agreed with the trustee the term to 31 January 2025 applies.

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

The additional deficit contributions required from St John Ambulance were initially levied at £345,000 per annum from 1 April 2016, increasing at 3% per annum. From 1 April 2021 the amount payable was £411,000 per annum. From 1 April 2022, deficit contribution payments reduce to £128,000 per annum, until 31 January 2025.

Where the scheme is in deficit and the participating employer has agreed to a deficit funding arrangement, the employer recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions made under the agreement that relates to the deficit. The present value is calculated using the discount rate disclosed in the assumptions in note 34. The unwinding of the discount rate is recognised as a finance cost. Further details of the liability are also given in note 34.

#### 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.

### 34. Pension contributions liability

#### (i) Total pension contributions liability

	2021 £m	2020 £m
Pension contributions payable on salaries	0.3	0.3
Present value of provision relating to pension deficit funding plan	0.5	1.7
	<b>0.8</b>	<b>2.0</b>
Amounts falling due within one year (see note 19)	0.5	0.7
Amounts falling due after more than one year (see note 20)	0.3	1.3
	<b>0.8</b>	<b>2.0</b>

# Notes to the accounts

## For the year ended 31 December 2021, continued

### 34. Pension contributions liability, continued

#### (ii) Reconciliation of opening and closing provisions relating to additional pension contributions

	2021 £m	2020 £m
Provision at 1 January	1.7	2.1
Deficit contribution paid	(0.4)	(0.4)
Re-measurements – impact of any change in assumptions	(0.8)	-
<b>Provision at 31 December</b>	<b>0.5</b>	<b>1.7</b>

#### (iii) Income and expenditure impact

	2021 £m	2020 £m
Re-measurements – impact of any change in assumptions	0.8	-
<b>Total cost recognised in Statement of Financial Activities</b>	<b>0.8</b>	<b>-</b>

#### (iv) Assumptions

	31 December 2021	31 December 2020	31 December 2019	31 December 2018	31 December 2017
	% per annum				
Discount rate used	1.18	0.27	1.13	1.75	1.39

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:

<b>Amounts payable in each future year as at the balance sheet date</b>	2021 £'000	2020 £'000
Year 1	198	408
Year 2	127	421
Year 3	127	433
Year 4	10	446
Year 5	-	37

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.

# Notes to the accounts

## For the year ended 31 December 2021, continued

### 35. Parent undertaking

St John Ambulance is a wholly-owned subsidiary of The Priory of England and the Islands of the Most Venerable Order of the Hospital of St John of Jerusalem ('the Priory').

The consolidated accounts of the Priory may be obtained from:

St John Ambulance, 27 St John's Lane, Clerkenwell, London, EC1M 4BU.

### 36. Related party transactions

#### *Support St John Ltd*

Details of the investment in, the results and the net assets of St John Ambulance's sole subsidiary undertaking, Support St John Limited are provided in note 31.

Many of Support St John Limited's costs are incurred by St John Ambulance and recharged to Support St John Limited in arrears. During 2021 the total recharges made were valued at £40,000 (2020: £26,000).

Support St John also transfers its annual profits to St John Ambulance under gift aid, with payment made in the following year. The transfer in relation to 2021 is £59,000 (2020: £34,000).

The intracompany creditor balance between St John Ambulance and Support St John Limited is repaid on a regular basis. As at 31 December 2021, the amount payable by Support St John Limited to St John Ambulance was £63,000. (2020: £130,000).

#### *Key management personnel*

Expenditure totalling £311,250 were payable to Beacon Change Leadership Ltd, a company of which Brian Henry, Director of Change, is a director. The payments were in relation for services provided to support our transformation programme. Mr Henry was not a member of the Executive Leadership Team when the contract for the services was agreed.

Income totalling £1,457 was receivable during the year from the University Hospitals Bristol and Weston NHS Foundation Trust. Jayne Mee, a St John Ambulance trustee, was Chair of the Trust during 2021. This income was in relation to first aid training and first aid supplies. The balance outstanding at 31 December 2021 was £245.

### 37. Prior year adjustment

The 2020 comparative financial statements have been restated for a prior year adjustment to recognise a dilapidations provision over our all of our leasehold properties.

The impact of this adjustment on the Statement of Financial Affairs in 2021 is £nil, with the comparative dilapidations charge for the year ended 31 December 2020 remaining unchanged at £0.2m.

The comparative total funds as at the end of 2020 have been reduced by £3.0m as a result of this prior year adjustment that has been applied retrospectively to the opening unrestricted funds for 2020, with a consequential impact to the 2020 balance sheet.

The impact of the restatement is summarised in the table below.

	2020 Restated £m	Restatement £m	2020 Originally stated £m
Creditors: falling due within one year: accruals	5.6	(0.2)	5.8
Provisions: dilapidations provision	3.2	3.2	-
Unrestricted funds	100.5	(3.0)	103.5
Total funds	109.3	(3.0)	112.3

# Notes to the accounts

## For the year ended 31 December 2021, continued

### 38. Comparative results for the year ended 31 December 2020, by type of fund

	Note	Unrestricted funds restated £m	Restricted and endowment funds £m	2020 Total restated £m
<b>Income and endowments from:</b>				
<b>Income from donations and legacies</b>	2	<b>22.0</b>	<b>3.8</b>	<b>25.8</b>
<b>Income from charitable activities:</b>				
<b>Delivering first aid:</b>				
First aid provision and youth development		1.1	1.0	2.1
Ambulance and transport services		16.0	-	16.0
Covid support		4.4	-	4.4
Community support programmes		0.4	-	0.4
<b>Equipping the public:</b>				
Training		23.4	-	23.4
First aid products		12.3	-	12.3
<b>Other charitable activities:</b>				
Coronavirus Job Retention Scheme		-	4.8	4.8
Other charitable activities		-	0.1	0.1
<b>Total income from charitable activities</b>	3	<b>57.6</b>	<b>5.9</b>	<b>63.5</b>
<b>Income from other trading activities</b>	4	0.5	-	0.5
<b>Investment income</b>	5	1.1	-	1.1
<b>Other income</b>				
Net gain on disposal of assets		1.0	-	1.0
Other income		0.3	-	0.3
<b>Total other income</b>		<b>1.3</b>	<b>-</b>	<b>1.3</b>
<b>TOTAL INCOME</b>		<b>82.5</b>	<b>9.7</b>	<b>92.2</b>
<b>Expenditure on:</b>				
<b>Total expenditure on raising funds</b>	7	<b>9.0</b>	<b>-</b>	<b>9.0</b>
<b>Expenditure on charitable activities:</b>				
<b>Delivering first aid:</b>				
First aid provision and youth development		15.5	0.8	16.3
Ambulance and transport services		16.0	0.2	16.2
Covid support		10.3	-	10.3
Community support programmes		3.6	0.3	3.9
<b>Equipping the public:</b>				
Training		22.3	4.3	26.6
First aid products		12.1	-	12.1
<b>Other charitable activities:</b>				
Amounts payable in relation to redundancy		3.3	-	3.3
Other charitable activities		1.2	0.2	1.4
<b>Total resources expended on charitable activities</b>	7	<b>84.3</b>	<b>5.8</b>	<b>90.1</b>
<b>TOTAL EXPENDITURE</b>	7	<b>93.3</b>	<b>5.8</b>	<b>99.1</b>
<b>Losses on investments</b>	9	(1.4)	(0.1)	(1.5)
Transfers between funds	25	0.6	(0.6)	-
<b>NET MOVEMENT IN FUNDS</b>		<b>(11.6)</b>	<b>3.2</b>	<b>(8.4)</b>
Fund balances at 1 January 2020		112.1	5.6	117.7
<b>FUND BALANCES AT 31 DECEMBER 2020</b>	25	<b>100.5</b>	<b>8.8</b>	<b>109.3</b>

# Royal patrons, trustees, management and committees

## Royal Patrons

HM The Queen	Sovereign Head of the Order of St John
HRH The Duke of Gloucester	Grand Prior
HRH The Princess Royal	Commandant in Chief (Youth) St John Ambulance
HRH The Countess of Wessex	Grand President

## Board of trustees

The trustees of St John Ambulance are listed below and are legally responsible for governance and management of the charity.

<b>Mr S Shilson LVO GCStJ DL</b> Chair*	2,3	Appointed 16 May 2022
<b>Surgeon Rear Admiral Lionel Jarvis CBE KStJ DL</b> Chair*	2,3	Resigned 9 November 2021
<b>The Very Reverend Dr John Hall KCVO CStJ</b> Dean*	3,6	
<b>Mrs A Cable MBE DStJ DL</b> Chief Commissioner*	1,2,3,7	
<b>Mr M Messinger LVO KStJ QPM DL</b> Chancellor*	2,3,6	Acting Chair with effect from 9 November 2021
<b>Mrs M Coleman OStJ</b>	5,7	
<b>Mr R Harayda</b>	1,4,9	Appointed 1 January 2021
<b>Miss M Ibrahim</b>	5	Appointed 1 January 2021
<b>Mrs H Kondel</b>	5	Appointed 25 October 2021
<b>Mr M Mansigani OBE OStJ</b>	2, 4,9	
<b>Ms J Mee MStJ</b>	2,7	Resigned 24 June 2021
<b>Professor Sir Keith Porter</b>	8	
<b>Dr D Reeves OStJ</b>	5,8	Resigned 24 June 2021
<b>Ms I Waterfield</b>	1,2,7	Appointed 24 June 2021

Company Secretary

**Mr T Hyun**

\* Also a trustee of the Priory.

1. Member of Audit and Risk Committee
2. Member of Remuneration Committee
3. Member of Nominations Committee
4. Member of Finance Committee
5. Member of Fundraising Committee
6. Member of Heritage Committee
7. Member of People Committee
8. Member of Clinical Committee
9. Member of Commercial Committee

# Royal patrons, trustees, management and committees

## Nominations Committee

**Chair - Mr S Shilson LVO GCStJ DL** (appointed 16 May 2022)

**Chair - Surgeon Rear Admiral Lionel Jarvis CBE KStJ DL** (resigned 9 November 2021)

Mr S Bell

Ms M Boland CStJ

Mrs A Cable MBE DStJ DL

Ms L Gordon

The Very Reverend Dr John Hall KCVO CStJ

Mr P Herbage MBE KStJ DL

Ms J Mark-Richards

Mr D May-Jones (appointed 1 January 2021)

Mr M Messinger LVO KStJ QPM DL

## Audit and Risk Committee

**Chair - Mr R Harayda** (appointed as Chair 24 June 2021)

**Chair - Mr N Wood MBE OStJ** (resigned as Chair 24 June 2021 and from the committee on 16 December 2021)

Mrs A Cable MBE DStJ DL

Mr S Frost CStJ (resigned 24 June 2021)

Ms J Gooderham (appointed 10 November 2021)

Mr S Hargrave

Mr J Hayes

Ms I Waterfield (appointed 10 November 2021)

## Remuneration Committee

**Chair - Ms I Waterfield** (appointed 24 June 2021)

**Chair - Ms J Mee MStJ** (resigned 24 June 2021)

Mrs A Cable MBE DStJ DL

Surgeon Rear Admiral Lionel Jarvis CBE KStJ DL (resigned 9 November 2021)

Mr M Mansigani OBE OStJ

Mr M Messinger LVO KStJ QPM DL

Mr S Shilson LVO GCStJ DL (appointed 16 May 2022)

## Finance Committee

**Chair - Mr S Frost CStJ** (resigned 24 June 2021; appointed as interim Chair 16 December 2021)

**Chair - Mr N Wood MBE OStJ** (appointed as Chair 24 June 2021; resigned 16 December 2021)

Ms R Foreman

Mr M Gibbons KStJ

Mr R Harayda (appointed 1 November 2021)

Mr M Mansigani OBE OStJ

Mr J Macnamara CStJ TD VR JP

# Royal patrons, trustees, management and committees

## Fundraising Committee

**Chair - Mrs H Kondel** (appointed 9 November 2021 and as Chair 1 January 2022)

**Chair - Mr A Sweetland MBE CStJ** (appointed as interim Chair 24 June 2021, resigned as Chair 31 December 2021)

**Chair - Dr D Reeves OSTJ** (resigned 24 June 2021)

Mrs M Coleman OSTJ

Miss M Ibrahim (appointed 20 September 2021)

Ms N Saffuri (appointed 9 November 2021)

## Clinical Committee

**Chair - Professor Sir Keith Porter**

CPO Martin Berry (appointed 31 October 2021)

Dr S Davies OSTJ

Mr M Gibbons KStJ (appointed 1 January 2021)

Colonel Professor I Greaves OSTJ (resigned 8 March 2022)

Dr D Reeves OSTJ

Major R Webber CStJ (resigned 31 October 2021)

## Heritage Committee

**Chair - The Very Reverend Dr John Hall KCVO CStJ** (appointed 24 June 2021)

**Chair - Ms J Gough OBE OSTJ** (resigned 24 June 2021)

Mr M Messinger LVO KStJ QPM DL

Dr J Warren OSTJ

## People Committee

**Chair - Ms I Waterfield** (appointed 24 June 2021)

**Chair - Ms J Mee MStJ** (resigned 24 June 2021)

Mrs A Cable MBE DStJ DL

Mrs M Coleman OSTJ

Mr C Frederick (resigned 30 April 2021)

Ms D McCollin (appointed 30 April 2021)

Mr K Munday OSTJ

Mr A Taylor

Ms L Wallace OSTJ

Mr A Wapling CStJ

## Commercial Committee

**Chair - Mr M Mansigani OBE OSTJ**

Ms L Forzani (appointed 13 December 2021)

Mr R Harayda

Dr R Smith CStJ (appointed 24 June 2021)

The inaugural meeting of the Commercial Committee was held on 4 May 2021.

## Executive Leadership Team

**Mr M Houghton-Brown OSTJ**, Chief Executive

**Ms S Duthie**, Director of Priory Affairs

**Mr S Foster**, Director of People and Organisation, resigned 31 December 2021

**Mr B Henry**, Director of Change

**Mr T Hyun**, Director of Governance

**Mr R Lee MBE CStJ QAM**, Chief Operating Officer

**Ms R Mauger**, Director of Fundraising

**Mr J Radford**, Director of Strategy and Communications

**Mrs Y Smithers**, Director of Finance and Resources

**Mr G Woods KStJ**, Chief Business Officer, appointed 1 January 2021

As at 1 January 2022 the executive structure for St John Ambulance was reconstituted and the existing top level management group, the Executive Leadership Team, was replaced by a 'C-suite' Executive Committee, comprising the Chief Executive and other key senior management. This Executive Committee will be supported in 2022 by a larger Executive Leadership Team, made up of senior staff who have direct responsibility for each functional area within St John Ambulance.

# Principal places of business and advisers

## The Priory of England and the Islands

St John's Gate  
St John's Lane  
Clerkenwell  
London  
EC1M 4DA

**020 7324 4000**  
**stjohnengland.org.uk**

## St John Ambulance

27 St John's Lane  
Clerkenwell  
London  
EC1M 4BU

**020 7324 4000**  
**sja.org.uk**

## Support St John Limited

27 St John's Lane  
Clerkenwell  
London  
EC1M 4BU

## Independent Auditors

PricewaterhouseCoopers  
1 Embankment Place  
London  
WC2N 6RH

## Bankers

Barclays Bank PLC  
1 Churchill Place  
London  
E14 5HP

## Investment managers

BlackRock Investment Management (UK) Limited  
12 Throgmorton Avenue  
London  
EC2N 2DL

## Property advisers

Savills (UK) Limited  
33 Margaret Street  
London  
W1G 0JD

## Solicitors

Bircham Dyson Bell  
50 Broadway  
London  
SW1H 0BL

## Insurance brokers

Sydney Packett & Sons Limited  
Salts Wharf  
Ashley Lane  
Shipley  
BD17 7DB

## Pension fund

TPT Retirement Solutions  
Verity House  
6 Canal Wharf  
Leeds  
LS11 5BQ



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TRANSPORT**

**St John  
Ambulance**



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Discover how others have told their first aid story by scanning this code with your phone's camera.

“@stjohnambulance sent me a pin to thank me for my help with the covid-19 vaccination programme. I did it to help me get out of the house and feel useful. It has been a fantastic experience, I have met so many lovely people, some I now call my friends!

Barbara Guinn

“What a wonderful thing to have come home to yesterday! St John really is one big family, and after growing by more than 20,000, the connection and support between everyone, of all roles, has never been stronger!

Jake McCandless

“After thousands of hours of frontline volunteering and many hours enabling others to volunteer I'm extremely proud to get this little gift in the post from @stjohnambulance. #AskMe what I did during the COVID19 pandemic.

Luke Simmonds

“Got this badge and card in the post from my wonderful colleagues @StJohnAmbulance. I've had to most rewarding, fulfilling time working with you.

Ladi Dairo

“Volunteering as a #COVID19 #Vaccinator has been incredible and the weekend teams are just awesome.

Janis Pereira

“This was a lovely surprise, thank you @stjohnambulance. And thanks for your massive ongoing contribution to the vaccination programme.

Dominic Raymont

“It has been a privilege to support and comfort people who are receiving their vaccine in these uncertain times.

Naomi Guthrie



**“I'm proud to have trained vaccinators, vaccinated 100s & supported the NHS as ambulance crew.**

Ali Booker

**“Thank you @stjohnambulance for giving me the opportunity to give back. I have enjoyed every minute of my volunteering experience and look forward to many more chances.**

Monica Merino

**“Thank you @stjohnambulance and to my fellow colleagues who helped and supported. It's not about the tests we face in this world, but how we respond to them.**

Sazeda Patel

**“It's the little things that really do mean a lot, I'll be wearing my pin with pride. Everything done throughout the pandemic with @stjohnambulance was done just because it needed doing.**

Callum Dixon Roberts

**“A heart-warming feeling to have received this letter and pin badge this weekend. A great way to recognise the impact of supporting @stjohnambulance.**

Oliver Shaw

**“Thank you @stjohnambulance for this thoughtful gesture, which is hugely appreciated. It's been an honour to play a small part as a volunteer vaccinator and I'll never forget the experience.**

Nikolai Foster

**“Thank you to everyone who dedicates their time for others. I'm looking forward to getting involved more in 2022.**

Ali Booker

**“Muchly appreciated @stjohnambulance for the recognition of the support given during the covid-19 pandemic.**

Dee Callaghan



**St John Ambulance**  
27 St John's Lane  
Clerkenwell  
London  
EC1M 4BU

**020 7324 4000**

**[sja.org.uk](https://www.sja.org.uk)**

**St John  
Ambulance** 