

St John Ambulance

Annual Report & Accounts

For the year ended 31 December 2022



St John Ambulance
FIRST AID

St John Ambulance
FIRST AID

St John Ambulance
FIRST AID

Ask me how I saved my mum's life

Ask me why I teach people how to treat knife wounds
sja.org.uk

Ask me how I saved my dad's life

Ask me about my first aid training

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Foreword

When I re-joined St John as the new Prior and chair of St John Ambulance in May 2022, I was heartened to find a positive, forward-thinking charity that had done great things during the Covid-19 pandemic and was busily setting about looking at what comes next.



Stuart Shilson, Prior greets Cadets at St John's Day 2022

I was impressed by how this working order of chivalry motivates and inspires such a wide range of people to use their skills to serve those in need, and to build and maintain a vibrant St John. Whether leading first aid, ambulance, youth or training activities, conducting an investiture to say thank you to those being recognised for their service; preserving our heritage, fundraising to support our delivery, or in so many other ways, St John people of all ages serve the charity with passion and dedication. Now, more than ever, St John is a trusted partner to the health service. Our vital place within the architecture of national resilience has been reinforced significantly. That includes our formal contract as the nation's Ambulance Auxiliary, and our regulated services being assessed as good with some outstanding features. It is a whole team effort and St John should be immensely proud of recognition for delivering high quality patient care.

Stuart Shilson LVO GCStJ DL

Prior of the Priory of England and the Islands of the Order of St John and Chair of St John Ambulance

We continue leading standards in health education and training, including teaching hundreds of thousands of people lifesaving skills, through workplaces and in communities, every year. We are very fortunate to have a youth movement actively involved in service delivery that, we hope, can help grow the next generation of healthcare and charity leaders (for St John, for the NHS and more broadly).

And our wider family of volunteers - our Presidents, Priory Groups, Fellowship members and Chaplains - continue to provide practical and pastoral support, attending many local meetings and ceremonies, and play vital roles as advocates for our charity.

But none of us underestimates the many challenges arising from the aftermath of the pandemic and the ongoing situation, domestically and internationally. The far-reaching effects of conflict in Ukraine - an enormous human tragedy - have exacerbated rising energy and food costs that have, in turn, fuelled a growing cost of living crisis. An environment of industrial disputes contributes to a sense that we have moved from the health emergency of the pandemic to a more sustained period of challenge. In this environment we will need to keep focusing on ensuring we have sustainable long-term finances, on generating what income we can and using our resources wisely, on ensuring that our organisation model and governance structures are fit for purpose, on improved equity, diversity and inclusion, and on carbon reduction. I'm grateful to fellow trustees and other senior leaders for their shared commitment to these priorities.

In this context, our working order of chivalry and much-loved national institution will need to continue to adapt, expand, and stay relevant, to improve the volunteering experience, to engage the public in voluntary donations to our work, to embrace the benefits of new technologies and to advocate for even wider adoption of first aid in communities. Our mission remains rooted in our enduring values but responsive to the current needs of those we serve. In that way we can ensure everyone has access to first aid when they need it and address the urgent health needs of our communities in the decades to come.

The strenuous efforts, successes, and hard-won progress of the last three years - not least the achievements you will find highlighted and celebrated in this report alongside the continued backing of our donors and supporters - are a tremendous foundation for the future.

Introduction

In 2022, we moved from our response to a global health emergency to beginning to deal with the pandemic's aftermath and consequences, as the unpredictable effects of events at home and around the world brought new challenges and pressures. Ours is a charity that responds well to pressure, often calling on the reservoirs of compassion, resilience and optimism that define St John people. We remain equally determined to learn lessons from both our response to Covid-19 and to wider challenges in 2022 to ensure a positive legacy for the charity and our future service to communities. The opportunity to welcome St John colleagues from round the world to London in June for the Order's Grand Council was a timely reminder of the value of taking time to collaborate, reflect and learn from each other as we seek to grow the impact of our service.

2022 began with the threat of Covid-19 receding, in no small part thanks to the efforts of St John people. We marked in January a year of vaccinating the nation, an endeavour in which St John people made up a quarter of the workforce and enabled the NHS to deliver the biggest campaign of its kind. From 2020 to last year, Covid-19 support from St John volunteers and employees to the NHS and their local communities totalled more than 1.7 million hours of service. We must never forget the huge role St John people played in getting to where we are now - a world where we can be together again.

The sense of joy we all felt in being able to go about our lives in freedom once more was reflected in the way our nation came together to mark the Platinum Jubilee of Her Majesty Queen Elizabeth II, Sovereign Head of the Order of St John. St John people did her proud, watching over the crowds at events in London and across England, caring for people who fell sick, were injured, or overdid the celebrating.

Those moments of celebration sadly gave way to a more challenging autumn and winter. September saw the mood of the entire country change as we mourned the loss of Her late Majesty. The contribution of St John people in helping the nation mourn safely by providing round the clock first aid cover for more than a week in London and Windsor, as well as supporting memorial events across England, represented the very best of our charity. We remain grateful for the continued support of our Royal patrons and look forward to working with His Majesty King Charles III as the new Sovereign Head of the Order of St John.

The approach of winter saw the cost of living continue to rise, putting pressure on the finances of both St John people and the charity itself, whilst demand for our healthcare

support increased beyond our immediate capacity to respond. It is a tribute to the dedication, tenacity and ingenuity of St John people that our charity has been able to achieve so much in spite of the wider challenges we face. We were able to make a cost of living contribution to the majority of our employees and have increased focus on the recruitment and activation of our volunteer community to bolster their experience and our capacity to deliver.

As captured in this report, St John has made significant progress in delivering our Serving Your Communities strategy (2019-22) and our new strategy will be published shortly. I am, as always, grateful to all our donors, funders and supporters - generous individuals and organisations without whom none of our vital work would be possible.

2022 saw us celebrate a century of St John Ambulance Cadets through our Year of Youth and a highlight of my year was our largest ever contingent of young people making their way through the streets of London to St Paul's cathedral on St John's Day for the first time since the advent of the pandemic. They were part of the global family of St John coming together, a very visual demonstration of the breadth of our impact in communities in recent years. The expansion of St John as a youth movement is now critical to our future and we have also been looking closely at how we can best provide pre-hospital care and education services that have the greatest possible impact on the nation's health.

We know community first aid saves lives. That will continue to be at the heart of our mission. Our new strategy will build on the tremendous successes and important learnings of the last few years, so that - with your continued support - St John will be ready for the challenges and opportunities that lie ahead.

Martin Houghton-Brown OStJ
Chief Executive, St John Ambulance

Our purpose

Community first aid saves lives. That's why we want to ensure that everyone gets the help they need in a health crisis:

- ▶ By **responding** as volunteers and first responders, and as a trusted auxiliary to the nation's health services
- ▶ By **educating** to enable safer workplaces and more resilient communities and to inspire every generation to have confidence to provide first aid when faced with a health incident
- ▶ And by **discovering** through our service and listening to communities, customers and all St John people, how we can continue to lead standards in community first aid.

And that means putting people first, serving each other and our communities inclusively and without judgement and living our values of Humanity, Excellence, Accountability, Responsiveness and Teamwork everyday.

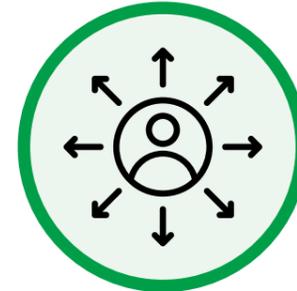
Our volunteer uniform still proudly displays the eight-pointed cross worn by the first Knights of St John, who, in 11th Century Jerusalem, set up a hospital to provide free medical care to sick pilgrims. It is those Knights Hospitaller from whom St John derives its inspiration and motto today - Pro Fide Pro Utilitate Hominum: For the Faith and in the Service of Humanity.



How we are organised

The modern Order of St John in England has played a vital role in the health and wellbeing of communities all over this country for almost 150 years, continuing the mission of our founders. Today, our trustees set our strategic direction and you can find out more about our overall governance on pages 88 -100.

Operationally, we are organised to deliver our mission and strategy through six networks. This networked model reflects the different aspects of our activity, across response, education and discovery, and the collaboration required to achieve our goals. You can learn about the work of these networks in 2022 throughout this report.



Volunteer Leadership *(see pages 48 – 53)*

To empower volunteer leadership throughout the charity and increase effective communication and collaboration across St John to better serve our communities.

Through championing Teamwork



Education & Enterprise *(see pages 40 – 41)*

To educate and enable people to take collective social action for the good of their communities and to advance the brand.

Through championing Excellence



Resources

To deliver systems, information and governance that enable St John to thrive and provide environments where St John people can do their best work for the communities we serve.

Through championing Accountability



Digital & Intelligence

To engage and inspire all St John people to use our technology, processes, data and insight, to deliver value and maximise our impact on the health resilience of communities.

Through championing Responsiveness



Engagement & Experience *(see pages 74 – 87)*

To deliver a joined up and compelling experience for the public, St John people (staff, volunteers and supporters) and the patients and communities we support to inspire action and belonging.

Through championing Equity



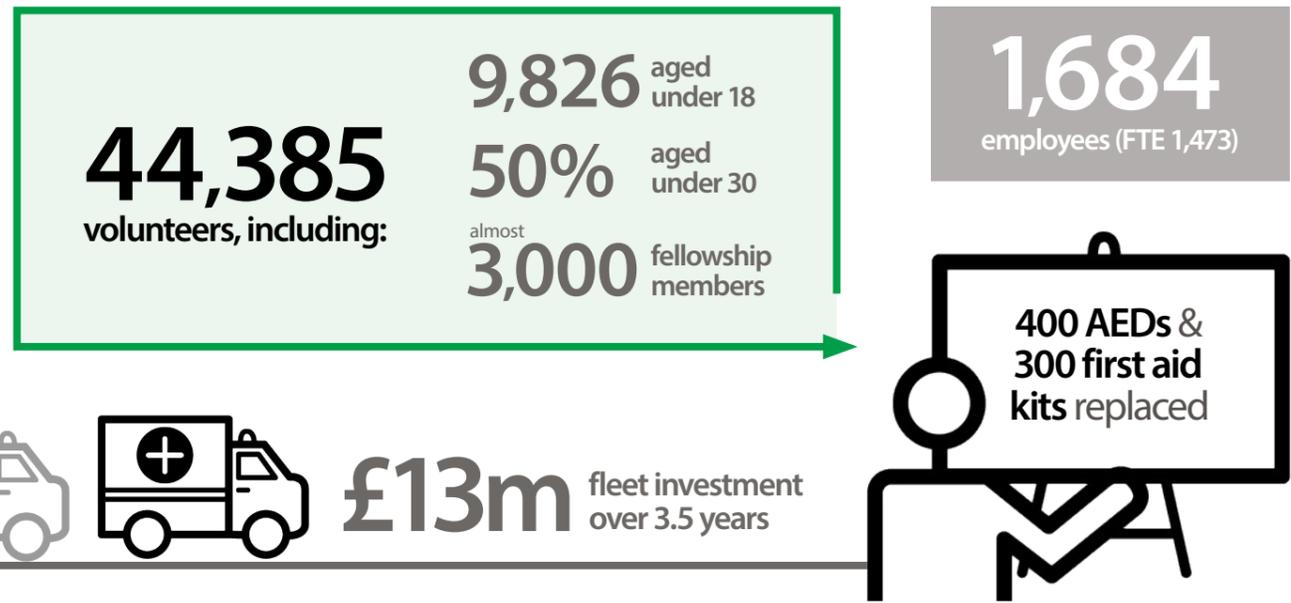
Community Operations *(see pages 64 – 73)*

To provide sector leading, safe, compassionate services to communities and partner organisations making sure every patient or citizen receives the best care possible.

Through championing Humanity

ST JOHN IN NUMBERS

Who we are



What we do



229,875 hours of emergency ambulance care

75,712 hours supporting the NHS

159,045 hours of Covid-19 & flu jabs

8,046 hours of hospital volunteering

18 towns & cities aided by night-time economy

246,851 hours of volunteer training

23 tons of equipment to London Marathon

40 tons of equipment to Operation London Bridge



The difference we make



236,921

people trained in the workplace in first aid, health and safety, and mental health



Keeping people safe at **11,000 events** in their community

Attended over 3,100 falls, saving 2,800 ambulance call outs (estimated **saving of £715,000** for local NHS ambulance trusts).

2,784 patients in the night-time economy, with just **549 patients** taken to hospital.

Community First Responders dispatched to **over 4,600 calls**

Attended 104 cardiac arrest patients and **saved 38 lives** (return of spontaneous circulation [ROSC] in 37% cases)

1,355 patients in our homeless services who would not otherwise access healthcare services.



1,680 Badgers and Cadets gave **46,654 hours** of direct service to their community

2,118 people registered to be an NHS Cadet

Thank you for your support

We would like to give our sincere thanks to all those who so generously supported St John in 2022.

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 2022.

And a particular mention for the generosity of:

B&Q Swindon
Co-Op Community Funds
Denise Coates Foundation
Department for Digital, Culture, Media & Sport
Donors of Lord Lieutenant of Cheshire appeal
EBM Charitable Trust
Embleton Trust
Ferring Pharmaceuticals Ltd
Garfield Weston Foundation
Gennets Charitable Trust
John James Bristol Foundation
Kinetik Wellbeing
Kusuma Trust
Martin Laing Foundation
Mr David Halliburton Hadley
Mr Farha
Mr Mark Astaire
Ms Christine Wayman - Legacy
NHS England
Peacock Charitable Trust
People's Postcode Lottery
St John Historical Society
Standard Chartered
Stoller Charitable Trust
Tesco Community Grants
The Adint Charitable Trust
The Anthony & Elizabeth Mellows Charitable Settlement
The Eveson Trust
The Medlock Charitable Trust
The National Lottery Community Fund
The National Lottery Heritage Fund
The Schroder Collection
The Vernon N Ely Charitable Trust

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



OUR PERFORMANCE IN 2022

What we said we would do in 2022 and what we have achieved against the goals in our Serving Your Communities strategy for 2019-22.

OUR STRATEGIC GOALS

IN 2022 WE SAID WE WOULD:

THE PROGRESS WE MADE:

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.

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

- » Celebrations across the country and **youth programmes promoted through our #AskMe campaign**. Impact over the years captured through our Cadet oral histories project.
- » Not yet achieved. Our main focus in 2022 was **continuing to support Badger and Cadet units** to return post-pandemic and ensure a well-led, high quality experience across the country as the foundation to grow their reach.
- » **2,118 young people registered to be an NHS cadet in 2022**. Development work with our target youth audience for Young Responders now ready to launch in full.

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.

- » 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, Diversity and Inclusion (EDI)** strategy and support the continued development of our People Networks.

- » Executive Committee model introduced to lead a new structure of Networks, designed to **increase collaboration and maximise our impact**. Volunteer Leadership Network supporting volunteer voice in decision-making.
- » Roll out of Freedom to Speak Up and Conflict Resolution approaches, with modest **early gains in confidence to speak up**. Implemented HEARTBEAT internal campaign alongside values in action leadership development, creating increased connection with our values.
- » **Launch of new EDI strategy** and Advisory Group, with increasing engagement through our six People Networks.

Inspiring Community Response

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.

- » Become a 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.

- » Firmly **established as a trusted partner to the health service**, including formal commissioning as the Ambulance Auxiliary for the next four years, a key strategic goal.
- » Evaluation of night-time economy provision confirmed its impact in terms of compassionate care and hospital avoidance. **Increased effort on community advocacy** with positive local impacts (e.g. Greater Manchester). Ongoing learning and stakeholder engagement on provision of falls services and their potential future impact.

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.

- » 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**

- » Successful provision of support to major events (from Platinum Jubilee to Her Late Majesty's lying in state and funeral, from London Marathon to the Great North Run). **Leading the sector in responding to findings from the Manchester Arena Inquiry**.
- » **New Electronic Patient Records** co-designed with our volunteers and frontline staff and now ready to roll out.
- » **Continued advocacy with partners** on the value of PACT kits. Developing approaches for possible co-location with defibrillators to aid adoption.

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.

- » 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 impact**.
- » Further **develop our external partnerships**.
- » Use #AskMe to **increase public connection** to the charity.

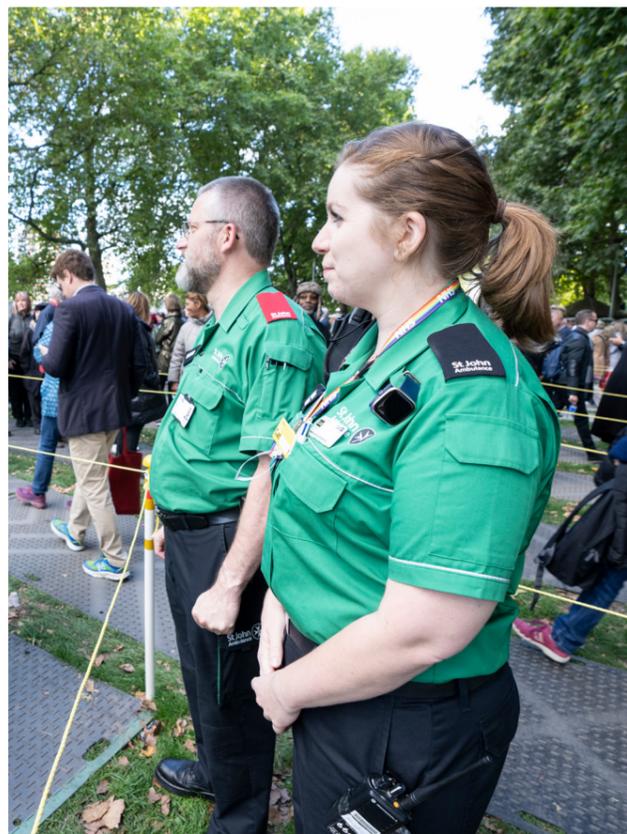
- » Extensive progress made on our customer/supporter experience programme (SHIFT) with **first releases of new CRM due in early 2023**.
- » Continued progress on ensuring every pound is well spent – Spend SMART **delivering £2.9m of efficiency savings in 2022**.
- » **Positive ongoing relationships with key NHS partners** including ambulance trusts and NHSE, as well as sector partners through the Voluntary and Community Sector Emergencies Partnership (VCSEP) and on community resuscitation (e.g. partnership with British Heart Foundation, Resuscitation Council on The Circuit)
- » **Two waves of #AskMe activity**, the first in partnership with NewsUK, alongside wider storytelling in the media has increased consideration to support the charity.

Our learning from 2022

Recovering post-pandemic and sustaining St John locally

In 2021, the charity continued to focus heavily on our pandemic response and on the significant contribution of St John people to the overall Covid-19 vaccination programme. We also made progress on our overall quality agenda in support of that work, but we recognise that much was necessarily led nationally and some of our local structures were less well engaged. In 2022, we found that we had wrongly assumed that many of our local units would find ways to stay connected when they could not meet in person or attend their usual regular events. As a result, standing the charity back up to more familiar activity – for example supporting the public through first aid at events – has been less straightforward than we envisaged. In some towns and cities, old certainties like covering the football on a Saturday afternoon have fallen away.

The impact of St John nationally has always been driven by the role of St John locally and we are committed to making sure our volunteer and employed leaders are empowered to make decisions at a local level, guided by national priorities. This will be a key focus in 2023 and the foundation for our next strategy.



Volunteer (re-)engagement and experience

We put a significant focus during 2022 on volunteer recruitment, both as part of the offer for vaccination volunteers to transition into wider St John roles and for the wider public. We know that for all the progress we have made, some of our basic processes, for example recruitment, can still be and feel incredibly clunky. For good reasons over many years we have overcomplicated processes, inadvertently creating barriers to people joining and staying with St John. In addition, for the over 4,000 people who joined the charity to volunteer in 2022, a comparable number decided to leave.

Outside of the major national events we were humbled to support in 2022, we also discovered later in the year that a high proportion of our existing volunteers were less active than they had been pre-pandemic and a proportion had not yet re-engaged. There are many factors at play here – from personal life choices to the type of opportunities available to wider experiences locally. However, we are committed to putting this right in 2023 as we begin our journey to what we want to be, in time, a sector-leading volunteering experience.



Culture

In 2022, we continued to lay positive foundations for the overall culture of St John, seeing our approach to Freedom to Speak Up further embed with the roll out of an Advocate programme and continuing to introduce new conflict resolution practices. The launch of our internal HEARTBEAT campaign has helped create a more consistent focus on our values overall and particular focal points within them. In the early part of the year we saw some green shoots of progress through our annual Pulse survey of St John people on their experience of the charity – an exercise we are repeating in the first quarter of 2023. We have also increased the visibility of our leaders through new regular all St John people Town Halls and other forums. However, we know there is more to do to ensure St John is a safe, inclusive, compassionate and connected charity for all our people. We are therefore continuing to invest in specific programmes of work to support our culture journey as well as expanding how we listen to the ongoing everyday experience.

Data

At St John we want our priorities and practice to ever-more focus on maximising the positive impact of our work for patients, families, communities and our own people of all ages. That is reliant on improving our understanding through our data so that we can design and deliver incredible experiences for everyone who engages with the charity. We have begun our digital transformation to enable us to do this – we have increased access for operational teams to performance data in their areas and introducing electronic patient reporting in 2023 will be the next breakthrough moment for our already high quality clinical practice. However, as yet we have not progressed far enough in our overall digital work to feel the benefits of improved data and know this requires continued investment.

Our plans for 2023 as we set a **new strategy**

In 2023, we will be setting our ambitions for the long-term future and impact of St John as a health volunteering and youth movement in communities across England and as a working Order of Chivalry. Those ambitions will be shaped by the voices of our people, those we serve and our partners and build on the best of our current practice.



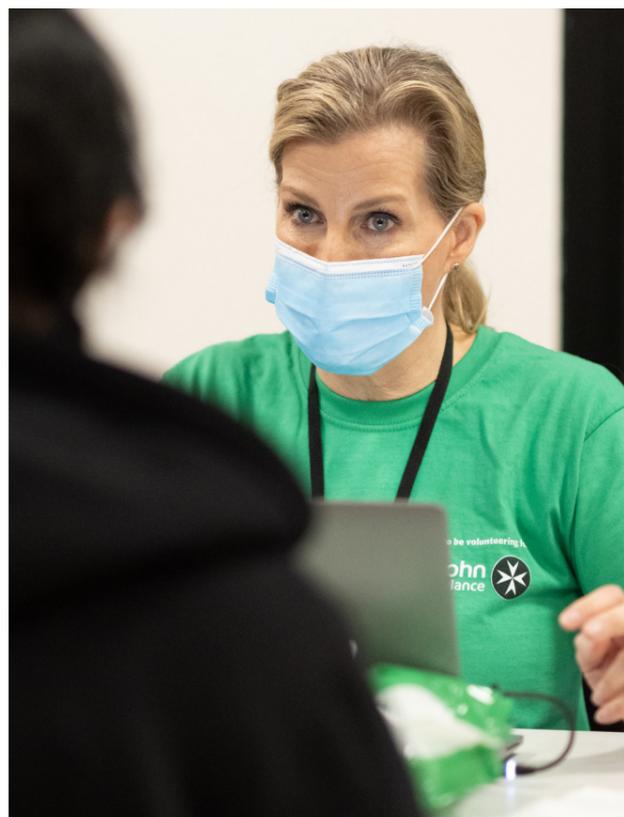
As we finalise those ambitions, we remain vigilant to the continued challenging financial headwinds for all in our sector. From the cost of living for St John people and our supporters to the evolving needs of our customers, we are focused on ensuring the charity's long-term sustainability to maximise our impact in communities and offer the best possible experience for our people. In 2023, we are therefore committed to:

- 1 Our continued impact in communities, through**
 - Investing in our Youth movement, to grow the reach and quality of our core Badger and Cadet programmes, recruiting a new wave of youth leaders to create 3,500 new youth places over the next two years.
 - Exploring how to broaden our reach through supporting more NHS Cadets, engaging 15,000 Young Responders and piloting approaches for first aid education in schools
 - Regrowing the scale of our first aid support at public events
 - Exploring how we can expand our engagement and community education offer, working with partners to build on the success of the Three Ways to Save a Life campaign in Manchester
 - Continuing to be an effective auxiliary to the NHS and communities through our ambulance auxiliary work and piloting falls education and response initiatives.
- 2 Prioritising the experience of St John people, through**
 - Focusing on re-engaging existing volunteers, alongside recruitment, to ensure local vibrancy and opportunity.
 - Continuing our culture journey, including with a focus on behaviours and boundaries and how we best connect and support each other safely, inclusively and compassionately.
 - And practical improvements like the launch of our new uniform, improving the process for expense claims and looking at the wider infrastructure support for volunteering.
- 3 Developing our sustainability, ensuring we see the benefits of investing in organisational change, through**
 - Transforming customer and donor experiences through digital investment in our SHIFT programme
 - Targeting growth in our enterprises and fundraising, including expanding our mental health first aid training offer, growing our ambulance provision and continuing to engage the public in our mission.
 - And again prioritising Spend SMART initiatives to maximise our efficiency as a charity.



January

Vaccination and community response



On 20 January, our Grand President, HRH The Duchess of Edinburgh – herself a patient advocate – spent her birthday on a shift with fellow volunteers at a centre in Surrey, marking the first year of St John vaccination volunteers delivering injections and supporting the NHS.

“I’ve lost count of how many jobs I’ve delivered but it must be thousands. 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.

Lucy Aerts,
St John vaccination volunteer from Essex,
January 2022

The success of our night-time economy support in town and city centres, where our teams provide medical support to revellers helped inform Parliament’s Home Affairs Select Committee inquiry into spiking.

“We are enormously supportive of third sector support, particularly St John Ambulance. The work that they do ... in reducing unnecessary conveyances to hospital is valuable and recognised to be extremely helpful to emergency partners.

Dr Adrian Boyle
Vice President of the Royal College of
Emergency Medicine



February

Young people and education excellence

Georgina Heron-Edmends was named our National Cadet of the Year as we began our “Year of Youth celebration of 100 years of St John Cadets.

Regional Cadets of the Year:

- Sravya Pachala (West)
- Annmaria Tom (North)
- Ryan Simpson (East)
- Annabelle Ronald (London and South)

Commanderies Cadet of the Year:

William Sommerville (Northern Ireland)



We celebrated a significant milestone of 10,000 Trustpilot reviews for our workplace first aid and safety training, gaining a 5-star excellent rating from our customers.

“This achievement just goes to show how much our delegates notice and appreciate the exceptional effort that St John Ambulance put in every single day when teaching people to stay safe and save lives. Every extra moment taken to answer a question, make a personal connection or reassure a delegate is reflected in this milestone.”

George Woods
Chief Business Officer, St John Ambulance



“Being a St John Ambulance Cadet means so much to me. I have learnt important lifesaving skills as well as the ability to lead unit meetings and network. I often go to the Watford football games as a volunteer and there I get to treat people who need our help. Volunteering with St John has definitely influenced what I want to be in the future.

Georgina Heron-Edmends,
National Cadet of the Year, 2022

March

In the service of humanity

As conflict escalated in Ukraine, St John worked with our partners DePaul International to ship medical supplies and ambulances to the conflict zones, as well as creating social media 'how-to' guides translated into Ukrainian and Russian, showing how to deal with injuries such as gunshot wounds, burns and broken bones.



April

Lifesaving stories and ambulance care

From April to June, we partnered with News UK to tell moving real-life stories of the lifesaving impact of our work through their media outlets and events. 34.5 million people saw the campaign, increasing their consideration to support our charity by 79%.



St John also launched new ambulance services to ensure more critically unwell babies, children and adults get the care they need. The specialist transport provision in the North West and East Midlands joined our other successful critical care services around the country.

“We’re delighted to be launching more partnerships in providing specialist critical care ambulance services to even more networks across the country.

We know we are encountering patients and families at incredibly stressful times, which is why we take pride in providing the very best level of care and expertise in these difficult situations, and working with clinical teams, help deliver the best outcome for that patient.

Dan Bevis
Head of Ambulance Operations,
St John Ambulance

May

Community engagement & volunteer recognition

St John marked the fifth anniversary of the Manchester Arena bombing by beginning a partnership with BBC Manchester that has seen us train thousands of people in lifesaving skills during 2022.



St John volunteer Dr Luke Tester was named as the first Platinum Champion Award winner on BBC’s The One Show in recognition for his volunteering, which started as a Cadet.



“I wouldn’t be the person that I am without the opportunities that volunteering has given me, and I’m hugely grateful for those who continue to support and inspire me in my volunteering. It’s an honour to have been recognised like this.

Dr Luke Tester
Platinum Champion Award winner

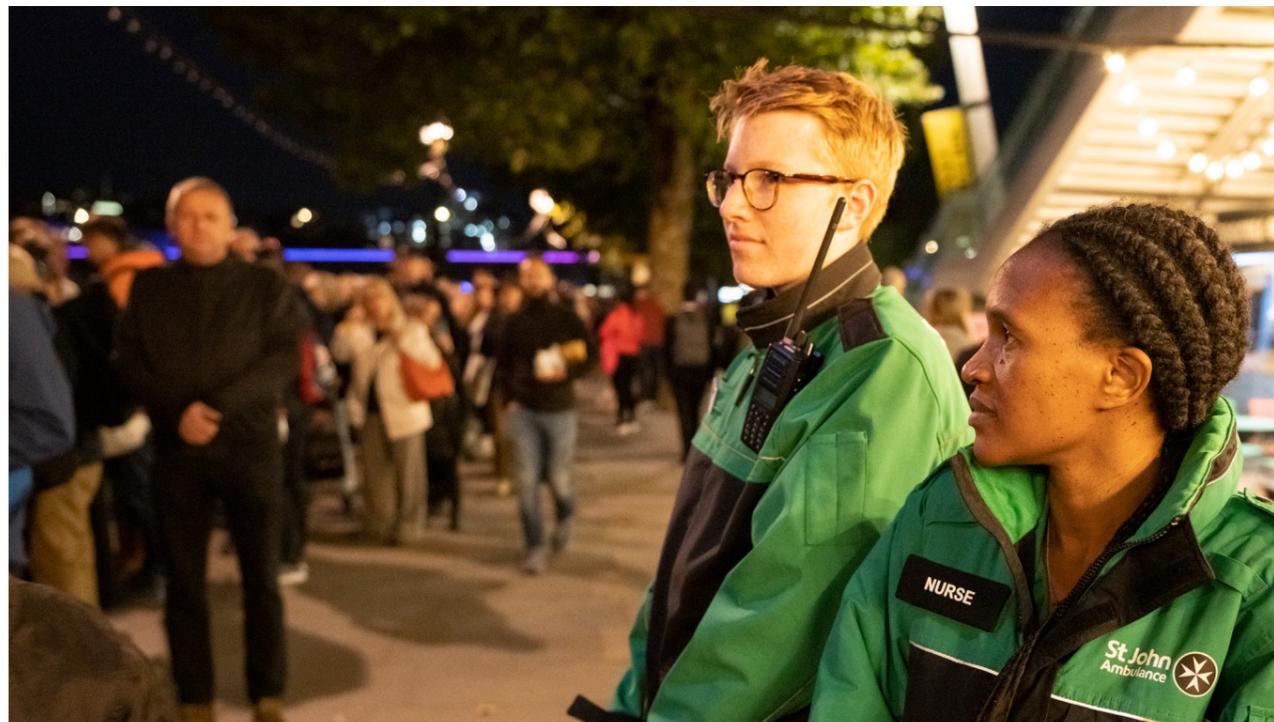
By Royal appointment

Platinum Jubilee

Early June saw around 1,000 St John volunteers support the Queen's Platinum Jubilee celebrations in London, with thousands more keeping people safe at events across the country during the bumper four-day bank holiday weekend.

In London, volunteers - including 100 St John Cadets, the youngest aged 13 - worked throughout the festivities, as our charity provided healthcare professionals, ambulance crews, cycle responders, control room volunteers and over 500 first aiders to cover Trooping the Colour (2 June), Service of Thanksgiving (3 June), Platinum Party at the Palace (4 June), and the Platinum Jubilee Pageant (5 June).

And thousands more St John volunteers supported communities at over 400 further events across the country during the long weekend, including a concert at Plymouth Pavilions, rugby match in Leicester, the Epsom Derby and Gloucester Tall Ships, to name just a few.



June

Major events and celebrating young people

As the nation celebrated the Platinum Jubilee (read more about our vital role on page 26), the support St John Ambulance gave communities and the NHS throughout the pandemic and beyond – work that helped make mass public gathering possible again – was recognised by the Government.



“St John Ambulance has focused its BAU [business as usual] operations to provide significant levels of support to the NHS. ... It has ... provided a service akin to an NHS Reserve, especially for the ambulance service, but also within other areas of the NHS. They are able to rapidly flex and provide clinically trained volunteers where they are needed most.

Government response to the Coronavirus: Lessons Learned to Date report



Young volunteers Mackenzie Scott, Minali Mihiripenna and Nicole Jones, representing St John at the Big Lunch Celebration at 10 Downing Street, recognising Nicole and Mackenzie's volunteering during the pandemic and Minali's achievements on the NHS Cadets programme.

“Since joining, I've learnt so much about the NHS and all the amazing ways it supports us in the UK. I was also given so much support and advice on how I can get a job in healthcare including CV building and interview skills.”

Minali Mihiripenna
NHS Cadet from Croydon

July

First aid guidance and future health careers



Heatwave conditions during the warmest year on record didn't deter St John from a busy summer of event cover. And our hot weather first aid advice was some of our most popular ever.

Celebrations of St John Ambulance's work with young people also continued with more than 900 of our NHS Cadets graduating.

“The NHS Cadets programme is a fantastic initiative that introduces young people to different roles within the NHS and particularly targets young people that might not otherwise consider a career in health or social care.

“By building their confidence through gaining skills and trying different volunteering opportunities, the programme is forging a connection between young people and their local healthcare system.”

Emma Easton
Deputy Director for Voluntary Partnerships,
NHS England



Every year there are more than 30,000 out-of-hospital cardiac arrests in the UK, but fewer than one in 10 people survive. Immediate CPR and defibrillation can more than double the chances of survival. St John joined our partners in The Circuit – the British Heart Foundation (BHF), Resuscitation Council UK (RCUK), and Association of Ambulance Chief Executives (AACE) – to push for 50,000 defibrillators to be registered on the national network.

August

The nation's ambulance auxiliary and our EDI commitment



Among St John Ambulance's most significant achievements was being formally commissioned to provide England's ambulance auxiliary, following a competitive tendering process. In August, we began our contract, adding resilience to NHS ambulance trusts, treating and transporting patients across the country.

"The new Ambulance Auxiliary Service helps to build on the vital role played by St John Ambulance since the formation of the health service and will complement existing services. This new agreement with one of our longest partners is a welcome addition as the NHS does everything it can to boost capacity."

Professor Sir Stephen Powis
National Medical Director, NHS England

St John provided support for ambulance services throughout the pandemic and has been called upon by the NHS during periods of winter pressures and during other emergencies before that. The ambulance auxiliary contract now sees St John Ambulance provide at least 6,000 hours per month of support (more than 400 12-hour shifts) to England's 10 NHS ambulance trusts.

With over 800 ambulance crew members – both employed and volunteer – more than 250 ambulances and now the certainty of a £30m contract over the next four years, we have a stable footing for continuing to add the much-needed resilience to the NHS ambulance sector across the country.

“I am acutely aware of the pressures on emergency services and so I am delighted this new contract with St John Ambulance will provide crew members and volunteers with extra support to help reduce delays in 999 response times. This will ensure patients get the care they need when they need it.”

Steve Barclay MP
Health and Social Care Secretary



Following approval by our trustees, in August, we also published our first Equity, Diversity and Inclusion (EDI) Strategy, setting our ambition to be more representative of the communities we serve and engender a sense of belonging for all St John people and those we engage with.

September

In the service of the nation

More than 2,000 St John volunteers of all ages stepped forward to play our vital role in supporting crowds during the period of national mourning and state funeral of Her late Majesty Queen Elizabeth II - in London and Windsor and through ensuring our everyday activities could continue across the country.



By Royal appointment

Operation London Bridge

Following the sad passing of Her Majesty The Queen in September 2022, decades of planning for 'Operation London Bridge' were put into practice. As the country's leading first aid provider, St John Ambulance was privileged to provide support in London, Windsor and in communities across the country. In our largest ever single operation, thousands of St John people played vital roles throughout the 12-day national mourning period – including caring for people in the queue for the Lying in State and supporting the State Funeral - enabling the public to pay their respects in safety.



“Whilst this has been many years in the planning, the dedication and long hours that you all gave during the period of national mourning are much appreciated and resulted in the smooth operation of first aid and medical support, in collaboration with the London Ambulance Service, in both the ceremonial and screen site footprint, and within the queue for the Lying in State. The eyes of the world were on the capital as we honoured Her Majesty Queen Elizabeth II and you must all be immensely proud of your contribution at such a momentous time for our city and country.”

Sadiq Khan
Mayor of London

State Funeral

As more than 800 of our charity's volunteers helped the funeral go ahead in safety, four St John people – three from St John Ambulance England and another from St John Ambulance Cymru – marched in the funeral procession as part of the Civilian Services Contingent. They included Diana Martin from Leicester:

“I have fond memories of The Queen, and always admired the way she carried out her public duties with grace, respect and dignity. I have enjoyed reliving her life with my two young children, who very much enjoyed her Olympic opening ceremony performance!

“It was a privilege to be selected to attend HM The Queen's funeral and I was honoured to be a part of this momentous occasion.”

As the newly appointed Rector of Sandringham our Acting Dean, the Rev'd Canon Dr Paul Williams, assisted in leading the prayers at St George's Chapel, Windsor. Among the mourners attending the funeral itself were representatives from the Order of St John and St John Ambulance, including the Lord Prior, Mark Compton, our Chief Commissioner, Ann Cable, and Nakkita Charag from Newcastle. As one of the youngest members of the Order, Nakkita was chosen for her outstanding contributions as a volunteer. She played a key role in the successful campaign by St John and other health charities to get first aid taught in schools.



“It's been an honour and a privilege to be given this role. I saw world leaders, prime ministers, kings and queens. But once I started in the procession, it was shoulders back, eyes straight, I am representing my country, the Order of St John and myself. That was really incredible, that feeling of pride, honour and privilege.”

“My lasting memory is when Her Majesty's coffin went past, with her crown on the top. That's what we are here for – to celebrate her life, her service to this country and around the world. I've gained a greater sense of the importance of St John's role – both the Order and St John Ambulance.”

Nakkita Charag
from Newcastle

Volunteer Perspectives

“I met this lovely chap, Adrian, on Saturday, at the treatment centre on The Mall. It was his first event, and he was very nervous. We soon got a call-out to collect a young lady needing care by the Buckingham Palace gates, so Adrian helped us get her back to the centre and then did his first set of observations. He was clearly nervous but very keen to learn.”

Fast forward a day, and I bumped into him again on Sunday night at the London Eye treatment centre – and he was like a seasoned pro! We had to take two casualties to St Thomas' Hospital, and it was clear just how much his confidence had grown.

Luvena Taylor
Bury St Edmunds

Medical Response Team (MRT) volunteer and workplace trainer **Spencer Ridd** from Hull was called to help someone who had fainted, and as he arrived at the scene, he found a member of the public already following the correct procedure and raising the patient's legs.

“The man who was giving the first aid looked at me, and I looked at him, then I said, 'Don't I know you?' and he said, 'Yes, you taught me first aid two weeks ago!'”

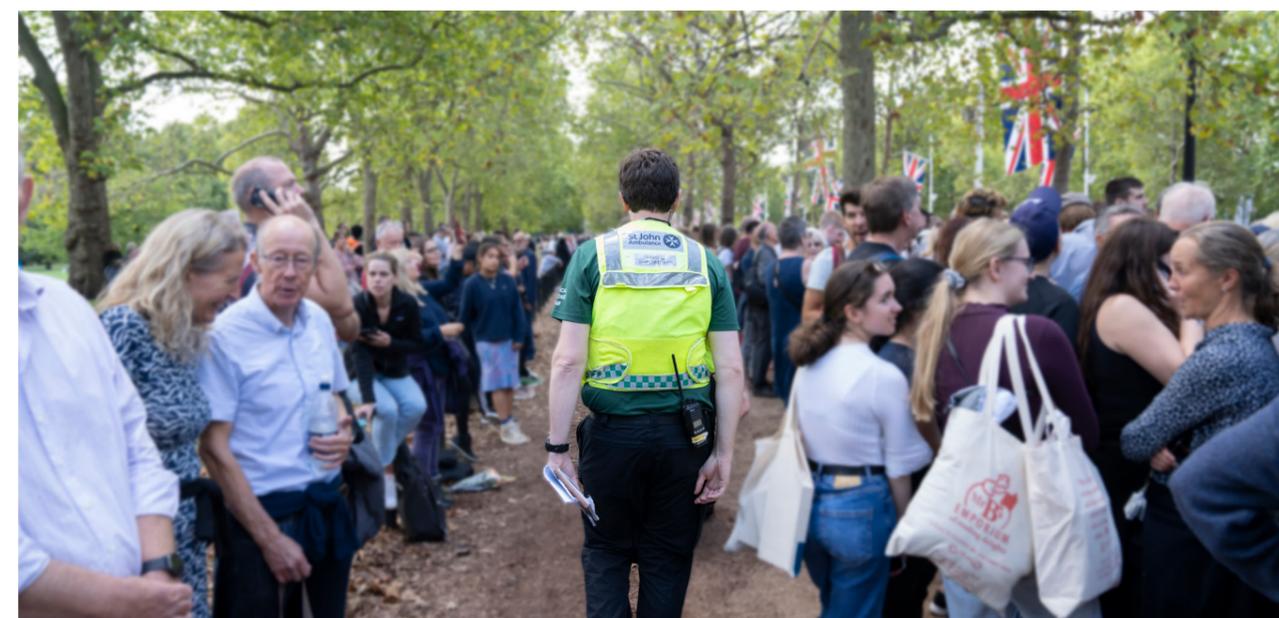
“I didn't expect to see anyone from Hull down here, let alone someone I'd just taught first aid to, but it was great to see him putting the very same skills I'd just taught him into practice.”

“Within hours of hearing of the passing of The Queen, I'd volunteered to do three ambulance shifts. During that time, my crewmate and I were sent to help 11 patients; mostly people who had collapsed or fallen over in the queue.”

After three busy days, I was about to head home when I was asked to help cover the Lying in State for three days. This meant I got an opportunity to pay my respects to the late Queen in Westminster Hall, an experience which like many others I found profoundly moving.

On the train back home, I wore my St John uniform. As I got off, a fellow passenger said, 'Excuse me'. When I turned around to see what he wanted, he just stuck out his hand. 'Thank you,' he said as we shook hands. 'Thank you very much.'

Marion Taylor
from Sheffield



October

Community education and partnership

As part of the NHS Long Term Plan, NHS England hopes to increase survival rates by 25%, with up to 4,000 more people surviving an out of hospital cardiac arrest by 2028.

We joined with NHSE England to call for more Community Advocates to help increase community cardiac arrest survival rates in areas where people are most vulnerable to heart disease.

“We are proud to be at the heart of communities delivering vital care and support to those who need us most. Through our CPR Community Network, we hope more people will have the confidence to step in and help in an emergency.

Basic first aid and lifesaving skills like CPR are easy to learn and could make all the difference in helping save a life of a loved one.

Dr Lynn Thomas,
Medical Director, St John Ambulance



Our contributions to the annual Restart a Heart campaign also saw us translate first aid training resources into Urdu and celebrate our year of youth by sending a team of young St John volunteers to Parliament, to teach MPs lifesaving skills.



“We’re grateful to Ruth Edwards MP for hosting this very special celebration of 100 years of St John Ambulance’s incredible work with young people. From our first group of Cadets in Gateshead, back in 1922, St John has grown into a youth movement that spans the ages of 5 to 25 and offers a range of opportunities.

“Our ambition is to support even more of them in becoming active health citizens in their communities. These efforts are made possible through partnerships with our generous donors and funders such as the People’s Postcode Lottery.”

Paul Evans
Director of Youth and Education,
St John Ambulance



A £400,000 deal saw us provide TUI with 172 defibrillators – one for each of the holiday company’s planes. We also worked with them to create a training videos in English, French and German for more than 4,000 members of cabin crew.

“It was awe-inspiring to see this amazing teamwork and everyone’s passion for saving lives. For me personally, after three years of very technical and intense work, it was actually quite emotional to see everything finally come together.

Jamie Roberts
National Training Sales Manager, St John Ambulance

November

Quality standards



St John Ambulance's regulated services were rated as Good across the board following Care Quality Commission inspections.



We also continued celebrating our young volunteers, including Cadet Jayden Sorhaindo, who scooped the Young Hero award in The Sun's Who Cares Wins awards.

December

Celebrating young people, setting standards & auxiliary service



The Old Library at London's historic Guildhall was the location for our Cadet Centenary Reception, with current and former Cadets combining to celebrate the impact of our youth movement over the years.



As the country was plunged into the depths of a bitter cold snap, we worked with NHS partners to do what we could to **surge our emergency ambulance support by up to 25%**.

Event medicine standards

We held our first event medicine roundtable, bringing together event first aid providers from all over the country in Manchester and resulted in a commitment from all partners to collaborate on implementing the recommendations of the Manchester Arena Inquiry report published in November.



Education & Enterprise

St John Ambulance's Chief Business Officer, George Woods, gives his perspective on 2022.

The Education and Enterprise Network within St John has had an exceptional year in social enterprise activities that generate surplus income for our mission and indeed shaping the mission that community first aid saves lives.

Our dedicated teams of volunteers and paid staff have regained, post-pandemic, our first aid at work market share whilst developing our mental health first aid offering.

Alongside our core youth work (Badgers, Cadets, student volunteering), the development of programmes for our young people with partners like the NHS, People's Post Code Lottery and Standard Chartered has meant that more of our young people from underserved communities find expression, meaning and societal

contribution, as well as making vital contributions to St John as a thriving youth movement.

Our supplies enterprise, based in Peterborough, supported by our procurement and logistics colleagues and volunteers, has delivered medical supplies and aid via partner agencies directly to the frontline in Ukraine, alongside St John first aid training resources being translated into Ukrainian, Russian, and Polish.



Our workplace training team delivered **25,528** courses to **236,921** students in 2022, covering first aid, health and safety, and mental health.

Thanks to the generosity of our donors, our volunteer training team delivered training to **15,015** students via **2,303** courses. That's **246,851** hours of training – none of which would happen without your support.

Young people & St John

As a growing youth movement, St John has expanded the range of volunteering opportunities available to people aged 5 to 25, in recent years. From primary school to university and everywhere in between, we're creating the next generation of lifesavers.

We have a proud tradition of engaging young people in health volunteering. When young people get involved with St John, they don't just learn first aid, so they know how to save lives; they build confidence and gain important life skills.

In 2022 we celebrated 100 years of supporting young people through our Cadet programme and 35 years of our Badger programme. The NHS Cadet programme focused on expanding its reach with an increase in cadets joining and partnering with more NHS Trusts to support disadvantaged young people to consider volunteering and take up a career in the NHS.

With support from People's Postcode Lottery, we completed the development work of our peer-led Young Responders programme designed to engage those 14-25 year olds least likely to access lifesaving skills and build their confidence to use them in their community. It will launch in 2023. Our student volunteering programme, with a network of over 50 affiliated university first aid societies, continues to allow young people to train to save lives and look at future career options in healthcare.

Using their lifesaving skills

More than 1,600 of our Badgers and Cadets joined adult St John volunteers to provide first aid support in 2022. Together, they gave over 46,600 hours of their time. The majority were Cadets aged 14 and over. They are present at major events – a whole treatment centre at the Platinum Jubilee was run by young volunteers – and involved with some of our key community projects including night-time economy support, providing medical treatment at pop-up centres in towns and cities across the country. They also volunteered in hospitals where they cared for people by working with clinical staff, triaging patients and completing medical observations. And, in addition to supporting people's health needs, young St John volunteers get involved with thousands more hours of activities including fundraising and sharing lifesaving skills with their peers.



Cadet Devan Chauhan from Southend was on duty in a crowded area when his team got a call to help a man in his seventies who had collapsed.

“We were told he'd be unable to make it independently to the treatment centre, so another volunteer and I took a patient trolley and carefully brought him back.

He apparently had a history of heart problems, so we called in one of our cycle response doctors to treat him.

Devan Chauhan
Cadet

Devan helped the doctor by getting the equipment ready to give the patient an ECG, and a short time later the pensioner was deemed well to re-join the procession crowd.

“He was very grateful for what we did, Devan recalled. “So much, in fact, that he actually came back round later, just to thank us again!

“I feel so proud to be part of St John. Volunteering has taken me to lots of different places and given me so many experiences that I wouldn't get anywhere else.



Who Cares Wins

If you were watching Channel 4 in late November 2022, you'd have seen 12-year-old St John Ambulance Cadet **Jayden Sorhaindo** named Young Hero award in The Sun's star-studded Who Cares Wins health awards. Jayden was recognised for amazing lifesaving skills and quick-thinking, which saved the life of her mum, Natasha.

"I knew something was wrong when mum didn't answer and I ran into the bathroom to find her bleeding and unconscious in the bath," said Jayden. "Using skills learned with St John, I held my ear to mum's mouth to check her breathing, kept her head above water, her airway open, then called 999."

Jayden has been a carer for Natasha, who has auto-immune disorder lupus and heart failure, since the age of seven, which was also when she joined St John Ambulance's Badger programme.

"I spend most of my days bedbound and my life wouldn't be worth living without Jayden," said Natasha. "She calls the ambulance on an almost fortnightly basis and always has my bag packed and does a handover to the paramedics when I need to go into hospital. We're trying to make the best out of a very unpredictable illness. I try and stay hopeful that better days will come even though most days I wish the suffering would just end. I know I'd have no fight left in me if it wasn't for Jayden."

Jayden was nominated for the Young Hero award by her cadet youth leader, Shona Serpant, from Feltham, who adds: "I've known Jayden since she was eight and she's quite simply amazing. She's got so much going on at home caring for her mum, but she's just as dedicated and caring at St John Ambulance. If there are new Cadets she always takes them under her wing, she volunteers for everything, she's always got a smile on her face."



"I joined St John because I wanted to be a doctor at the time, but now I want to become a cardiothoracic heart surgeon, because my mum has heart problems and I want to help find a cure. I know first-hand how much things like this affect a person and their family, so I want to prevent that from happening as much as I can."

It's not always easy looking after mum but I love her so much. I know my days aren't like my friends', but I don't mind. I make mum tea and toast in the morning, then get her tablets sorted before I go to school.

It's such an honour to be nominated and to win. For me this award is about showing other young carers the importance of first aid as well as to say well done.

I think all children should learn first aid and I would like it to be taught in schools a lot more and children to be more aware of first aid.

Jayden Sorhaindo
St John Ambulance Cadet



Three Ways to **Save a Life**

Following the fifth anniversary of the Manchester Arena bombing, St John Ambulance teamed up with BBC Manchester to train thousands of people in essential first aid skills.

From May 2022 to January 2023, 16,154 people learned how to save a life, free of charge. Each participant was taught:

- 1** How to give cardio-pulmonary resuscitation (CPR) and use a defibrillator
- 2** How to treat severe bleeding and catastrophic haemorrhage
- 3** How to treat someone who is choking.

It all began in Manchester's Piccadilly Gardens on 25 May 2022, with more than 200 people receiving training at an initial public session. From then on, St John volunteers delivered training at venues including St John Ambulance premises, fire

“This has been a brilliant campaign that people living in Greater Manchester have really taken to their hearts.

More than 16,000 of our residents now have the essential skills to save lives, not only in case a tragedy like this ever strikes our city again, but also to help those who are in need on their everyday lives.

Kate Squire
Senior Head of Production for BBC North West and North East

stations, schools, the BBC's Media City - even people's gardens.

All of the training was given by St John volunteers, with more than a quarter of the sessions delivered by St John Ambulance Cadets aged from 10 to 17.

Our efforts attracted high-profile support from MPs, celebrities and other VIPs, including the Mayor of Manchester, Andy Burnham, who had pledged to work in partnership with St John to make the 10 boroughs of Greater Manchester safer, healthier, more resilient places to live.



“Thank you to everyone who has taken the time to learn these simple lifesaving skills, and to our volunteers and staff for their commitment to giving people the confidence to deal with health emergencies. Born from a tragedy, the legacy of this joint campaign with BBC Radio Manchester can only be positive with thousands more people understanding essential first aid. Our local team is committed to continuing to deliver free first aid demonstrations to at least 1,000 people every month

Dr Lynn Thomas
Medical Director, St John Ambulance

“I'm thrilled to say that 16,154 people in Greater Manchester now have the skills to save a life. There's a good chance in Manchester now, if something happens to you, where you do need someone with those skills, somebody now near you, knows those skills and can save you.

Figen Murray
Campaigner and mother of Martyn Hett

Supporting and Empowering Volunteer Leadership

Our Chief Commissioner, Ann Cable, is one of our trustees and is invited to attend our Executive Committee (ExCo) as the leader of our new Volunteer Leadership Network.

That includes our team of eight Regional Commissioners, representing the views of volunteers from all over England. And they – along with everyone else in St John – are supported by many other branches of the St John family tree – from County Presidents to our Chaplaincy. You can hear more about our work in the regions and nationwide on the following pages, but Ann begins by giving her overview of 2022.

One of the best things about emerging from the pandemic has been the way many people who were unable to get as involved with St John as they would have liked during the crisis – largely through factors outside of their control – have returned to volunteering. It may be that what they do has changed, and they may have more or less time to give, but the contributions all St John people make to our charity, and the varied ways they support their communities are equally valuable and vital to our collective efforts.

Nothing in St John happens without everyone doing their bit; we all rely on each other. That is something I am reminded of on a daily basis, but was especially aware of during some of the big occasions in 2022 – from celebrating the Platinum Jubilee, through to the sadness of Her late Majesty Queen Elizabeth II's funeral, and the sheer joy of the many and varied ways we celebrated the centenary of our work with young people. This charity is full of unsung heroes and there's much to St John more than delivering first aid on the frontline, from Fellowship volunteers keeping people fed and watered, to youth leaders who make sure our Badgers and Cadets have fun, make friends and learn new skills, week-in, week-out.

That's why the new Volunteer Leadership Network is so important in ensuring everyone is represented and our volunteers feel better supported, better connected and better able to help their communities. Our work is all about people who give their time to St John having a positive and satisfying experience. Whether we're young people with bright futures ahead of us or are simply young at heart, we are one team.



Caring for our **volunteers**

Hello from our Chief President

As our Chief President, Carole Lawrence-Parr works closely with senior colleagues to promote the work of St John Ambulance and the Priory. She leads our network of Regional Presidents (a new role introduced in 2022) and County Presidents, who our CEO once described as “Chiefs of Morale”. An important part of the Presidents’ role is to engage with local volunteers to provide support and help wherever needed.

Our Presidents also play a key role as ambassadors for St John, developing relationships in their local communities, including with Lord Lieutenants and civic leaders, to celebrate the work of our charity. And they often have other voluntary roles with St John, such as fundraisers, first aiders, or Freedom To Speak Up advocates. The Grand President of St John Ambulance is HRH The Duchess of Edinburgh, who is very supportive of our charity and of our Presidents, including attending our annual conference. During the pandemic, the Duchess also gave up her time to volunteer as part of the vaccination programme.

“I love my job, and much of my time is focused on line managing and supporting our Regional and County Presidents and building personal relationships with them. It is always my pleasure to visit our county and district teams whenever I can.

“Last year took me as far afield as South and West Yorkshire, Sussex, Northumberland, Nottingham, Derbyshire, Durham and back home to Dorset for some wonderful events with amazing volunteers.

“My intention is to visit every part of the country and meet as many St John people as possible – there’s nothing like personal contact!”

Carole Lawrence-Parr
Chief President, St John Ambulance



St John Fellowship

The St John Fellowship was created on St John’s Day 1983 to provide a facility for serving and ex-serving members of St John Ambulance and members of the Order; enabling them to continue their involvement with St John after they had completed active service. Members still provide valuable service to St John – many were involved behind the scenes of our work at Operation London Bridge and at other major events across the country, for example.

Fellowship has undergone substantial changes over the past four years; membership has increased substantially to almost 3,000, in nearly 100 branches. The St John Historical Society and Lady Hospitallers have also become Fellowship branches, and The St John of Jerusalem Eye Hospital Group has become a Fellowship branch in its own right.

Ahead of next year’s 40th anniversary, the Fellowship has set a target of raising £25,000 for the Eye Hospital. And, in 2022, additional Priory badges were installed on the St John Memorial at the National Memorial Arboretum in Staffordshire; a service of rededication is being planned for September 2023.

“**The opening up of Fellowship Branches, following the pandemic, continues and members are pleased to be renewing the friendships and fun they enjoy.**

Fellowship is in good heart and ready to work together for the benefit of the whole St John family.

The Reverend John Davis
Priory Fellowship Chair



St John Chaplaincy

Chaplains have always been an integral part of St John, but their work may often go unnoticed.

In partnership with our Wellbeing colleagues, the Chaplaincy provides pastoral, spiritual and religious care for members of St John, their families, and members of the public, while in St John care, regardless of religious tradition or belief. All St John Chaplains are volunteers. County Chaplains are Christian Ministers in good standing in their national churches, have a theological qualification and a history of good pastoral practice. A County Chaplain may appoint an Assistant Chaplain from another religious tradition to minister to those who profess a world-faith other than Christianity.

The Covid lockdown gave the unforeseen opportunity for our County Chaplains to use their pastoral gifts at a local level. A great many kept in touch with their units and unit leaders. Using Microsoft Teams, Chaplains offered on-line services at the major festivals and set up an on-call service.

The introduction of the **On-Call Service** has produced a slow but steady number of callers. Most calls are about personal issues created through their work situation. Some just want a listening ear while others ask about how to

get married or having their children baptised. The Chaplaincy can provide a point of contact between the local church and St John members. Several Chaplains share in writing our **Thought for the Week** posts. This recently transferred from Connect to Yammer and has been well received, especially during the mourning period of Her Majesty, the late Queen.

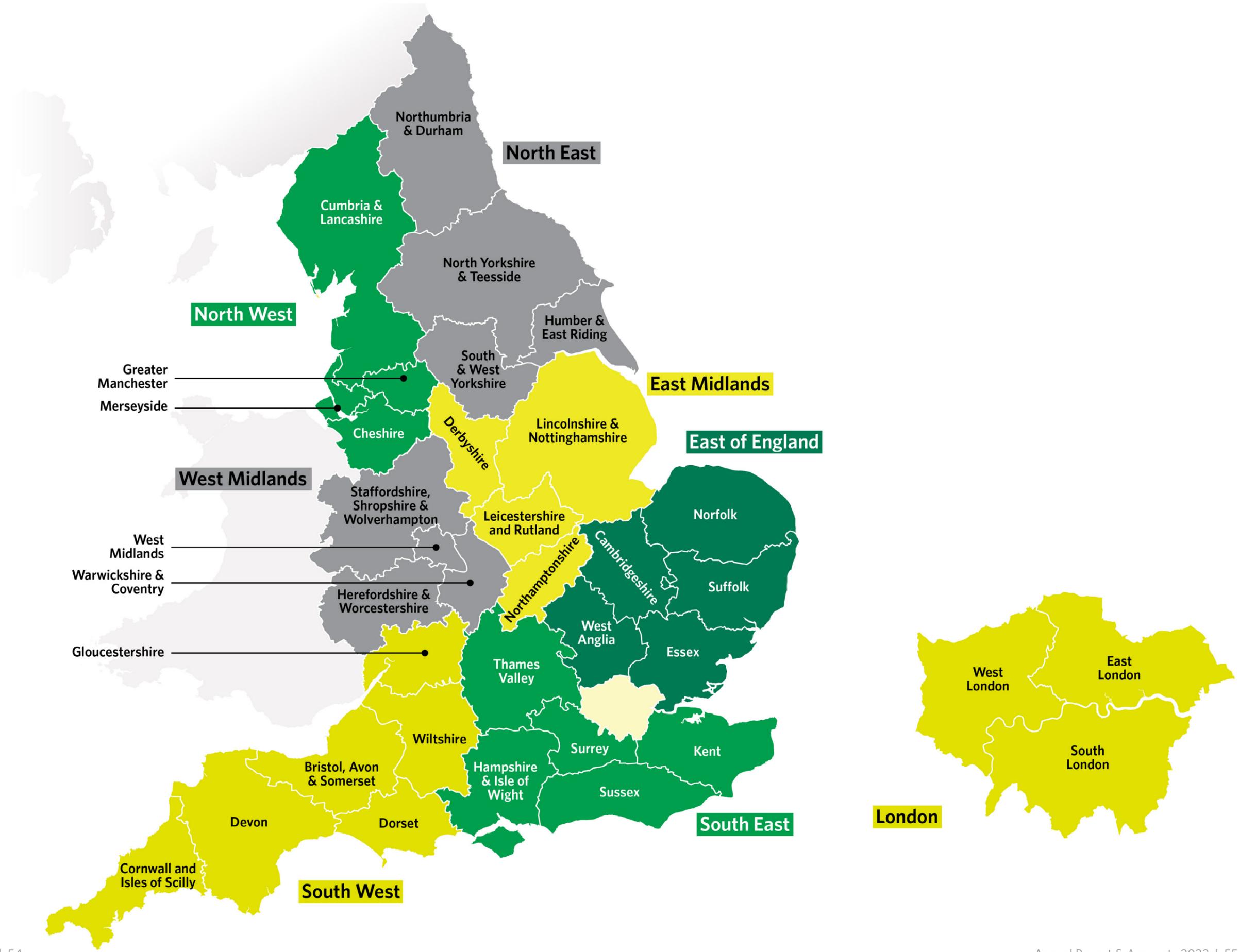
The new venture of **Monday Prayer Group** meetings (open for all to attend each week at 1pm via Teams) is usually attended by at least one Chaplain and the feedback is positive. The Chaplaincy Leadership Team can be contacted at chaplains@sja.org.uk

Finally, I would like to pay tribute to The Very Reverend Dr John Hall KCVO CStJ, for his work as Priory Dean over the last few years. John took on the mantle of Dean in turbulent, post-COVID times and we owe him a debt of gratitude for his generous leadership. We wish him well as he considers the future shape of his ministry.

The Reverend Canon Dr Paul Williams CStJ
Acting Dean of the Priory



The view from the regions



North West



We've been shaking off the cobwebs from Covid, seeing where we have gaps in key leadership roles and making sure we're able to work collaboratively, so we can deliver first aid cover for events like the Blackpool Air Show, Chester Marathon and Manchester Pride, along with our Three Ways to Save a Life campaign.

There's a really strong desire from people wanting to join St John and we've got a backlog of people wanting to be trained. Re-engaging volunteers, who may not have the opportunities to contribute in the ways they would have like during the pandemic, and bringing in new people will lighten the load for those who have given an awful lot over the last three years. Covering football matches has proven to be more of a challenge for us. Pre-pandemic, most volunteers at matches were supporters of that football club, because they wanted to enjoy the community as well as providing first aid. Some of those volunteers have left us in the last few years and that means taking the opportunity to engage with our volunteers, both old and new, on what they want to do and how we can support that.

Natalie Miller & Michael Morris
Regional Commissioners, North West

North East



Last year was all about reopening and getting things moving and happening again after Covid. We were pleased to see the return of major events, such as the Tramlines Festival, Hull Fair - the biggest in Europe - and the Great North Run. Attracting new volunteers and retaining our existing members is the key focus and we're trialling new ways of recruiting; notably around increasing our team of Stadium First Aiders at Newcastle United. We've got ambitious plans to bring in up to 500 new first aiders, along with 100 youth leaders who will enable us to bring more young people into our Badger and Cadet programmes.

There is a long history of St John Ambulance across the North East and Yorkshire - some of it connected to mining and industry, and some of it connected to the communities. People hold on to that history very proudly. We want to celebrate and respect the past, using our history and reputation to build a future that is modern, efficient and provides quality, delivering services that our communities need.

Peter Howie
Regional Commissioner, North East

East Midlands



The highlight of 2022 was our return to events, despite the challenges of not having as many volunteers as we would like. We managed to deliver first aid cover for some really big events, such as the Heckington Show - the largest village show in the country - with up to 40 volunteers each day, as well as covering the Ashbourne Royal Shrovetide Football and Chatsworth House Horse Trials.

The volunteers who are giving their time are absolutely amazing. To give just one example, Sam Parker, our District Youth Lead in Derbyshire is out delivering youth activity and events every opportunity she can, including throughout Christmas, and she's inspirational. Many of our people have faced personal challenges in their lives but, despite that, they are still willing to dedicate their lives and time to our charity and I think it's just fantastic.

Kevin Pacey-Bartlett
Regional Commissioner, East Midlands



West Midlands



2022 was all about people getting back to doing their events, getting back to their units, and meeting each other again. Our youth team has bounced back, post-pandemic; they are very vocal and social media-minded, and work hard to get people involved. Although we didn't cover the sporting events at the Commonwealth Games, we were involved in a lot of the cultural events across the West Midlands, which gave us huge visibility in communities again.

Going forward, the key thing for me is our districts working together so people get the chance to move around the region, as well as getting volunteering opportunities further afield. It's about working as one team.

Greg McKeown

Regional Commissioner, West Midlands

Events

- Commonwealth Games
- Birmingham Pride
- Worcestershire Victoria Fair
- Shrewsbury Flower Show
- Godiva Festival



East of England



One of the highlights of last year in the East was having Georgina Heron-Edmonds as our National Cadet of the Year. She really championed the voice of the young people across our region and nationally, which makes a big difference to St John's progress as a youth movement. Getting our young people back out on events has been really important. I've been lucky to spend time with our young volunteers, listening to their experiences, and hearing the value that St John gives them - not just in terms of learning vital first aid, but all the other support they get from being part of our charity and making friends for life.

From an operational point of view, 2022's been about our volunteers attending things like the Royal Norfolk Show, Suffolk Show, and Cambridge Folk Festival - events that they really enjoy - and just hearing the conversations in unit meetings as our family of volunteers comes back together, face-to-face. Moving away from virtual learning, back into a more hybrid approach has, I think, enabled more volunteers to participate fully.

Lee Taylor

Regional Commissioner, East



Events

- Royal Norfolk Show
- Suffolk Show
- Cambridge Folk Festival
- Marathons

South West



One of the loveliest things I've attended since being Regional Commissioner was a youth ball in Devon; it was delightful to see our young people back together and celebrating 100 years of St John Ambulance Cadets. I'm really pleased that we've brought so many people back to events and taken on some big ones, including Ten Tors and bringing back the Bristol Balloon Fiesta, which was fun, but a huge challenge at the height of the summer heatwave – that certainly kept us busy! Plus Wiltshire continues to blaze a trail with fundraising activity, which is so important as we wouldn't be able to do what we do without the public's generosity.

Like everywhere else, we need more volunteers but we also have to consider what people want to do. Some of the work we want to take on, like additional night-time economy support, will need specialist recruitment, because it's not for everyone. Getting the balance right and making sure people get the experience they want from St John is really important.

Karen Brooks
Regional Commissioner, South West



Events

- Bristol Balloon Fiesta
- Ten Tors
- Cheltenham Festival (week)
- Cheltenham Races
- Western Beach Race
- Royal Cornwall Show
- Bournemouth Air Show

South East



Our region has got some unique opportunities for volunteers, like the St John Homeless Service in Sussex and I'm pleased to see other parts of the country piloting services based on our model. Hospital volunteering continues to thrive and we've heard some really moving stories. And, of course, event first aid provision continues at the heart of our activity.

We also have a fantastic relationship with the Isle of Wight Ambulance Service. St John people come from Poole and as far away as Brighton and Kent to go out to the island, because the NHS use our volunteers and employed crews really successfully.

Engagement has been difficult, and we know some volunteers didn't have the best time during Covid, but we are on a journey together – back towards a more positive place – where our focus is on everyone having a high quality volunteering experience. Bringing people together in-person and spending time allowing them to be collaborative, co-design, and communicate with one another is vital.

Alex Thompson
Regional Commissioner, South East

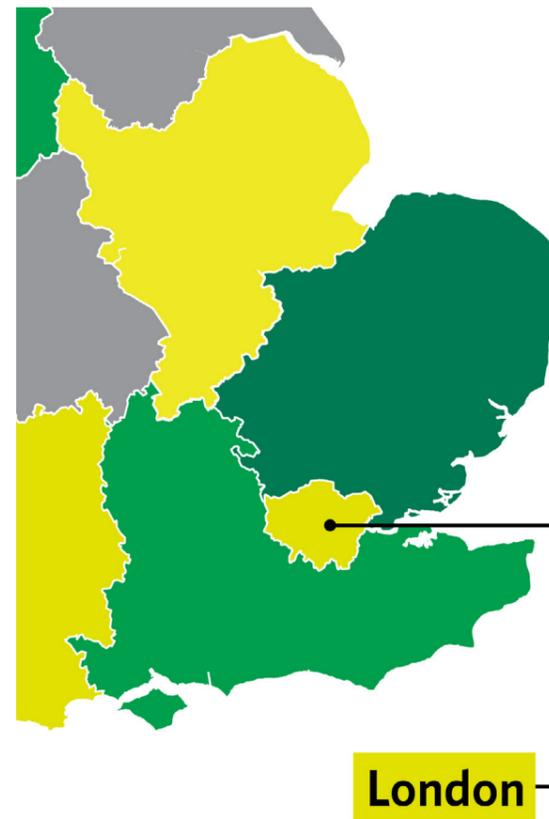


Events

- Brighton Marathon
- Lewes Bonfire
- Basingstoke Half
- The Great South Run, Portsmouth



London



The big thing for London is the size and number of events that our teams cover every week and that takes a lot of dedicated work by individuals. The way that St John has recovered from Covid has been notable for me. People are adjusting to the new normal quickly. The effort St John volunteers put into HM Queen Elizabeth II's funeral was something to be very proud of. The majority of the people who were managing it were volunteers. It highlighted something that St John does a lot, which is utilising the skill sets of people as volunteers who can bring something to our charity from their day jobs and pull things together so quickly. We couldn't have done it without everyone working together.

Looking ahead we need people, we need them trained, we need them motivated and we need them to want to stay with St John. We also need to train our managers, support them, and allow them to make local decisions.

John Griffiths
Regional Commissioner, London

Events

- London Marathon
- Notting Hill Carnival



Community Operations

St John Ambulance's Chief Operating Officer, Richard Lee, leads our Community Operations Network, which includes key aspects of our charity's delivery, such as the event medical cover and ambulance provision we're probably best known for. He shares some of the triumphs and challenges of last year.

Returning to events

I think everyone has been excited by the return of big events in 2022. The Great North Run and Wimbledon are so much more enjoyable with huge crowds of people watching the action, and there's an overriding feeling that the people taking part are thrilled to be able to get back to doing the things they love again. Not only that, but the patients and other people I spoke to are genuinely thankful that St John is there to support them.

There's nothing quite like the gratitude of people who have completed the London Marathon. I remember runners from Switzerland and New York who presented with some serious medical issues and were amazed and relieved to find themselves being cared for by highly-skilled and experienced first aiders, physiotherapists and paramedics. They will go on to compete in other major running events around the world but I'm sure they will never forget the care and compassion they received from St John people.

Local community events remain the heartbeat of much of St John's engagement with those we serve. In 2022, we began to pilot our "Community Pot" to allow more of that activity to be offered free of charge, alongside an encouragement to support our wider work through donations.



Focusing on quality

I am fond of reminding people that 'volunteer does not mean amateur' and that means committing to serious, ongoing improvements in the quality of our services. Appointing Niloufar Hajilou as our new Director of Quality and Safety is a huge step in the right direction and a very clear indication of our desire to continuously improve our practice. We're grateful that our efforts have already been recognised in our ratings from the CQC and the confidence placed in us by partners and stakeholders.

St John people attended 104 cardiac arrest patients in 2022, and saved 38 lives, achieving a ROSC (return of spontaneous circulation) rate of 37%. That's significantly more than a third of cases, when we know that - on average - just one in ten people survives at out of hospital cardiac arrest. This is a great example of St John delivering safe, effective, caring, and well led patient care.

Winning the ambulance auxiliary contract is not the only way we've demonstrated the way St John has improved its ambulance operations and how perceptions of our work have changed dramatically. I am very proud of our active participation within the Ambulance Leadership Forum, which reflects the role we play in the health of the nation and the respect we have amongst our peers in the ambulance sector.



Vaccinating the nation

Although it didn't dominate our clinical output in 2022 as it had the previous year, we continued behind the scenes with our support for the NHSE led vaccination programme for Covid-19 and Flu. As that role comes to an end in 2023, we remain proud to have supported the nation to step out from the shadow of the pandemic.



“Looking back at the amazing achievements of the vaccination and screening team and the impact volunteers have had made throughout 2022, your efforts throughout the year have been phenomenal, once again.

St John Ambulance vaccination volunteers and NHS Volunteer Responders completed over 780,000 shifts, helping keep the vaccination programme running.

This really highlights the important contributions of volunteers to the health service and I would like to thank every single one of you for the time you have dedicated to our programme.

Steve Russell
National Director for Vaccination & Screening, NHS England
December 2022

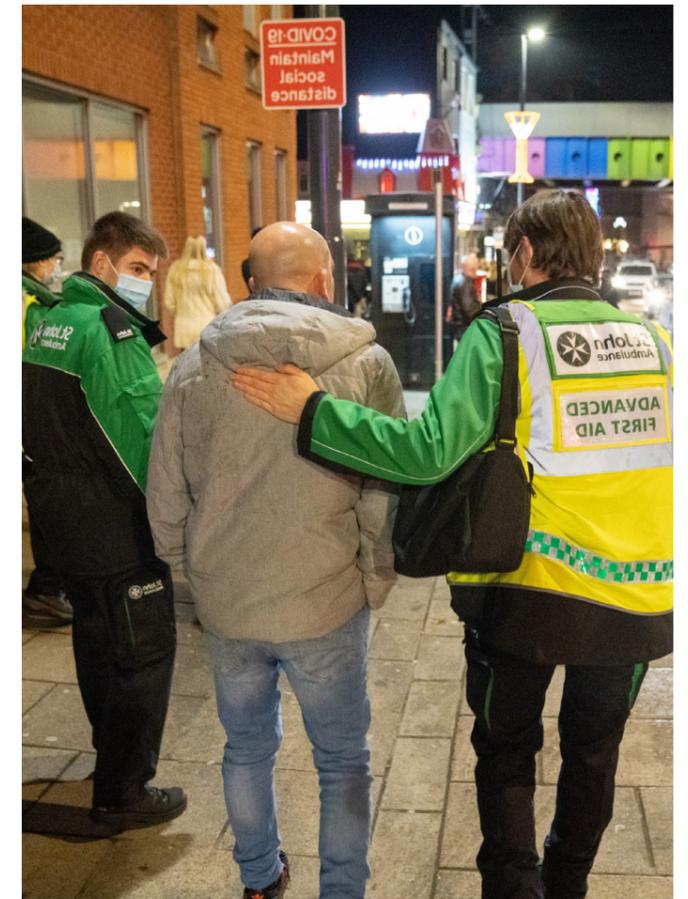
Night-time Economy (NTE) support

St John Ambulance teams in 18 town and city centres treated 2,784 patients in 2022, with just 549 patients taken to hospital. The projects, which mainly run on Friday and Saturday nights, see our first aiders and healthcare professionals provide a vital service in providing immediate medical helps and safe spaces, as well as relieving pressure on NHS emergency departments through preventing unnecessary hospital attendance during busy periods.



“St John volunteers across the country make a huge difference in communities - from responding in ambulances, through our night-time economy work, or delivering essential vaccinations. It's a great feeling knowing we are helping to ease the pressure on our hardworking NHS colleagues by using our clinical skills.

Arni Sanderson-Brown
Emergency Ambulance Crew member



Our commitment to continuous improvement

Across our operational activity, we are consistently looking at ways to improve our practice and innovate new approaches with partners and by engaging the expertise and creativity of our own St John people. What follows are just a few examples of this work in practice:

New ambulance hubs at Warrington and Castle Donington

We've long worked in partnership with NHS colleagues. But for the first time, these are buildings where St John people and NHS clinical staff come to work, side by side. Our teams are working with consultant paediatricians, intensive care doctors, anaesthetists and more – straight from hospitals to St John buildings, reflecting the incredible progress we have made in our relationship with the NHS.



Driver training

Blue light driving is an inherently dangerous activity that carries huge responsibility and will, inevitably, go wrong from time to time. We need to make sure that our people have had the best quality training possible. It's not just about our assurance and making our work as safe and incident-free as possible, it's about looking after our staff and volunteers, so they have confidence in their skills and abilities.

The Certificate in Emergency Response Driving (CERAD) is the only qualification accepted by the NHS. Whilst the time commitment can be a challenge for our volunteers, it is a necessary part of fulfilling our duty to the safety of our people and communities. In 2022 we saw these improvements to professionalise our work in this space make a difference - not least in our ability to deliver our ambulance auxiliary contract with NHS England.



Investing in our fleet

We continued to invest in our fleet, taking our overall investment to £13 million over the last three and a half years as we introduce modern, sector-leading vehicles to underpin our delivery, including as the auxiliary. We're the first ambulance service in the country to deploy a sub 3.5 tonne ambulance on 999 calls and other ambulance trusts are now following our lead in exploring new types of ambulance.



Electronic Patient Report Form

Effective and accessible patient reporting is a critical part of our clinical practice and in 2022 we made a leap towards fulfilling a long-held ambition for electronic patient report forms. With investment in place and detailed end user and volunteer-led discovery completed, we are looking forward to rolling out our new approach in 2023 and to the new capabilities it will unlock for understanding and continuously improving the standard of our care.



Occupational health

In 2022, 2,001 occupational health screenings were undertaken by our small but dedicated (and award-winning) team of volunteers. 90% were completed within a 10-day turn around.



High quality patient care

All St John Ambulance services regulated by the Care Quality Commission (CQC) were inspected in summer 2022 and rated as 'Good', including some outstanding practice.

We scored highly across all four of our ambulance operations regions, together with our Sussex-based services for homeless people.

Outstanding practice was noted in three of the four reports into ambulance services, with St John's commitments to investing in fleet and improving organisational culture, plus the contribution of

skilled volunteers in caring for patients highlighted. The ambulance hubs inspected included St John premises in London, West Bromwich, Stockport and Brighton, and our Homeless Service, which operates in Brighton and Hastings, was also rated as good, with outstanding features. All five CQC reports are published on St John Ambulance's website.

“ To be rated this highly across all five of our regulated services is a powerful endorsement of the incredible effort all St John people put in to ensure the care we deliver to patients is professional and compassionate.

The last couple of years have been tough for everyone working in frontline healthcare, and there is always room for improvement, but St John is working hard and investing in our infrastructure, staff and volunteers to ensure we maintain these standards and get even better in the years to come

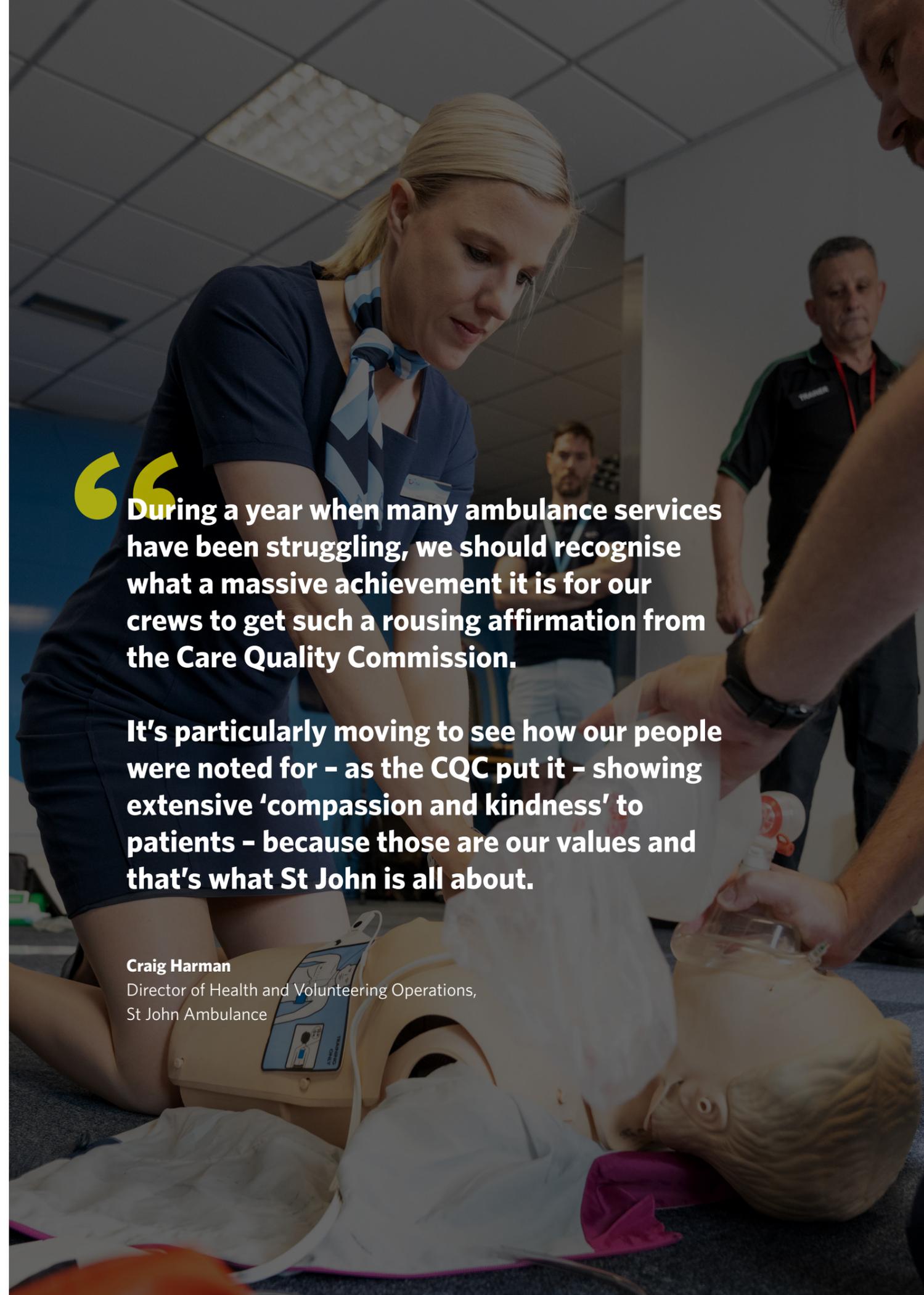
Niloufar Hajilou
Director of Quality and Safety,
St John Ambulance



“ During a year when many ambulance services have been struggling, we should recognise what a massive achievement it is for our crews to get such a rousing affirmation from the Care Quality Commission.

It's particularly moving to see how our people were noted for - as the CQC put it - showing extensive 'compassion and kindness' to patients - because those are our values and that's what St John is all about.

Craig Harman
Director of Health and Volunteering Operations,
St John Ambulance



Experience & Engagement

Our new Chief Experience Officer, Vicki Sellick, looks back on her first year with St John.

I was delighted to join St John Ambulance during 2022. Our charity's mission, which started in treating the pit workers, the coal miners, the first world war soldiers, is very much alive in our work today, as we serve the public at football matches, vaccination centres, city centre nightlife outposts, homeless clinics and more. Where will the next decade take us? Which health needs will emerge? One thing is for sure, we will serve where the nation needs us with the same spirit we always have - saving lives and supporting communities irrespective of circumstance.

2022 was a big year for the newly established Engagement and Experience Network, as we brought teams from across the charity with a shared goal - to curate excellent experiences for all St John people and for our community of supporters, that will inspire belonging and action.

Internally, we have made great strides in ensuring St John is a more equitable and diverse community, setting out a new EDI strategy and supporting our people networks - peer support and allyship groups for protected characteristics - to thrive, and hosted a week long learning sessions with our sister organisations from around the week.

Externally we made sure to keep our name famous through a successful #AskMe media campaign in partnership, coverage of our people serving at national events like the state funeral of Her late Majesty Queen Elizabeth II and the Great North Run, and we have connected many more donors with the impact of our work - especially with disadvantaged young people.



Telling our lifesaving story through the ages

The Museum of the Order of St John was proud to be awarded the Hidden Gem accolade in October, one of only two museums in London to receive this.

The Awards are presented by Visit England whose assessors look at every aspect of the visitor experience from the welcome received to activities and programming.

St John holds collections of objects, records and photographs in many of its buildings across England; these artefacts tell the stories of lives saved, individual and team achievements, community heroes and volunteer presence in some of the most important events in English history. In 2022, our first National Collections Policy was launched to safeguard these treasured objects and make sure we record the stories that go alongside them so that we can continue to tell St John's story for hundreds of years to come.

Our historic library at St John's Gate was renamed the 'Mellows Library' in 2022 after the benefactor, the late Professor Anthony Mellows, former Lord Prior of the Order of St John. St John has been collecting books since the early days of the Order and the Library now holds over 1,000 early printed books and 200 manuscripts. The museum is enormously grateful to Mrs Elizabeth Mellows who has provided the funding for and been a constant support during the cataloguing of the library.



Fundraising

St John Ambulance's fundraising team looks back on a challenging but rewarding year where your support has been more important than ever.



Our fundraising context

As a charity we rely on the generous support of donors and 2022 was no exception; an incredibly busy year for our operational teams and donations from supporters have helped to make sure volunteers had the training and equipment they needed to support their communities. They have also been crucial in funding our activity with young people, giving them the skills and confidence to be doing lifesaving work alongside our adult volunteers at a wide range of events, all over the country.

The year was challenging, not just for St John but across the charities sector, with reduced donor response rates due to financial pressures on people's finances, and nervousness around the future economic landscape. Despite this, there were – as always – people going to extraordinary lengths to fundraise for St John. Key campaigns such as Go Green continued to raise the visibility of our work in communities across England. Our plan to diversify our door-to-door agencies has already proved very beneficial, and we have been busy developing new and exciting products to support the recruitment of more regular donors from audiences we have not reached before.

Finding new ways of fundraising

We continued testing ideas for innovative fundraising products across all our fundraising platforms – regular giving, challenge events and more – last year, using focus groups, social media and other public forums.

We also launched some exciting new corporate partnerships, including venturing into the world of Non-Fungible Tokens (NFTs) with Charity Share, an online platform raising crucial funds for St John Ambulance through the donation and sale of digital artwork. And we improved our environmental credentials by partnering with PreWorn, the UK's largest seller of second-hand clothing, with 15% of every sale being donated to support St John's lifesaving work.

St John was delighted to secure significant support from a number of trusts, foundations and statutory bodies such as the Department for Culture, Media and Sport (DCMS) whose grant will enable our Cadet Units to expand available places, especially for young people from disadvantaged areas.



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

Through your generosity we raised more than £17 million of voluntary income and increased awareness of the importance of first aid.

Together we've made a real difference to the lives of many, across our communities up and down the country.

THANK YOU

Our fundraising compliance

At St John Ambulance we are committed to raising funds in an ethical and appropriate way and we are registered with the Fundraising Regulator and the Fundraising Preference Service. We are also a member of the Chartered Institute of Fundraising, the National Council for Voluntary Organisations and the Lotteries Council.

To ensure that everything we do to raise funds meets the highest standard, we monitor our fundraising activities in a number of ways, both from a performance and compliance perspective. We base our compliance on the Code of Fundraising practice and monitor our internal teams and external agencies' adherence to the code and our Trustees monitor our practice through the Fundraising Committee. As in 2021, we had no reported breaches or failings of these standards in 2022.

Protecting people and their data

At St John Ambulance we take our responsibility to manage our supporters' data very seriously. We take active steps to respect people's privacy and their communication choices, and we are investing in our technology infrastructure to help drive further improvements.

In line with General Data Protection Regulation (GDPR) legislation, we publish our privacy notice. This notice outlines how we manage people's data. We are particularly aware of the risks to people in vulnerable circumstances and other members of the public from behaviour that unreasonably intrudes on people's privacy, that is unreasonably persistent or that places undue pressure on a person to give money or other property. Because of those risks, we have put in place an organisational safeguarding policy, and that policy is supported by an overarching procedure.

Our policies for protecting people in vulnerable circumstances, safeguarding individuals and our fundraising promise can be found at: <https://www.sja.org.uk/get-involved/donate-and-fundraise/our-fundraising-promise/>

Complaints and how we resolve them

In 2022 we received 46 complaints (15 in 2021) – about our fundraising activity. The year-on-year increase can be attributed to a new way of categorising complaints to ensure we address every concern raised with us and increased door-to-door activity, which was paused for the first four months of 2021 due to Covid-19 precautions and then ran at a reduced rate. The majority of complaints resulted in additional training of individual fundraisers. We respond promptly to all complaints and where appropriate carry out an investigation in order to comply fully with the Fundraising Regulator's requirements.

Our complaints procedure, covering fundraising and other issues, can be found at: www.sja.org.uk/contact-us/comments-compliments-and-complaints/



Our fundraising impact

“ I have made a donation to express our gratitude toward your team who helped us on 1 July in the Piccadilly area.

We had lost our accommodation due to a mistake by booking.com and were desperately searching for a new accommodation. We did not know London very well and at some point it was dark and loud and not so safe for our children anymore. But luckily your team noticed us and offered us help.

We had a feeling like you were a team of angels.

Anonymous donor

“ We are blown away by the commitment of St John Ambulance to people's safety, as demonstrated through their ambulance services, first aid training and provision of emergency care at events. We hope the new agile and well-equipped Community Support Vehicles funded by our grant will be a great addition to their infrastructure - providing quicker and better emergency response at events.

Soma Pujari

Executive Trustee, Kusuma Trust

“ Kinetik is proud to have partnered with St John Ambulance since 2016 in delivering our range of clinically validated medical devices. Aligning with the St John charity has given customers that extra confidence in our products, knowing that every device sale helps support the work of the UK's no1 first aid charity! This partnership most definitely helps us to deliver our mission, empowering health in the home. Thank you, St John.

James Grover

Sales and Marketing Director, Kinetik Wellbeing

Better fleet, better experience, better for the environment - thanks to The Medlock Charitable Trust

The generosity of major donors makes a huge difference to St John Ambulance, with local communities, patients, volunteers and the environment benefiting from the investment they make in our lifesaving work.

In August 2022, The Medlock Charitable Trust pledged to match the fundraising efforts of St John and communities across England, up to £1 million, enabling our charity to purchase greener, cleaner, more efficient emergency vehicles, over three years.

Initial plans in St John Ambulance's 10-year fleet strategy include the purchase of 12 electric and 15 community support units, plus the replacement of ageing ambulances with state-of-the-art new vehicles. As a charity conscious of our impact on the environment, St John is looking at alternatives to petrol and diesel, and how our carbon footprint can be reduced. With the disposal of old diesel vehicles and replacing them with new greener alternatives, St John is on the road to achieving its sustainability goals. Modern vehicles are also safer and more comfortable, so they're better for our patients and people.

The trust - a family-run grant-making organisation from Bristol - also supported St John Ambulance's Christmas appeal 2022 by matching donations up to £55,000, helping us to achieve a grand total of almost £130,517, which could enable us to train over 1,000 volunteers in lifesaving skills and purchase vital equipment and supplies for them to use.

We are immensely grateful to David Medlock and his team for their extraordinary contribution to our work.

“As a long-term supporter of St John, I've witnessed the charity's significant, positive contribution towards local communities through its healthcare and response to emergencies. I fully back St John's commitment to protecting lives, while trying to protect the environment. I believe in empowering people to preserve and enhance the wellbeing of their own communities and hope that together, the funds raised can go further.

David Medlock
Chairman of The Medlock Charitable Trust



Student CPR-athon

The long-anticipated return to face-to-face engagement led to the re-start of our more traditional local fundraising events such as thanksgiving services, open gardens and coffee mornings. And our volunteers continued to use all their creativity in developing fundraising initiatives in their communities.

For example, our Student Units across the South West undertook a CPR-athon to raise awareness and funds across their university campuses at the same time creating some competition amongst them all. Their success in raising £150 and recruiting new volunteers means this idea will now be extended across all Student Units.





David Halliburton Hadley was a regular donor who gave £120 via our direct marketing appeals between 2006 and 2010 and left us a legacy gift of just over £300,000 in his will.

Legacies

“St John is very fortunate to receive generous gifts in wills, which are frequently used to support the replacement of our older vehicles. An example is the legacy of Cyril Weston, who left an incredibly generous gift of over £390,000.

This funded a number of vehicles including a new ambulance and catering box for his hometown of Gosport that were formally added to our fleet in 2022. The new vehicles are invaluable at major events and were useful during both the Platinum Jubilee and the period of mourning following the death of HM Queen Elizabeth II.

William Moore

Legacy Marketing Manager

Celia Underwood's story

“St John Ambulance is a close one for our family. Dad (Harold Underwood) has been a volunteer for over 50 years and he met Mum (Celia Underwood) when she was sent on a first aid course for her work in the early 70s. She became a member at South Reading with Dad and remained a supporting member when she retired from active duties, when my sister and I were born.

“In 1987 we moved to Norfolk, and Dad took over running of the Helleston Division. Mum later became the treasurer, and as well as assisting with fundraising, she was the general coffee and biscuit bringer for many of the team when they were on duty.

I remember acting as a casualty if the division was doing an evening of training, with fake injuries and gore - often set up by Mum.

“Dad is still with us and was very keen that St John be a part of Celia's in memory fundraising. While cleaning up at the house we found some of the awards they had both been given for service by St John, and other mementoes of their time serving.

“The photos of them were taken at dad's investiture as a brother of the order; and from their wedding day, with the guard of honour by the members of their division in 1975.”



Commemorative Concert at Newcastle Cathedral

St John Priory Groups in counties all over England play a vital role in our fundraising efforts, including organising some incredible events.

Northumbria County Priory Group, in partnership with ABF The Soldiers' Charity, arranged for the Band of the Coldstream Guards to play a concert in celebration of the life and service of Her late Majesty, Queen Elizabeth II at Newcastle Cathedral on September 28. Proceeds were shared equally between the two charities.

Guests included Mayors, High Sheriffs and civic heads of surrounding counties, as well as senior St John volunteers and members and representatives from the armed forces.

The concert got off to a rousing start as the band performed the Jubilee Overture. Guest singers were intertwined with the programme of music, with St John Cadet, Abby Camsell performing Leonard Cohen's Hallelujah. The evening closed with the band's rendition of Milanollo to rapturous applause and a standing ovation.



“We thank the Coldstream Guards for agreeing to be with us, particularly in the light of the very sad news of Her Majesty's passing earlier in September. Both charities make a tangible impact on the people they assist around the country, and we saw first-hand that this event appealed to many local people while taking in a poignant evening of music.

Lynn Horrocks

Chair, St John Priory Group Northumbria

“St John Priory Groups, like our group in Northumbria, are an essential part of the fabric of the charity, supporting fundraising locally for both the work of St John Ambulance and the St John Eye Hospital Group in Jerusalem. As Chancellor, it has been a privilege to work with them, particularly as they support how we recognise the work of outstanding and long serving St John People by coordinating Honours & Awards and lead on the presentation to loved ones of the highly valued Organ Donor Award. As I step down from my role, I'm proud of having supported Priory Groups to develop their active role in the life of St John.

Mick Messinger

Chancellor

Recognising **St John** people

Service to the charity's mission is recognised in a variety of ways including through service medals and bars and admission into the Order of St John itself. In 2022, there were 182 admissions and promotions within the Order, in addition to seven Priory Votes of Thanks. We also gave out 1,325 service medals and bars recognising 14,000 years of service achieved by 2020 and 2021.

Hospital volunteer is a lifesaver

Lianne Summerley, a hospital care volunteer from Surrey, was awarded a prestigious Prior's Commendation for her prompt actions in saving the life of a patient while volunteering in the Emergency Department (ED) at the Royal Surrey County Hospital in Guildford.

Lianne joined St John in June 2020 based at Weybridge Unit in Surrey. In November 2020, she was on furlough and wanted to support the NHS during the pandemic.

In January 2022, Lianne was asked to escort a patient to the toilet. After waiting outside for a short time, she realised that she could not hear anything and couldn't raise any response. Lianne reacted quickly and, on forcing open the locked door with a coin, she found the patient had attempted suicide by hanging. She hit the emergency button and lifted the patient up until assistance arrived. The patient was cyanosed but due to Lianne's prompt action did not require resuscitation and survived.

I, like many, was struck by how challenging this situation must have been to face. However, Lianne did so with the courage and compassion that we see in so many of our St John people, her actions ultimately saving a life. I am incredibly proud of Lianne and grateful for her dedication to supporting our NHS through hospital volunteering.

Alex Thompson
Regional Commissioner South East, St John Ambulance

Lianne has been part of the team at Royal Surrey from the moment I set up the project during the pandemic. Lianne committed a massive amount of her time to supporting the ED nursing team while furloughed from her full-time employment. Throughout this time Lianne has made a hugely positive impression on the nursing team and has been welcomed into the team in the hospital and socially outside of the hospital. I'm so proud of Lianne's lifesaving work, she is so deserving of the Prior's Commendation.

Billy Brown
Community Response Officer, Royal Surrey County Hospital NHS Foundation Trust



Environmental, Social & Governance

The way ahead, our uncertainties, opportunities and principal risks

The external environment remained challenging in 2022 as we managed the recovery from the pandemic, faced the ongoing impact of Brexit and encountered an economic downturn as war broke out in Ukraine. St John continued to respond to national need throughout the year as we stepped up to provide our support on a national scale, as Her Majesty the Queen celebrated her Platinum Jubilee and sadly again during the state funeral. The commitment of St John People and to our HEART values are integral to enable us to respond to deliver critical services vital to support the health needs of local communities.

In 2022, following a series of inspections, St John was awarded a 'good' rating by the Care Quality Commission, signalling confidence in the quality of our services, our plans to deliver enhancements and our commitment to patient-centred care. As a clinical volunteering charity providing a broad range of interventions, the following will remain core risks and continue to be managed proactively.

Inherent Risks

➤ **Clinical** – Good clinical data will help us to evidence robust clinical governance processes and demonstrate and improve standards of care and patient outcomes

➤ **Safeguarding** – A robust and regulatory compliant safeguarding framework will enable us to protect young people or vulnerable adults in our care from serious harm

➤ **Health & Safety** – Health & Safety oversight, accountability, knowledge and shared ownership of standards across the charity will help to protect our people, the people and our assets

➤ The charity committed investment to introduce a new electronic patient care record system, concluding development at the end of the year. A pilot is now underway with a view to rolling this system out across the charity by December. This will be a revolutionary step for St John, providing crucial insight to assess patient impact and nurture further improvements, driven by our desire to create a strong learning culture.

➤ We have robust resources and measures in place to ensure our frontline people are aware, developed and supported to manage safeguarding concerns, supplemented through on-site visits to monitor compliance. With an increase in mental health referrals, building new pathways for increased support will be a priority across 2023.

➤ In 2022 we delivered a range of actions to monitor and improve our compliance addressing the recommendations of the prior year's internal audit. St John additionally commissioned an external review of the function and is now delivering improvements to adopt a business partnering model to increase collaborative working across our vast geographical footprint.

Progress in last 12 months

The three key risks faced by St John in 2022 are summarised in the table and discussed below.

Key Risks Summary

➤ **Financial Sustainability** – Strategic decisions to consider the long term financial sustainability of St John and manage the unpredictability and impact of the external environment will enhance its capability to recover and grow

➤ **Recruitment & Retention** – Ensuring sufficient employee and volunteer resourcing is in place to deliver excellent health and first aid response

➤ **Wellbeing** – Our people must be adequately supported post Covid-19 and with the cost of living crisis with access to resources to enhance their financial and emotional wellbeing to thrive at St John

Change in perceived risk in last 12 months

➤ Increased

➤ Unchanged

➤ Initially increased, and decreased by the end of the year

Financial sustainability

St John ended 2022 with a challenging financial situation and as we head into 2023, we face uncertain external headwinds, including high inflation and cost of living impacting cost base and income. We have continued to take the action required to manage the charity's financial position.

➤ The Finance Committee scrutinised and oversaw proposals to ensure that financial decisions were considered strategically for sustainability and implemented through strong director engagement, with the required business continuity arrangements in place. 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.

➤ Whilst there is continued 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 new strategy, ensuring our investment decisions support our mission to deliver an excellent first aid and health response.

Recruitment & Retention

In 2022 we resumed and scaled up our activities back to pre-pandemic levels and prepared for landmark national events. This led to significantly increased levels of recruitment but under challenging market conditions, whilst at the same time, the pandemic made people reassess their roles and resulted in them securing opportunities elsewhere or stepping back.

For St John, recruitment and retention challenges were impacting both the employee workforce as well as volunteer workforce. We have responded by reviewing and enhancing our approach to recruitment and retention, opportunities to grow and develop, reward and recognition, and focusing on our cultural improvements to embed our HEART values. Whilst specific teams continue to face challenges, generally, recruitment and retention across employees is steadily improving through these measures. The significant challenge remains in the engagement, experience and activation of existing volunteers which will remain a focus for addressing over the course of 2023, as this is critical to the delivery of our frontline services.

St John people's wellbeing

Whilst physical health was the primary focus during the height of the covid pandemic, the significant cost of living pressures in 2022 have impacted people's more general wellbeing. St John sought to value its people and provide support by offering a discretionary payment in the winter to assist with increasing fuel costs, confirmed increased pay awards for all and raised rates claimed for expenses to help manage these challenges.

St John had already established a strong wellbeing offer and resources for its people, ensuring these were promoted, including through new Wellbeing Supporters across the charity. These are overseen by our Wellbeing network which also identifies key priorities for focus each year. Our regular people engagement surveys continue to be used to review how our people were feeling, paying attention to variances, to ensure specific needs were addressed as required.

Opportunities

Given the nature of our operations, St John will continue to be exposed to its core risks but as we look ahead to 2023, there are also exciting opportunities ahead:

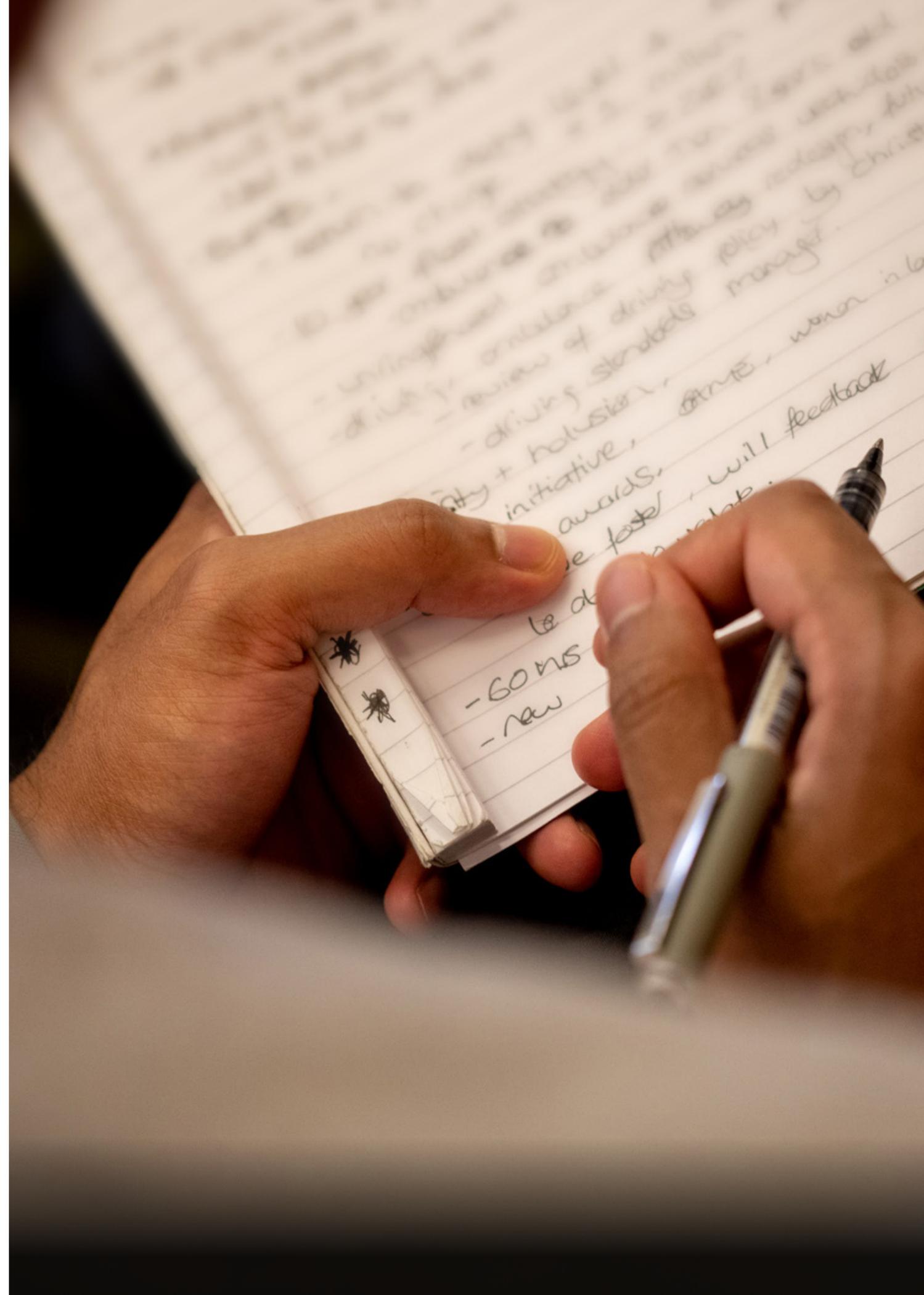
- Youth Programmes - Confirmation of a successful award of £2.4m funding from the Department of Media, Culture and Sport will present a real opportunity for St John to transform and grow its youth programmes and place young people at the front and centre of the charity, in line with our vision.
- Technology and digital transformation - Our central record management (CRM) programme will create a single integrated technology platform that will enable better data quality with a more efficient record of data. This will develop St John into a more user-friendly charity, which will offer the same high-quality and rewarding experience to all its internal and external customers.
- Data Maturity - We are delivering numerous projects to digitalise how we work and in turn enhance the data maturity of the charity. This will lead to more evidence-based decisions to deliver our goals in the most efficient, effective, safe and timely manner.
- Quality & Safety - We are due to launch our first Quality & Safety Framework based on our increased insight around our performance across our services and following our CQC inspection. This will support us with maintaining our good standards and improving our patient experience - all while helping us continue on our journey to excellence.

The development of our new 10-year strategy will set out our longer terms vision for St John and inform both our risk and opportunity management to ultimately build first aid confident communities.

Our approach to risk management

St John manages risks as an integral part of how the charity operates. Our network leadership design enables us to be more forward looking, with our Executive Committee focused on strategy development to meet future need and threats to delivery of our mission and our Executive Leadership Team 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 the Executive, who in turn report to Audit and Risk Committee and ultimately, the Boards of Trustees. In 2023, we will build on our work to review our risk appetite across strategic risks by reassessing this at an organisational level, in alignment with our new strategy.



Environmental

Thinking about our impact is important. We are committed to thinking about our corporate responsibility, the importance of effective governance and how we can ensure our activities are sustainable on the environment, not just financially, to ensure that we maintain everyone's confidence in St John's work.

St John is committed to taking its corporate responsibilities seriously. Whilst the social impact is core to our mission, undertaking our activities in an ethical and environmentally sustainable way is important. St John is increasingly reviewing how it conducts its business and is developing the necessary framework to actively monitor this as part of our performance. In 2022, an environmental and sustainability group was appointed, which actively measures and monitors St John's progress against the Government's Streamlined Energy and Carbon Reporting (SECR) framework.

We continue to work to improve our energy efficiency. We continue to work to rationalise the size of our property portfolio, selling properties that are surplus to our needs, alongside a refurbishment programme that includes energy saving improvements wherever possible, such as replacing old inefficient heating systems and changing fluorescent lighting for LEDs.

We continue to invest in updating our vehicle fleet, reducing the size of the fleet by 31% overall and replacing our oldest vehicles with new lower emission vehicles, including the leasing or purchasing of 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.

We have also introduced sustainability initiatives to increase awareness of sustainable thinking by St John People and promote energy efficient behaviours, such as holding meetings remotely using technology where appropriate to reduce travel.

In addition, the environmental and sustainability group has begun monitoring against the Greenhouse Gas (GHG) Protocol, which establishes a global standard framework to measure GHG emissions from operations, value chains and mitigating actions. The standard creates a report that outlines the tonnes of carbon emissions an organisation produces in a year. Our monitoring and work on SECR have helped identify our direct and indirect emissions that arise as a consequence of our activities.

The next development of our thinking is to closely monitor the value chain and think about consequential emissions. This will provide the widest view of St John's carbon footprint as we continue to commit to a sustainable future. To do so, we will engage with subject matter experts to ensure we evaluate our whole framework for thinking about and monitoring our environmental impact.

Streamlined Energy and Carbon Reporting

The tables below represent St John Ambulance's energy use and associated greenhouse gas (GHG) emissions for the year ended 31 December 2022. The data represents all our operations.

The report below represents our disclosures on energy and carbon under the UK Government's SECR policy.

The following figures present all measured emissions over which the charity has financial control, as required under The Companies (Directors' report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018. Electricity, gas and transport consumption has been monitored across the charity and the resultant carbon produced has been calculated and is shown in the tables below. The 2021 comparative breakdown by scope has been restated to correct the classification of the comparative figures and ensure that the classification is consistent with the 2022 disclosure.

The level of energy consumption has reduced by 17% compared to 2021, despite an increase in overall activity levels in 2022.

Classifications of emissions

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

		2022	2021
		tCO2e	Restated tCO2e
Scope 1	Direct - combustion of fuel at SJA properties	2,614	3,555
Scope 2	Indirect - purchased energy	831	996
Scope 3	Indirect - other sources such as travel	1,238	1,080
Total		4,683	5,631

Energy usage - total consumed

	2022		2021	
	kWh	tCO2e	kWh	tCO2e
Electricity	4,295,223	831	4,690,745	996
Natural gas	7,421,333	1,501	9,132,746	1,854
LPG	195	-	2,442	1
Transport - vehicles	9,313,282	2,137	10,772,202	2,690
Transport - travel	931,739	214	360,386	90
Total	21,961,772	4,683	24,958,521	5,631

Conversion factor: 0.213236 (2021: 0.225605)

Conversion factors

	2022	2021
Electricity	0.19338	0.21224
Natural gas	0.20227	0.20297
Transport	0.22948	0.24975

Intensity ratios

	2022	2021
tCO2 per average FTEs	3.15	4.25

Statement of public benefit

St John Ambulance ('the charitable company') is a registered charity and a company limited by guarantee. It conducts its 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 and the Islands of the Most Venerable Order of the Hospital of St John of Jerusalem ('the Priory', also referred to as 'the charity'), St John Ambulance and its wholly-owned subsidiary, Support St John Limited, are together referred to as 'St John' ('the group').

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, whether as the Ambulance Auxilliary service, transporting patients or with other hospital support activity, or as part of the Covid vaccination programme.

The trustees have considered the relevant guidance and are satisfied that all St John's charitable activities fall within its objectives and result in considerable benefit to the public. This is outlined in the section of this report dealing with achievements and performance.

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.

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 147 to 149. Principal places of business and professional advisers are shown on page 150.

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).

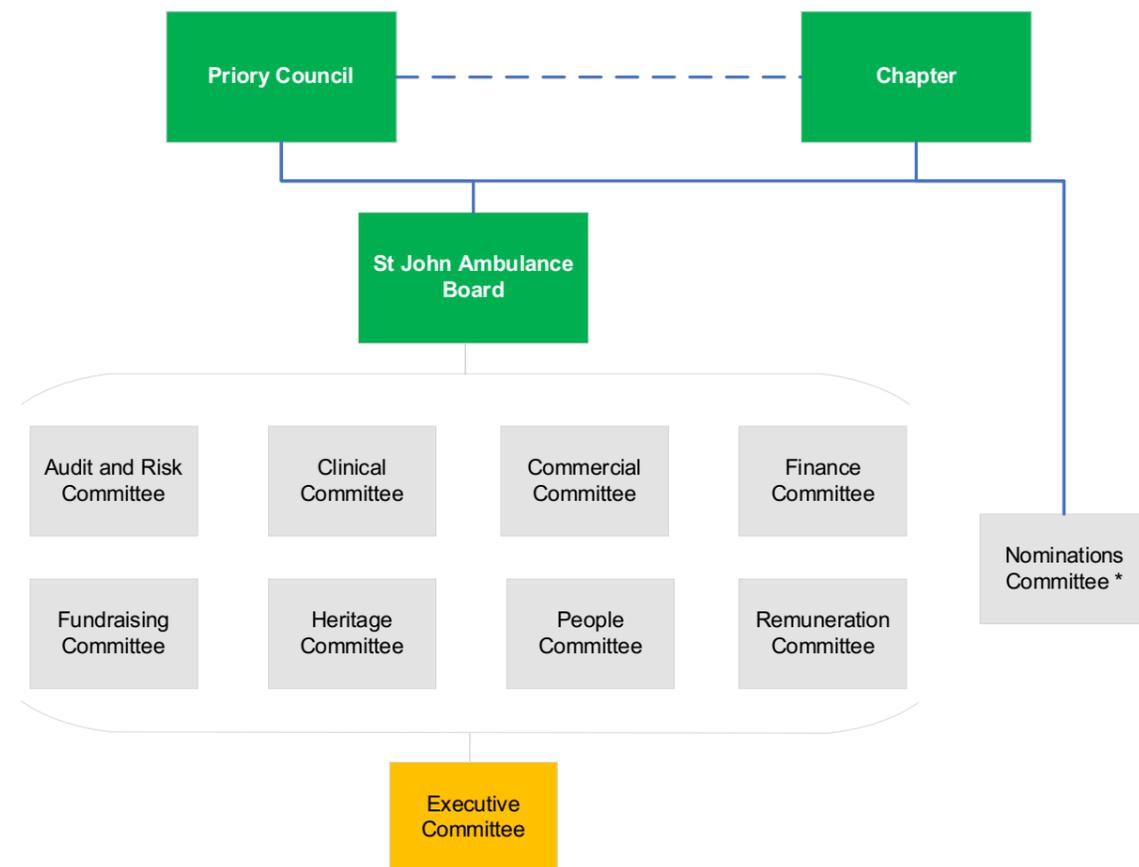
The principal activities of Support St John Limited are sponsorship, marketing, and hosting functions and events. The Memorandum and Articles of Association of Support St John Limited are its constitution document. The latest version is dated 19 October 2000.



Governance

Governance defines how St John is governed in managing the charity. It is an important framework that helps ensure the charity is compliant with laws, regulations, relevant codes of practice, defines a clear set of policies and procedures and determines where decision making takes place.

In 2023, there is a governance review being undertaken. The review will evaluate the structures, boards and committees, and update the governing documents to ensure St John's governance is fit for purpose, modernised to fit with good practice and ensures St John is set up in the best way to allow trustees to fulfil their duties. This builds on the last update that was undertaken in 2018.



* The Nominations Committee only reports to Priory Council and makes recommendations to Chapter.

The governing bodies of the Priory are the Priory Council of trustees ('Priory Council') and the Priory Chapter. The Priory Council has overall responsibility for setting our organisational strategy and supporting policies, as well as ensuring that these are implemented and delivered. The Priory Council consults the Priory Chapter as necessary in reaching its decisions.

The Priory Council has delegated to the Board of St John Ambulance the responsibility for setting that charity's strategy and policies. Committees are in place to oversee the full range of our activity, also reflecting our increased focus on clinical governance, fundraising, our heritage and our people. The members of each of the committees are listed on pages 148 and 149.

Priory Council

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

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

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

A formal trustee induction procedure is in place and a handbook is provided to all new trustees. The handbook contains key information and documents regarding the role of trustees in the charity. 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 at a local level. Trustees are also provided relevant internal and external training courses.

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.

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

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

Principle 3 – Integrity: adherence to the Trustee Code of Conduct (including requirements in relation to any conflicts of interest that might arise).

Principle 4 – Decision-making, risk and control: clear delegation of operational matters to the Executive Committee, and by appropriate delegation to a small number of committees, in particular, the Audit and Risk Committee. The trustees ensure that there is effective monitoring and approval of the charity's top level risk register, and regular assurance and audit checks (by internal audit as well as 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, Diversity & Inclusion appointed in a full-time employee role.

Principle 7 – Openness and accountability: regular communication with the charity's stakeholders (especially through Priory Chapter which includes local representation). A Register of Trustee Interests is maintained, and a comprehensive range of policies, procedures and guidelines are provided to aid volunteer and staff engagement.

Management and committees

The Priory Council has overall responsibility for setting our organisational strategy and supporting policies, as well as ensuring that these are implemented and delivered. The Priory Council consults the Priory Chapter as necessary in reaching its decisions.

The Priory Council has delegated to the Board of St John Ambulance the responsibility for setting that charity's strategy and policies.

Committees are in place to 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. The Committee was disbanded at the end of 2022 with alternative governance put in place.

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. 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.

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 Committee. It also makes recommendations to the Board regarding annual pay awards, the structure, size and composition of the Committee, 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. The Committee actively monitors the impact of the cost of living on St John People and ensures that National Living Wage legislation is met.

Delegation of authority

Authority to conduct the daily operations of the Priory and St John Ambulance is delegated by the Priory Council and the St John Ambulance Board of directors to the Chief Executive. The Chief Executive is assisted in the implementation of strategy and policies by the Executive Committee, to whom certain functions are further delegated. The members of the Executive Committee are listed on page 149.

Auditor

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 147 to 150.

Executive remuneration

Our Chief Executive's base annual salary as at 31 December 2022 was £165,000 (2021: £148,500). The Chief Executive's salary was increased in 2022 for the first time since 2019. Like many employees, he participates in an HMRC approved salary sacrifice scheme whereby a proportion of salary is sacrificed by the employee and the same proportion is paid into the pension schemes provided by TPT Retirement Solutions. The base annual salary of the Chief Executive at 31 December 2022, after taking the salary sacrifice into account, was £148,500 (2021: £133,650).

The Chief Executive's salary is the highest gross salary paid, excluding payments to interim staff which incur a premium, and the ratio between this and the median nationwide full-time salary of £24,781 is 6.7 to 1 (2021: £23,500, 6.3 to 1).

The ratio of the highest gross salary paid (excluding payments to interim staff) to the lowest full-time salary on our nationwide pay scale of £17,290 is 9.5 to 1 (2021: £17,290; 8.5 to 1). While the pay scale itself did not increase, the hourly rate payable to our lowest paid employees increased to ensure that this matched the rise in the value of the Real Living Wage.

The ratios above exclude the additional one-off cost of living payment of £450 each, totalling £0.7m, which was given to all staff with a full-time equivalent salary of under £50,000. In addition, due to the increases in the cost of living experienced during 2022, the annual pay award of 3% given to all staff was brought forward to be effective from 1 May 2022 instead of 1 July 2022.

The table below shows the salary and benefits paid in 2022 to the members of the Executive Committee. The figures below include any additional payments made, such as the sale of holiday entitlement, as well as any other benefits received.

Role	Responsibilities	Gross pay £000	Gross pay (after Pension salary sacrifice)		Employer pension £000	Other benefits £000	Total remuneration 2022 £000	Total remuneration 2021 £000
			£000	£000				
Chief Executive	Leads the organisation, which has income of over £115m and over 1,600 staff	168	(17)	151	33	1	185	164
Chief Business Officer	Leads the Education and Enterprise areas of the charity, which includes Young People, Commercial and Volunteer training, Supplies, New Business Development and Customer Services	135	(6)	129	13	-	142	135
Chief Experience Officer (appointed 20 April 2022)	Leads the network that is responsible for our £17m fundraising income, external communications, as well as the overall experience of all St John people including our 20,000+ volunteers and 1,600 staff	87	(9)	78	16	-	94	-
Chief Information Officer (appointed 26 September 2022)	Leads the network that has responsibility for our data, digital technology and systems, as well as organisational change	32	(2)	30	3	-	33	-
Chief Information Officer (interim, resigned 17 November 2022)	Led the network that has responsibility for our data, digital technology and systems, as well as organisational change, on an interim basis	223	(11)	212	22	-	234	-
Chief Operating Officer	The COO has responsibility for all operational activity including ambulance, events and community response. He is responsible for our CQC compliance and rating as well as Health and Safety and clinical standards and is also our Deputy CEO	137	(5)	132	11	-	143	122
Chief Resources Officer	Leads the network that has responsibility for our financial controls, financial reporting, governance, payroll and procurement	130	(20)	110	26	1	137	131
Chief of Staff	Leads the teams responsible for our organisational strategy, corporate reputation, business management and internal communications	100	(5)	95	15	-	110	105

The other member of the Executive Committee, Ann Cable, our Chief Commissioner who leads all of our volunteers, is a trustee and receives no remuneration other than expenses.

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.

Duties for directors are specified in section 172. Directors must have regard to:

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

This statement provides information as to how the interests of stakeholders have been considered in the Board's decision-making, with reference to each duty.

Stakeholder interests include the interests of St John people, including our young people, the public and the communities that we serve, our relationship with our donors, as well as those with our customers and our suppliers.

As set out in the statement of public benefit on page 94, 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 2022 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 95 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 2023 are set out on pages 20 to 21. Our new strategy will be launched in the summer of 2023 and will set out our approach for the next ten years.

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 88 to 89.

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 48 to 52 and page 90.

Details about our approach to safeguarding are provided on page 88.

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 pages 92 to 93.

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 78 to 85 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 pages 72 to 73.

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, including our support for the covid vaccination programme and our appointment as the ambulance auxiliary amongst other activities, has made this relationship closer.

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

All of the measures mentioned above are designed to help ensure that high standards of business conduct are maintained. These are underpinned by our HEART values, as well as our policies and procedures, which promote ethical behaviour and corporate responsibility.

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

Our values



Humanity

Treating others how we like to be treated



Excellence

Pride in doing an excellent job



Accountability

Delivering what we promise



Responsiveness

Continuously improving



Teamwork

Working together effectively



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 under the Charities SORP (FRS 102), are attached to this report.

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

No significant changes have been made to the accounting policies compared to those used in the year ended 31 December 2021, with one exception. Capitalised software is now disclosed as intangible assets (see note 14). Previously, capitalised software was disclosed within tangible fixed assets.

The following pages provide information about our finances in 2022.

Overall summary

St John Ambulance operates with the intention to balance income and expenditure, with an objective in the longer term to increase free reserves from their current levels. The overall net expenditure for the year is £3.7m compared to a £10.5m net surplus in 2021, with the result affected by losses on the investment portfolio of £3.4m.

2022 saw a reduction in our support for the NHS Covid vaccination programme. More positively, our first aid training revenue exceeded 2019 levels after being severely impacted by the Covid pandemic and our ambulance and transport services work to support the NHS remained an important part of our charitable activity.

Income

The Statement of Financial Activities ('SOFA') on page 120 reflects the increase in our training activity and a summary of our income is shown in the table below. Revenue from first aid training continued to grow and exceeded pre-pandemic levels, helped by demand from people revalidating first aid qualifications that expired during the pandemic. Mental health first aid training courses were an additional area of expansion.

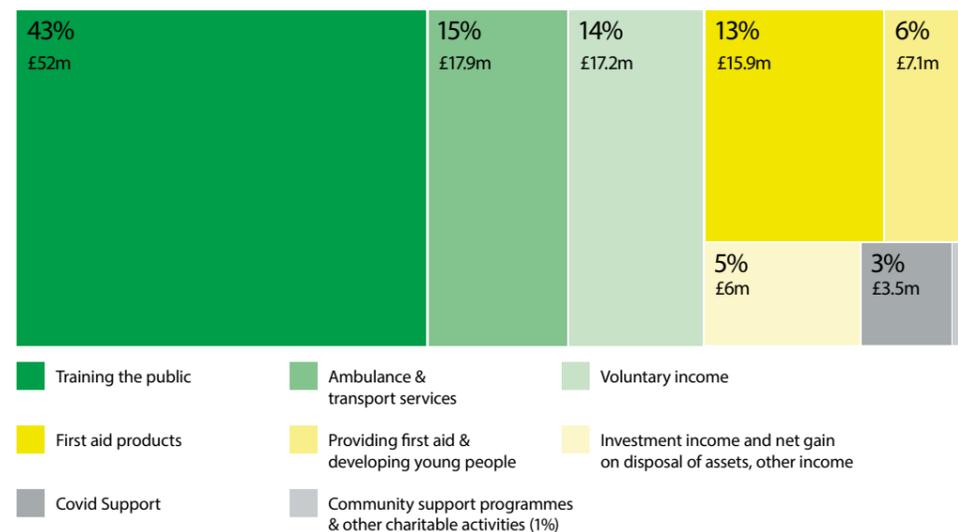
The level of support for the vaccination programme operated at a lower level than in 2021 and income in this area reduced to 20% of that in the previous year. The number of events attended grew as activity returned to more normal levels, with first aid provision and youth development income increasing by 92% to £7.1m (2021: £3.7m), just below the level of income generated in 2019. Sales of first aid supplies increased by 7% to £15.9m (2021: £14.8m), with defibrillator sales remaining strong despite supply issues in sourcing electronic equipment.

Voluntary income increased by 12% to £17.2m (2021: £15.3m), reflecting increased gifts in the form of legacies, where income doubled.

Our total income consequently increased by 5% to £119.9m (2021: £114.0m).

Highlights

Reductions in Covid support activity were outweighed by increased income from first aid training, legacy income and first aid provision at public events. Training and first aid provision returned to pre-pandemic levels.



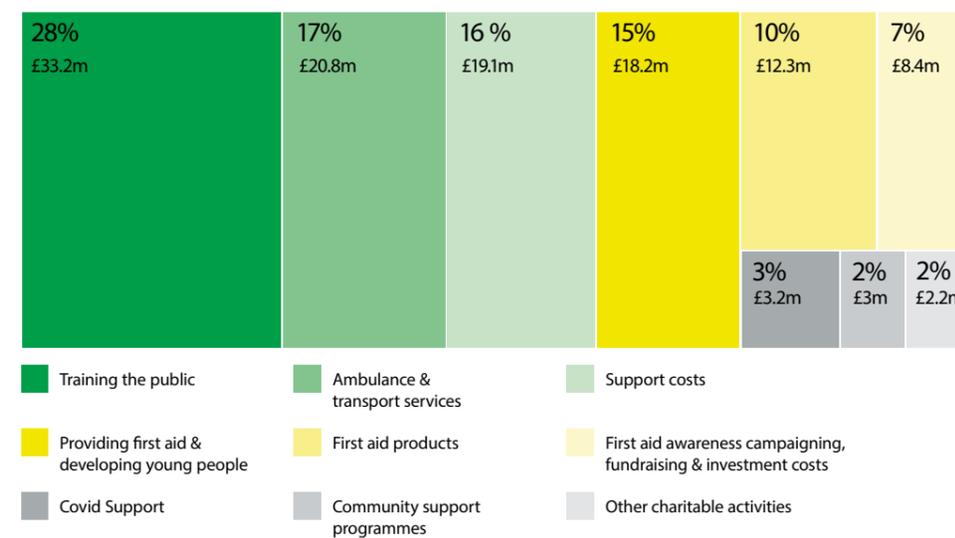
Expenditure

Expenditure on charitable activities totalled £110.4m, a 13% increase compared to 2021 (£97.7m).

While Covid support activity and subsequent expenditure reduced significantly compared to the previous year (a reduction of 74% to £3.9m (2021: £15.1m) in line with the income reduction in this area), expenditure in first aid provision and youth development increased by 89% to £25.0m (2021: £13.2m) with increased events and other activities involving our volunteers and youth members.

Expenditure on first aid training activity also increased by 24% to £36.9m (2021: £29.8m) following a return to more normal levels. We also made an additional payment to all staff with a full-time equivalent salary of under £50,000 in November 2022, to help offset the impact of inflation on the cost of living, at a cost of £0.7m.

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 deficit for the year was £3.7m, compared to a £10.5m net surplus in 2021.

The net annual 'operating' deficit in 2022 was £4.6m (2021: surplus of £4.1m), summarised in the following table.

	2022 £m	2021 £m
Operating (deficit)/surplus	(4.6)	4.1
Pension fund adjustment following actuarial valuation	-	0.9
(Loss)/gain on investments	(1.3)	2.2
(Loss)/gain on investment property	(2.1)	0.8
Gains on asset disposals	4.3	2.5
Net (deficit)/surplus	(3.7)	10.5

Highlights

The operating result reduced by £8.7m in the year, with a mixture of cost inflation, increased expenditure as a result of higher levels of charitable activity and investments in infrastructure offsetting the increased level of income received.

There was a £3.4m loss relating to investments and the investment property valuation in 2022, whereas in the previous year there was a gain of £3.0m. This generates a year-on-year variance of £6.4m to the net result.

Funds

As at 31 December 2022, our total funds were £116.1m (2021: £119.8m). Within this amount, our unrestricted funds were £108.0m (2021: £113.2m).

St John Ambulance's operational free reserves, which are shown in further detail on pages 112 and 113, are £17.7m (2021: £20.1m).

Charitable activities

Our main charitable activities are described below.

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 but remain below pre-pandemic levels during 2022. We also work with a large number of young people, our Badgers and Cadets, to provide first aid skills in an enjoyable and fun environment.

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

Ambulance and transport services

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

Community support programmes

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

Training

The provision of first aid training includes first aid at work, health and safety and mental health first aid training. Training revenue grew by 30% to £52.0m (2021: £40.0m) during the year.

First aid products

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

Covid support activity

Our Covid support activity, which is in addition to our existing work to support the NHS, continued on a reduced scale in 2022. This work supported the NHS by recruiting and deploying thousands of volunteers to assist with providing vaccinations to the public at sites across England. We also provided volunteers at hospitals and help with the transport and treatment of patients. While we provided help for the autumn booster programme, the level of activity became smaller over the summer and declined further as we came to the end of the year.

Income from grants, donations and legacies

Our voluntary income benefited from an increase in the value of legacies received during the year, with more than double the previous year's legacy income received at £5.1m (2021: £2.5m).

Total fundraising income increased by £1.9m to £17.2m in 2022, from £15.3m in 2021 and comprised 14% of the total income in 2022, compared to 13% in 2021. Donations and gifts fell slightly, by £0.7m to £11.3m (2021: £12.0m).

Of the total income from donations, grants and legacies, £3.8m (2021: £1.5m) was restricted.

During the year we also coordinated contributions of £0.2m (2021: £0.2m) to the St John of Jerusalem Eye Hospital Group which provides expert eye care in the West Bank, Gaza and East Jerusalem and £0.3m (2021: £0.2m) to the Order of St John.

Cost of generating funds

Fundraising costs

Direct fundraising costs were £5.8m (2021: £5.2m). Overall fundraising costs were £7.1m, (2021: £6.6m). Of these costs, £1.3m are indirect allocated costs (2021: £1.4m), 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 £2.5m (2021: £2.1m), of which £0.5m comprised indirect allocated costs (2021: £0.6m).

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.

As at the end of December 2022, funds that are not required for immediate working capital needs were held in a mixture of twelve-month term deposits and 35-day and 95-day notice bank accounts.

Total cash balances, including all monies placed on deposit, reduced by £10.2m (2021: £3.0m) to £14.1m (2021: £24.3m).

The total cash outflow in respect of purchased fixed asset additions was £10.0m (2021: £6.6m). Of this amount, £3.6m related to the purchase of ambulances, mobile treatment centres and other vehicles to further improve the quality of our fleet. We spent an additional £2.1m to improve our properties and £0.7m on equipment to support our operational teams and enhance our ability for first aid provision, as well as a further £3.3m as part of the programme to update our supporting technology and systems.

An additional £0.5m outflow (2021: £0.8m) 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 2022 or 2021.

We disposed of 33 properties (2021: 13 properties) as part of our estates strategy during the year, including properties where we surrendered the lease back to the landlord. We generated £6.3m (2021: £4.8m) of proceeds from the sale of tangible fixed assets in total, including £0.2m (2021: £0.5m) due to the disposal of older vehicles that were no longer suitable for our operations. The resulting gain on disposal was £4.3m (2021: £2.5m).

Highlights

Total liquid assets, defined as cash and investments, reduced during the year to £29.8m (2021: £40.7m) as at the end of December 2022. Investment values fell from £16.4m in 2021 to £15.7m. Total cash balances, including monies held in deposit accounts reduced from £24.3m in 2021 to £14.1m.

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 funds included in the portfolio were reviewed during the year and changes were made to increase the proportion of funds with enhanced environmental, social and governance (ESG) screening, as well as increasing those funds held which are actively screened, as opposed to more passive 'tracker' funds. As a result the proportion of monies invested in UK specific funds reduced.

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

Quoted securities

The movement in the UK Consumer Prices Index ('CPI') is the basic comparator against which long-term investment performance is judged, the objective being for a total return of CPI +4%. When assessing fund manager performance, a benchmark comparison to the MSCI index is also taken into account.

The relative amounts invested in UK and in overseas securities is subject to regular review. At the year end, approximately 22% of securities were invested in the UK market (2021: 40%), with 78% (2021: 60%) in a range of overseas markets.

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

The total gross return from our securities investments, including dividends received, was negative at (6.4)%; (2021: 17.9% positive return).

Investment property

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

For accounting purposes, the property comprises two parts:

- That part of the building used by St John for operational purposes is classified as an operational property and is included in the balance sheet at historic cost less accumulated depreciation
- Those parts of the building let to third parties are classified as an investment property and are included in the balance sheet at fair value. This element of the property is included in the balance sheet at the 31 December 2022 valuation of £11.6m. This figure reduced by £2.1m compared to the valuation of £13.7m as at 31 December 2021, primarily as a result of the decline in London property rental values during 2022.

Funds & reserves policies

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

The trustees review this policy annually. In carrying out their assessment, the trustees have regard to strategic plans and financial budgets, as well as major operational, financial and external risks. These plans are aimed at achieving financial stability over the medium and long term. St John Ambulance's planning process, including financial projections, takes into consideration the underlying economic climate and its potential impact on sources of income and planned expenditure.

Free reserves

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

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

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

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

Long-term objective

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

Due to the investment made in 2022, with £3.7m expenditure on fixed assets net of disposals, there has been a fall in the level of free reserves during the year. The long-term objective to increase the level of free reserves remains unchanged.

In addition to the free reserves held, a revolving credit facility of £10m was put in place at the end of 2020 to provide additional headroom in operational cash. This facility has been extended by a further year, to 2025, during the year under review.

Level of free reserves

Operational free reserves, excluding investment property, are £17.7m (2021: £20.1m) and represent the level of free reserves available to support the ongoing activities of St John.

The overall level of free reserves, following Charity Commission guidelines and including investment property within the free reserves figure, is £29.3m (2021: £33.8m).

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

The corresponding range for the overall free reserves figure, including the value of investment property, is £28m to £37m.

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

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

Unrestricted funds held by St John as at 31 December 2022 were £108.0m (2021: £113.2m). These are represented by:

- Designated funds of £78.7m (2021: £79.4m) consisting of:
 - £75.9m (2021: £72.0m) relating to the net book value of heritage assets and fixed assets
 - £2.8m (2021: £7.4m) designated for other particular purposes.
- £11.6m (2021: £13.7m) reflecting the fair value of investment property
- Operational free reserves of £17.7m (2021: £20.1m).

Further detail is given in note 26.

The level of free reserves held at the end of 2022 is within the lower quartile of the range determined by trustees, in part due to the need for investment in our infrastructure.

Highlights

Operational free reserves fell by £2.4m in 2022 but remain within the target range of £17m to £25m.

The target for free reserves was increased at the end of 2021 to the current range, reflecting increased activity levels and the desire to increase reserve levels in the long term. Previously, the target range for operational free reserves had been £12m to £20m.

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. Our activity levels and finances recovered in 2021 and revenue generating activities such as workplace first aid training in particular have continued to grow in 2022, while first aid provision at events has also returned to levels closer to those seen pre-pandemic. We have experienced challenges however, with resource constraints limiting some areas of work. One area of focus during 2023 is to increase the numbers of our available volunteers to help us to maximise our charitable output.

While we had a lower cost base at the beginning of 2021 compared to that in place at the end of 2019, inflation and increased activity levels have increased our expenditure since. Cost management is also a focus to ensure that our expenditure remains within acceptable levels.

A credit facility of up to £10m with Santander plc is now in place, initially expiring in December 2023 and now extended to December 2025. 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 next twelve months. We anticipate that the agreed facility will not be required to be used, but it will be there if needed. Further to this, a short-term overdraft facility of £3m has been put in place since the year end with Barclays Bank plc to ensure that, while we invest in our systems, additional operating cash headroom exists if needed.

At the same time, the value of the investment portfolio held at the year-end was £15.7m (2021: £16.4m), enabling the provision of additional funds if required.

The charity has prepared a forecast which shows that St John Ambulance is projected to be able to continue to trade over the period to 31 December 2024 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 also has substantial reserves held in the form of property and our estates strategy, including a programme to sell several properties, continues to be implemented. Property sales in 2023 will increase 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, including 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 25% reduction in forecast activity and the risk of a reduction of the value of proceeds from the property disposal programme) and the current position. While risk continues to exist in the current financial environment, and a need to continue to rationalise our property assets and achieve a future operational surplus remains 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.

This report was approved by the trustees on 23 May 2023 and signed on their behalf by:

Stuart Shilson LVO GCStJ DL
Chair

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 2022 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 & Accounts (the 'Annual Report'), which comprise: the Balance sheet as at 31 December 2022; the Statement of financial activities (incorporating an income and expenditure account) and the 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.

With respect to the Report of the trustees (incorporating the strategic report), we also considered whether the disclosures required by the UK Companies Act 2006 and Charities Act 2011 have been included.

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.

Report of the trustees (incorporating the strategic report)

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 period ended 31 December 2022 is consistent with the financial statements and has been prepared in accordance with applicable legal requirements.

In light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we did not identify any material misstatements in the Report of the trustees (incorporating the strategic report).

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.

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 and its industry/environment, 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:

- enquiring 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. 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 charitable company'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

23 May 2023

Financial statements

for the year ended 31 December 2022

Statement of financial activities

(Incorporating an income and expenditure account) for the year ended 31 December 2022

Note	Unrestricted funds £m	Restricted and endowment funds £m	2022 Total £m	2021 £m
Income and endowments from:				
Income from grants, donations and legacies	13.4	3.8	17.2	15.3
Income from charitable activities:				
<i>Deliverina first aid:</i>				
First aid provision and youth development	6.4	0.7	7.1	3.7
Ambulance and transport services	17.9	-	17.9	17.7
Covid support	3.5	-	3.5	17.1
Community support programmes	0.4	-	0.4	0.5
<i>Equipping the public:</i>				
Training	52.0	-	52.0	40.0
First aid products	15.9	-	15.9	14.8
<i>Other charitable activities:</i>				
Coronavirus Job Retention Scheme	-	-	-	0.6
Other charitable activities	0.1	-	0.1	0.1
Total income from charitable activities	96.2	0.7	96.9	94.5
Income from other trading activities	0.5	-	0.5	0.6
Investment income	0.9	-	0.9	0.9
Other income				
Net gain on disposal of assets	4.3	-	4.3	2.5
Other income	0.1	-	0.1	0.2
Total other income	4.4	-	4.4	2.7
Total income	115.4	4.5	119.9	114.0
Expenditure on:				
Total expenditure on raising funds	9.8	-	9.8	8.8
Expenditure on charitable activities:				
<i>Delivering first aid:</i>				
First aid provision and youth development	23.5	1.5	25.0	13.2
Ambulance and transport services	23.1	-	23.1	18.8
Covid support	3.9	-	3.9	15.1
Community support programmes	4.5	0.1	4.6	4.3
<i>Equipping the public:</i>				
Training	36.9	-	36.9	29.8
First aid products	14.7	-	14.7	14.4
<i>Other charitable activities:</i>				
Amounts payable in relation to redundancy	-	-	-	0.4
Other charitable activities	2.1	0.1	2.2	1.7
Total expenditure on charitable activities	108.7	1.7	110.4	97.7
Total expenditure	118.5	1.7	120.2	106.5
(Losses)/gains on investments	(3.3)	(0.1)	(3.4)	3.0
Net (expenditure)/income	(6.4)	2.7	(3.7)	10.5
Transfers between funds	1.2	(1.2)	-	-
Net movement in funds	(5.2)	1.5	(3.7)	10.5
Fund balances at 1 January	113.2	6.6	119.8	109.3
Fund balances at 31 December	108.0	8.1	116.1	119.8

All income and expenditure in 2022 arise from continuing activities. All gains and losses in the year are included above and accordingly a statement of total realised gains and losses has not been prepared.

The notes on pages 123 to 146 form part of these accounts.

Balance sheet

As at 31 December 2022

Company number: 3866129

Note	£m	2022 £m	£m	2021 restated £m
Fixed assets				
Heritage assets	12	1.9	1.9	
Tangible fixed assets	13	70.5	69.7	
Intangible fixed assets	14	3.5	0.4	
			75.9	72.0
Investments				
Securities	15	15.7	16.4	
Investment property	16	11.6	13.7	
			27.3	30.1
			103.2	102.1
Current assets				
Stocks	17	3.3	1.8	
Debtors	18	21.1	19.8	
Current asset investments	19	4.3	7.0	
Cash and short-term deposits	29, 19	9.8	17.3	
		38.5	45.9	
Current liabilities				
Creditors falling due within one year	20	(22.4)	(24.2)	
			16.1	21.7
Net current assets				
			119.3	123.8
Total assets less current liabilities				
Creditors falling due after more than one year	21	(0.1)	(0.5)	
Provisions	21	(3.1)	(3.5)	
Net assets				
			116.1	119.8
Funds				
Unrestricted funds				
Revaluation reserve	27	13.1	15.2	
Other unrestricted funds		94.9	98.0	
Total unrestricted funds			108.0	113.2
Restricted funds			7.0	5.4
Endowment funds			1.1	1.2
Total funds	26		116.1	119.8

The financial statements on pages 120 to 146 were approved by the Board of trustees of St John Ambulance on 23 May 2023 and signed on their behalf by:

Stuart Shilson LVO GCSTJ DL
Chair

The 2021 comparative balance sheet has been restated to incorporate a separate intangible fixed assets note (note 14), with further details provided in note 1h and note 13.

The notes on pages 123 to 146 form part of these accounts.

Cash flow statement

For the year ended 31 December 2022

	Note	2022 £m	2021 £m
Net cash (used by)/generated from operating activities	28	(6.2)	4.8
Cash flows from investing activities			
Dividends, interest and rents from activities		0.9	0.9
Proceeds from sale of investments in securities		11.2	1.8
Sales of current asset investments		2.7	-
Purchases of investments in securities		(11.9)	(1.9)
Proceeds from sale of tangible fixed assets		6.3	4.8
Purchases of tangible fixed assets		(6.7)	(6.2)
Purchases of intangible fixed assets		(3.3)	(0.4)
Net cash used by investing activities		(0.8)	(1.0)
Cash flows from financing activities			
Capital element of finance lease payments		(0.5)	(0.8)
Net cash used by financing activities		(0.5)	(0.8)
(Decrease)/increase in cash and cash equivalents during the year		(7.5)	3.0
Cash and cash equivalents at 1 January		17.3	14.3
Cash and cash equivalents at 31 December	29	9.8	17.3

The notes on pages 123 to 146 form part of these accounts.

Notes to the accounts

For the year ended 31 December 2022

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.

As permitted by section 400 of the Companies Act 2006, the Company has not prepared consolidated financial statements as it is a wholly-owned subsidiary undertaking of the Priory, a charity registered in England and Wales which prepares publicly available consolidated financial statements including the results of St John Ambulance and its subsidiary undertakings. These financial statements present information about the Company as an individual undertaking and are available from the Priory at the address shown in note 36.

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 114.

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. Our activity levels and finances recovered in 2021 and revenue generating activities such as workplace first aid training in particular have continued to grow in 2022, while first aid provision at events has also returned to levels closer to those seen pre-pandemic. We have experienced challenges however, with resource constraints limiting some areas of work. One area of focus during 2023 is to increase the numbers of our available volunteers to help us to maximise our charitable output.

While we had a lower cost base at the beginning of 2021 compared to that in place at the end of 2019, inflation and increased activity levels have increased our expenditure since. Cost management is also a focus to ensure that our expenditure remains within acceptable levels.

A credit facility of up to £10m with Santander plc is now in place, initially expiring in December 2023 and now extended to December 2025. 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 next twelve months. We anticipate that the agreed facility will not be required to be used, but it will be there if needed. Further to this, a short-term overdraft facility of £3m has been put in place since the year end with Barclays Bank plc to ensure that, while we invest in our systems, additional operating cash headroom exists if needed.

At the same time, the value of the investment portfolio held at the year end was £15.7m (2021: £16.4m), enabling the provision of additional funds if required.

The charity has prepared a forecast which shows that St John Ambulance is projected to be able to continue to trade over the period to 31 December 2024 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, continues to be implemented. Property sales in 2023 will increase 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, including 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 25% reduction in forecast activity and the risk of a reduction of the value of proceeds from the property disposal programme) and the current position. While risk continues to exist in the current financial environment, and a need to continue to rationalise our property assets and achieve a future operational surplus remains 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 2022, continued

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).

Legacy income recognition

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

Fixed assets

The charge in respect of periodic depreciation 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 2022 was £4.1m (2021: £3.9m).

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 2022 was £11.6m (2021: £13.7m).

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 2022 was £1.9m (2021: £1.4m).

Dilapidations

Dilapidations are the works required at lease end, dependent on the exact lease terms, to return a leasehold property to the state it was at the commencement of the term. A dilapidations provision is recognised when there is a future obligation relating to the maintenance of leasehold properties. The provision is based on the best estimate of the settlement on a review of all the leasehold properties held, with the value of the provision built up over the life of the lease. The dilapidation provision as at 31 December 2022 was £3.1m (2021: £3.5m).

Notes to the accounts

For the year ended 31 December 2022, continued

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. Legacy receipts are usually considered probable once probate has been granted
- Fundraising income is shown gross except for small fundraising events where the cash is received net of expenditure.
- Rental income is accounted for on a receivable basis over the rental period.
- Income from charitable activity, including income from long-term contracts, trading and merchandising income, is accounted for when earned.
- Income received in advance is deferred until entitlement to the income has arisen.
- 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 2022, continued

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. Intangible fixed assets

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

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

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

i. 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.

j. Stocks

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

k. 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.

l. 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 2022, continued

1. Accounting policies, continued

m. 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.

n. 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.

o. 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.

p. Financial instruments

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

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

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

q. 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 2022, continued

2. Income from grants, donations and legacies

	2022 £m	2021 £m
Donations and gifts	11.3	12.0
Legacies	5.1	2.5
Grants (see note 6)	0.5	0.5
Youth subscriptions	0.3	0.3
	17.2	15.3

3. Income from charitable activities

	Grants (see note 6) £m	Other £m	2022 £m	2021 £m
Delivering first aid:				
First aid provision and youth development	0.7	6.4	7.1	3.7
Ambulance and transport services	-	17.9	17.9	17.7
Covid support	-	3.5	3.5	17.1
Community support programmes	-	0.4	0.4	0.5
Equipping the public:				
Training	-	52.0	52.0	40.0
First aid products	-	15.9	15.9	14.8
Other charitable activities:				
Coronavirus Job Retention Scheme	-	-	-	0.6
Other charitable activities	-	0.1	0.1	0.1
	0.7	96.2	96.9	94.5

4. Income from other trading activities

	2022 £m	2021 £m
Rents from operational buildings	0.2	0.2
Merchandising	0.1	0.1
Fundraising events	0.1	0.2
Gift aid payable by subsidiary	0.1	0.1
	0.5	0.6

5. Investment income

	2022 £m	2021 £m
Dividends and interest	0.5	0.3
Rents from investment property	0.4	0.6
	0.9	0.9

6. Grants receivable

	Charitable activities (see note 3) £m	Income from donations and legacies (see note 2) £m	2022 Total £m	2021 Total £m
Coronavirus Job Retention Scheme	-	-	-	0.6
Grant from People's Postcode Lottery re Young Responders	0.3	-	0.3	0.2
Grant from NHS England re NHS Cadets	0.3	-	0.3	-
Other grants	0.1	0.5	0.6	0.5
	0.7	0.5	1.2	1.3

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

	Balance as at 1 Jan 2022	Income	Expenditure	Balance as at 31 Dec 2022
	£'000	£'000	£'000	£'000
Coronavirus Community Support Fund	49	-	(49)	-

Notes to the accounts

For the year ended 31 December 2022, continued

7. Total expenditure

	Direct employee costs £m	Other direct costs £m	Depreciation £m	Other costs £m	Support costs (see note 8) £m	2022 Total £m	2021 Total £m
Expenditure on raising funds							
Campaigning and leadership:							
Fundraising costs	1.7	1.4	0.2	2.7	1.1	7.1	6.6
Publicity and public relations costs	0.7	0.9	0.1	0.3	0.5	2.5	2.1
Investment costs	-	-	-	0.2	-	0.2	0.1
	2.4	2.3	0.3	3.2	1.6	9.8	8.8
Expenditure on charitable activities							
First aid provision and youth development	3.6	5.5	1.4	7.7	6.8	25.0	13.2
Ambulance and transport services	10.2	0.3	0.5	9.8	2.3	23.1	18.8
Covid support	2.0	0.2	0.1	0.9	0.7	3.9	15.1
Community support programmes	0.7	0.1	0.5	1.7	1.6	4.6	4.3
Training	15.1	2.8	0.9	14.4	3.7	36.9	29.8
First aid products	0.5	10.7	0.3	0.8	2.4	14.7	14.4
Amounts payable in relation to redundancy	-	-	-	-	-	-	0.4
Other charitable activities	0.6	0.3	0.1	1.2	-	2.2	1.7
	32.7	19.9	3.8	36.5	17.5	110.4	97.7
Total expenditure	35.1	22.2	4.1	39.7	19.1	120.2	106.5

Fundraising costs include support costs and other indirect costs of £1.3m (2021: £1.4m), which have been allocated as described in the accounting policies (see note 1). Excluding these allocated costs, fundraising costs total £5.8m (2021: £5.2m).

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

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

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

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

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

Notes to the accounts

For the year ended 31 December 2022, continued

7. Total expenditure, continued

Total expenditure includes:	2022 £m	2021 £m
Operating lease rentals:		
Property leases	3.3	2.8
Spot rental hires	1.3	1.0
Vehicles and equipment	1.1	0.6
Finance lease interest	-	0.1
	<u> </u>	<u> </u>

The auditor's remuneration for the audit of these accounts was £84,500 (2021: £70,000). Non-audit fees in relation to other ad-hoc and advisory work totalled £8,000 (2021: £nil) 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	2022 Total £m	2021 £m
Campaigning and leadership:								
Fundraising and publicity	0.1	0.4	0.1	0.6	0.3	0.1	1.6	2.0
Delivering first aid:								
First aid provision and youth development	0.5	2.3	1.0	1.1	1.7	0.2	6.8	3.1
Ambulance and transport services	0.2	0.9	0.3	0.6	0.2	0.1	2.3	1.7
Covid support	0.1	0.2	0.1	0.1	0.2	-	0.7	3.9
Community support programmes	0.2	0.7	0.1	0.4	0.2	-	1.6	1.4
Equipping the public:								
Training	0.2	0.8	0.4	0.9	1.2	0.2	3.7	2.7
First aid products	0.1	0.6	0.1	0.5	1.0	0.1	2.4	1.8
	<u>1.4</u>	<u>5.9</u>	<u>2.1</u>	<u>4.2</u>	<u>4.8</u>	<u>0.7</u>	<u>19.1</u>	<u>16.6</u>

9. (Losses)/gains on investment assets

	2022 £m	2021 £m
Unrealised gain on securities (see note 15)	-	2.3
Unrealised (loss)/gain on investment property (see note 16)	(2.1)	0.8
	<u>(2.1)</u>	<u>3.1</u>
Realised loss on securities (see note 15)	(1.3)	(0.1)
	<u>(3.4)</u>	<u>3.0</u>

10. Employee information

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

	2022 Headcount	2021 Headcount
Charitable activities	1,631	1,464
Generating funds	39	39
Governance	14	14
	<u>1,684</u>	<u>1,517</u>

Notes to the accounts

For the year ended 31 December 2022, 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:

	2022 Full-time equivalent number	2021 Full-time equivalent number
Charitable activities	1,423	1,274
Generating funds	37	38
Governance	13	14
	<u>1,473</u>	<u>1,326</u>

Total employee costs

	2022 £m	2021 £m
Salaries, wages and benefits in kind	43.9	37.5
Social security costs	4.5	3.5
Pension and death benefits	3.9	3.1
	<u>52.3</u>	<u>44.1</u>

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 £Nil (2021: £0.6m) 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 £0.2m (2021: £0.4m), as referred to in note 34. Payments to employees, included in salaries, wages and benefits in kind, payable in relation to the termination of employment during the year totalled £Nil (2021: £0.4m).

Emoluments of employees

Employees who did not receive any termination payments

	2022 Number	2021 Number
£60,001 - £70,000	16	11
£70,001 - £80,000	4	4
£80,001 - £90,000	6	4
£90,001 - £100,000	4	4
£100,001 - £110,000	2	2
£110,001 - £120,000	2	2
£120,001 - £130,000	1	1
£130,001 - £140,000	1	1
£150,001 - £160,000	1	-
£210,001 - £220,000	1	-

Employees for whom termination payments are payable

	2022 Number	2022 Average value of termination payments £000	2021 Number	2021 Average value of termination payments £000
£60,001 - £70,000	1	28	-	-
£70,001 - £80,000	1	30	2	36
£110,001 - £120,000	-	-	1	72
£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 £397,000 (2021: £405,000). Further details of the St John Ambulance pension scheme are set out in note 34.

Key management personnel

Key management personnel are defined as the trustees of St John Ambulance and the Executive Committee. The trustees receive no remuneration except for expenses necessarily incurred during the performance of their duties. The members of the Executive Committee are listed on page 149.

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 £1.2m in relation to 8 people (2021: £1.6m in relation to 10 people). Donations made by key management personnel during 2022 were £1,800 (2021: £2,100).

Notes to the accounts

For the year ended 31 December 2022, continued

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 2022 for all St John Ambulance board members was £4,700 (2021: £2,000) relating to 11 trustees (2021: 10).

12. Heritage assets

Cost

At 1 January 2022 and 31 December 2022

	Historic buildings £m	Artefacts £m	Total £m
At 1 January 2022 and 31 December 2022	2.0	0.4	2.4

Accumulated depreciation

At 1 January 2022

At 1 January 2022	0.5	-	0.5
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Charge for year

Charge for year	-	-	-
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At 31 December 2022

At 31 December 2022	0.5	-	0.5
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Net book value 31 December 2022

Net book value 31 December 2022	1.5	0.4	1.9
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Net book value 31 December 2021

Net book value 31 December 2021	1.5	0.4	1.9
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The amount of depreciation charged in 2022 in respect of historic buildings was £40,000 (2021: £40,000).

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

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

Summary analysis of heritage asset transactions

	2022 £'000	2021 £'000	2020 £'000	2019 £'000	2018 £'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 2022, continued

13. Tangible fixed assets

Cost

At 1 January 2022

	Freehold property £m	Long leasehold property £m	Short leasehold property £m	Vehicles & equipment £m	Total Restated £m
At 1 January 2022	61.3	17.4	3.8	34.8	117.3

Additions

Additions	2.1	-	-	4.6	6.7
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Disposals

Disposals	(2.2)	(0.5)	-	(2.9)	(5.6)
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Transfers

Transfers	(0.2)	-	0.2	-	-
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At 31 December 2022

At 31 December 2022	61.0	16.9	4.0	36.5	118.4
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Accumulated depreciation

At 1 January 2022

At 1 January 2022	14.1	5.5	2.6	25.4	47.6
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Charge for the year

Charge for the year	1.0	0.4	0.2	2.3	3.9
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Disposals

Disposals	(0.6)	(0.2)	-	(2.8)	(3.6)
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At 31 December 2022

At 31 December 2022	14.5	5.7	2.8	24.9	47.9
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Net book value 31 December 2022

Net book value 31 December 2022	46.5	11.2	1.2	11.6	70.5
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Net book value 31 December 2021

Net book value 31 December 2021	47.2	11.9	1.2	9.4	69.7
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The net book value of assets that are held under finance leases at 31 December 2022 was £0.1m (2021: £0.5m). The depreciation attributable to assets held under finance leases during the year was £0.4m (2021: £0.8m). All assets held under finance leases are classified as vehicles and equipment.

Intangible assets with a net book value of £0.4m as at the end of December 2021 are shown within note 14 'Intangible fixed assets'.

These assets, which are made up of software systems previously capitalised, were previously classified as tangible fixed assets. Due to the increased value of additions in 2022 following ongoing investment in software systems, these have been reclassified as intangible fixed assets and are shown in a separate note (note 14).

Notes to the accounts

For the year ended 31 December 2022, continued

14. Intangible fixed assets

	Software and Total Restated £m
Cost	
At 1 January 2022	1.4
Additions	3.3
Disposals	(0.3)
At 31 December 2022	4.4
Accumulated amortisation	
At 1 January 2022	1.0
Charge for the year	0.2
Disposals	(0.3)
At 31 December 2022	0.9
Net book value 31 December 2022	3.5
Net book value 31 December 2021	0.4

Intangible fixed assets comprise capitalised software projects where expenditure is measurable and the resulting software will be used as a core system once complete. The £3.3m additions in 2022 are held within work in progress and relate to a programme to update our systems software which will be completed in 2023.

As described in note 13, the opening net book value of £0.4m has been reclassified, having previously been classified as tangible fixed assets.

15. Securities

Analysis of movements in the securities

	2022 £m	2021 £m
Unit trusts	15.7	16.4
	15.7	16.4

Unit trusts include no cash instruments (2021: £nil).

Analysis of investments at 31 December by location

	2022 £m	2021 £m
Investments in the UK	3.4	6.6
Investments outside the UK	12.3	9.8
	15.7	16.4

Analysis of movements in the securities

	2022 £m	2021 £m
Fair value at 1 January	16.4	14.1
Additions at cost	11.9	1.9
Book value of disposals	(12.6)	(1.9)
Net unrealised gains (see note 9)	-	2.3
Fair value at 31 December	15.7	16.4

A realised loss, net of sale costs, of £1.3m (2021: loss of £0.1m) 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 2022, continued

15. Securities, continued

The value of the following investments represented more than 5% of the fair value as at 31 December 2022:

	Number of shares	Fair value £m
BlackRock BGF Developed Markets Sustainable Equity Fund	738,160	5.2
BlackRock Charities UK Equity ESG Fund	1,547,226	3.4
BlackRock Global Unconstrained Equity Fund	2,281,525	3.1
BlackRock iShares Developed World ESG Screened index Fund	263,137	2.9
BlackRock Emerging Markets Equity Strategic Fund Z2 USD	6,146	1.1

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

	2022 £m	2021 £m
Fair value	15.7	16.4
Cost	(10.1)	(10.8)
Revaluation surplus	5.6	5.6

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 27.

16. Investment property

Analysis of movements in investment property

	2022 £m	2021 £m
Fair value at 1 January	13.7	12.9
(Decrease)/increase in fair value	(2.1)	0.8
Fair value at 31 December	11.6	13.7

St John Ambulance has one investment property, which is adjacent to the Museum of the Order of St John at St John's Gate. Space in the building is let to third parties, but it also accommodates the 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 2022 by Savills (UK) Limited, Chartered Surveyors, a firm of independent valuers. The total valuation of the building as at 31 December 2022, including both the operational and investment elements of the property, was £25.5m (2021: £28.4m). Of this amount, £13.9m (2021: £14.7m) is classified as operational and £11.6m (2021: £13.7m) is classified as the valuation of the investment property.

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

This report has been prepared in accordance with the RICS Valuation – Global Standards (incorporating the IVSC International Valuation Standards) effective from 31 January 2022 together with the UK National Supplement effective 14 January 2019, together the "Red Book" as well as UK Generally Accepted Accounting Principles (UK GAAP) and FRS 102.

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

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

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

	2022 £m	2021 £m
Fair value	11.6	13.7
Cost at 1 January and at 31 December	3.6	3.6
Revaluation surplus	8.0	10.1

Notes to the accounts

For the year ended 31 December 2022, continued

17. Stocks

At 31 December stock held amounted to:

First aid training products and equipment

	2022 £m	2021 £m
	3.3	1.8
	3.3	1.8

Stock expensed during the year within cost of sales was £12.2m (2021: £11.4m).

An impairment loss of £nil (2021: £0.9m) was recognised against stock during the year due to reductions in realisable value, together with slow moving and obsolete stock. Impairment loss adjustments are made to hold the remaining stock at the current net realisable value.

No stock is pledged as security as at the balance sheet date (2021: £nil).

18. Debtors

Trade debtors
Legacies receivable
Other debtors
Prepayments and accrued income

	2022 £m	2021 £m
	14.6	15.3
	2.4	0.6
	0.1	0.1
	4.0	3.8
	21.1	19.8

19. Current asset investments and cash

Cash and short-term deposits includes monies held in interest-bearing bank accounts as well as monies held on short-term deposit with an initial maturity on deposit of less than three months (see note 29).

As at 31 December 2022, £4.2m of deposits (2021: £Nil) were held within a twelve month term deposit with Lloyds Bank plc and £0.1m within a 95 day notice deposit account with Santander plc (2021: £7.0m). Such deposits are treated as current asset investments and excluded from cash at bank and in hand.

20. Creditors falling due within one year

Trade creditors
Obligations under finance leases
Pension contributions (see note 35)
Taxation and social security
Holiday pay
Other creditors
Accruals
Deferred income (see note 22)

	2022 £m	2021 £m
	7.5	4.7
	0.1	0.4
	0.6	0.5
	2.7	3.4
	0.5	0.7
	0.2	0.2
	5.9	5.7
	4.9	8.6
	22.4	24.2

Notes to the accounts

For the year ended 31 December 2022, continued

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

Amounts falling due after more than one year

Finance leases

Pension deficit funding plan (see note 35)

	2022 £m	2021 £m
	-	0.2
	0.1	0.3
	0.1	0.5

Provisions — dilapidations provision

Balance at 1 January 2022

Provision utilised

Balance at 31 December 2022

	£m
	3.5
	(0.4)
	3.1

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

22. Deferred income

Balance at 1 January 2022

Amount released to income

Amount deferred in the year

Balance at 31 December 2022

	Course fees £m	Other £m	Total £m
	5.9	2.7	8.6
	(5.9)	(2.7)	(8.6)
	2.1	2.8	4.9
	2.1	2.8	4.9

Notes to the accounts

For the year ended 31 December 2022, continued

23. Financial commitments

Future minimum lease rentals receivable on land and buildings

Leases which expire within	2022 £m	2021 £m
Less than one year	0.2	0.4
Two to five years	-	0.2
	0.2	0.6

Future minimum operating leases payable

Amounts payable in each of the following periods	Land & buildings £m	Vehicles & equipment £m	Total 2022 £m	Land & buildings £m	Vehicles & equipment £m	Total 2021 £m
Less than one year	0.9	1.1	2.0	0.7	0.4	1.1
Two to five years	1.0	3.7	4.7	0.9	0.8	1.7
Over five years	1.1	-	1.1	1.1	-	1.1
	3.0	4.8	7.8	2.7	1.2	3.9

Future minimum finance lease payments

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

	2022 £m	2021 £m
Amounts payable within less than one year	0.1	0.4
Amounts payable between two and five years	-	0.2
	0.1	0.6

24. Capital commitments

At 31 December capital commitments contracted for total:

	2022 £m	2021 £m
Property	0.9	0.2
Vehicles and equipment	0.8	1.3
Systems and other information technology	1.1	-
	2.8	1.5

Capital commitments primarily relate to outstanding orders for property refurbishment, information technology systems, ambulances, mobile treatment centres and support vehicles.

25. Analysis of total funds

Type of asset and liability

	Unrestricted funds £m	Restricted funds £m	Endowment funds £m	2022 £m	2021 £m
Heritage assets	1.9	-	-	1.9	1.9
Tangible fixed assets	70.5	-	-	70.5	69.7
Intangible fixed assets	3.5	-	-	3.5	0.4
Securities	13.9	0.7	1.1	15.7	16.4
Investment properties	11.6	-	-	11.6	13.7
Net current assets	9.8	6.3	-	16.1	21.7
Creditors falling due after more than one year and provisions	(3.2)	-	-	(3.2)	(4.0)
	108.0	7.0	1.1	116.1	119.8

Notes to the accounts

For the year ended 31 December 2022, continued

26. Total funds

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

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.

Notes to the accounts

For the year ended 31 December 2022, continued

26. Total funds, continued

Endowment funds

Endowment funds represent:

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

Designated funds

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

- Funds designated for the the county of Kent, funded by the sale in 2020 of the former Kent Care Home building.
- Funds designated for the 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.

27. Revaluation reserve

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

	2022 £m	2021 £m
Investment property	8.1	10.2
Operational free reserves (excluding investment property)	5.0	5.0
	13.1	15.2

The movement in the revaluation reserve of £2.1m during the year from £15.2m to £13.1m, shown within unrestricted funds, represents the unrealised reduction in 2022 in the fair value of the investment property of £2.1m and the unrealised gain on unrestricted securities of £nil less the £nil impact on the revaluation reserve of disposals of unrestricted securities.

28. Reconciliation of net (expenditure)/ income to net cash (used by)/generated from operating activities

	2022 £m	2021 £m
Net (expenditure)/income	(3.7)	10.5
Adjustments for:		
Net gain on disposal of tangible fixed assets	(4.3)	(2.5)
Losses/(gains) on investments	3.4	(3.0)
Dividends, interest and rents from investments	(0.9)	(0.9)
Depreciation and amortisation	4.1	3.9
(Increase)/decrease in stocks	(1.4)	0.8
(Increase) in debtors	(1.2)	(5.9)
(Decrease)/increase in creditors	(2.2)	1.9
Net cash (used by)/ generated from operating activities	(6.2)	4.8

29. Analysis of cash and cash equivalents

	2022 £m	2021 £m
Cash and short-term deposits	9.8	17.3
Total cash and cash equivalents	9.8	17.3

Notes to the accounts

For the year ended 31 December 2022, continued

30. Changes in net debt

	As at 1 Jan 2022 £m	Cashflow movements £m	As at 31 Dec 2022 £m	As at 1 Jan 2021 £m	Cashflow movements £m	As at 31 Dec 2021 £m
Cash	17.3	(7.5)	9.8	14.3	3.0	17.3
Finance lease obligations	(0.6)	0.5	(0.1)	(1.4)	0.8	(0.6)
	16.7	(7.0)	9.7	12.9	3.8	16.7

31. Financial instruments

	2022 £m	2021 £m
Carrying amount of financial assets		
Measured at amortised cost (comprising trade debtors, cash and cash equivalents and current asset investments)	28.6	39.5
Instruments measured at fair value through SOFA (comprising investments)	15.7	16.4
	44.3	55.9
Carrying amount of financial liabilities		
Measured at amortised cost (comprising trade creditors, lease creditors, holiday pay and accruals)	14.0	11.9
	14.0	11.9

A revolving credit facility with Santander plc was put in place 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 put in place at the end of 2021, extending the period of the facility to December 2024. A further extension was completed in January 2023, to December 2025. No funds were drawn down from the facility in 2022 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 (2021: £1.9m) recognised in these financial statements as at 31 December 2022.

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, the Priory contributes to the annual running costs of the Order in the proportion of the membership of the Priory relative to the membership of all the priories. In 2022, on behalf of the Priory, St John Ambulance contributed £0.3m to the Order of St John and other priories (2021: £0.3m).

Through the Priory, St John Ambulance is also associated with the Eye Hospital. In 2022 £0.2m was contributed to the support of the Eye Hospital (2021: £0.2m).

Notes to the accounts

For the year ended 31 December 2022, continued

33. 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 do not fall under the primary purposes of St John Ambulance. Taxable profits are transferred to St John Ambulance under gift aid. Support St John Limited is a company limited by guarantee and does not have any share capital. St John Ambulance has undertaken to contribute an amount not exceeding £10 on a winding up of Support St John Limited.

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

	2022 £m	2021 £m
Income	0.2	0.2
Expenditure	(0.1)	(0.1)
Operating profit	<u>0.1</u>	<u>0.1</u>
Gift aid	(0.1)	(0.1)
Retained profit	<u>-</u>	<u>-</u>
Assets	0.2	0.2
Liabilities	<u>(0.2)</u>	<u>(0.2)</u>
Funds	<u>-</u>	<u>-</u>

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

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

34. 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 2022, including employee contributions, were £4.1m (2021: £3.5m). The amount owing to TPT Retirement Solutions at 31 December 2022 was £0.4m (2021: £0.3m).

Notes to the accounts

For the year ended 31 December 2022, continued

34. Pension scheme, continued

Actuarial valuations

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

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

A full actuarial valuation of the Growth Plan was performed as at 30 September 2020 by a professionally qualified actuary using the Projected Unit Method. An annual funding update is also provided, with the most recent update prepared as at 30 September 2021.

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 update on 30 September 2021, the valuation date of 30 September 2020, and the previous valuation as at 30 September 2017, are shown in the following table:

	2021 update £m	2020 valuation £m	2017 valuation £m
Assets	765	799	795
Technical provisions (past service liabilities)	(762)	(832)	(926)
Shortfall of assets compared to the value of liabilities	<u>3</u>	<u>(33)</u>	<u>(131)</u>
Funding level	100%	96%	86%

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.

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 £32m. 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 were £127,000 per annum, until 31 January 2025.

Where the scheme is in deficit and the participating employer has agreed to a deficit funding arrangement, the employer recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions made under the agreement that relates to the deficit. The present value is calculated using the discount rate disclosed in the assumptions in note 35. The unwinding of the discount rate is recognised as a finance cost. Further details of the liability are also given in note 35.

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.

Notes to the accounts

For the year ended 31 December 2022, continued

35. Pension contributions liability

(i) Total pension contributions liability

	2022 £m	2021 £m
Pension contributions payable on salaries	0.4	0.3
Present value of provision relating to pension deficit funding plan contributions	0.3	0.5
	0.7	0.8
Amounts falling due within one year (see note 20)	0.6	0.5
Amounts falling due after more than one year (see note 21)	0.1	0.3
	0.7	0.8

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

	2022 £m	2021 £m
Provision at 1 January	0.5	1.7
Deficit contribution paid	(0.2)	(0.4)
Re-measurements - impact of any change in assumptions	-	(0.8)
Provision at 31 December	0.3	0.5

(iii) Income and expenditure impact

	2022 £m	2021 £m
Re-measurements - impact of any change in assumptions	-	0.8
Total cost recognised in Statement of Financial Activities	-	0.8

(iv) Assumptions

	31 December 2022 % per annum	31 December 2021 % per annum	31 December 2020 % per annum	31 December 2019 % per annum	31 December 2018 % per annum
Discount rate used	4.96	1.18	0.27	1.13	1.75

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

(v) Deficit contributions schedule

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

Amounts payable in each future year as at the balance sheet date	2022 £'000	2021 £'000
Year 1	127	198
Year 2	127	127
Year 3	10	127
Year 4	-	10

St John Ambulance must recognise a liability measured as the present value of the contributions payable that arise from the deficit recovery agreement and the resulting expense in the income and expenditure account (the unwinding of the discount rate as a finance cost in the period in which it arises).

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

Notes to the accounts

For the year ended 31 December 2022, continued

36. 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 its principal place of business: St John Ambulance, 27 St John's Lane, Clerkenwell, London, EC1M 4BU.

37. 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 33.

Many of Support St John Limited's costs are incurred by St John Ambulance and recharged to Support St John Limited in arrears. During 2022 the recharges made (excluding salaries) were valued at £50,000 (2021: £40,000). Salary costs recharged were £91,000 (2021: £38,000).

Support St John also transfers its annual profits to St John Ambulance under a covenant, with payment made in the following year. The transfer in relation to 2022 is £50,000 (2021: £59,000).

The intracompany creditor balance between St John Ambulance and Support St John Limited is repaid on a regular basis. As at 31 December 2022, the amount payable by Support St John Limited to St John Ambulance was £137,000. (2021: £63,000).

Key management personnel

Expenditure totalling £25,000 (2021: £311,250) was payable to Beacon Change Leadership Ltd, a company of which Brian Henry, who worked as Interim Chief Information Officer during 2022, 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 or Executive Committee when the contract for the services was agreed.

Notes to the accounts

For the year ended 31 December 2022, continued

38. Comparative results for the year ended 31 December 2021, by type of fund

Note	Unrestricted funds £m	Restricted and endowment funds £m	2021 £m	
Income and endowments from:				
Income from grants, donations and legacies	2	13.8	1.5	15.3
Income from charitable activities:				
Deliverina first aid:				
First aid provision and youth development	3.5	0.2	3.7	
Ambulance and transport services	17.7	-	17.7	
Covid support	17.1	-	17.1	
Community support programmes	0.5	-	0.5	
Equipping the public:				
Training	40.0	-	40.0	
First aid products	14.8	-	14.8	
Other charitable activities:				
Coronavirus Job Retention Scheme	-	0.6	0.6	
Other charitable activities	0.1	-	0.1	
Total income from charitable activities	3	93.7	0.8	94.5
Income from other trading activities	4	0.6	-	0.6
Investment income	5	0.9	-	0.9
Other income				
Net gain on disposal of assets	2.5	-	2.5	
Other income	0.2	-	0.2	
Total other income		2.7	-	2.7
Total income		111.7	2.3	114.0
Expenditure on:				
Total expenditure on raising funds	7	8.8	-	8.8
Expenditure on charitable activities:				
Delivering first aid:				
First aid provision and youth development	12.0	1.2	13.2	
Ambulance and transport services	18.7	0.1	18.8	
Covid support	15.1	-	15.1	
Community support programmes	4.1	0.2	4.3	
Equipping the public:				
Training	29.5	0.3	29.8	
First aid products	14.4	-	14.4	
Other charitable activities:				
Amounts payable in relation to redundancy	0.4	-	0.4	
Other charitable activities	1.6	0.1	1.7	
Total expenditure on charitable activities	7	95.8	1.9	97.7
Total expenditure	7	104.6	1.9	106.5
(Losses)/gains on investments	9	2.8	0.2	3.0
Net (expenditure)/income		9.9	0.6	10.5
Transfers between funds	26	2.8	(2.8)	-
Net movement in funds		12.7	(2.2)	10.5
Fund balances at 1 January		100.5	8.8	109.3
Fund balances at 31 December	26	113.2	6.6	119.8

Royal patrons, trustees, management and committees

Royal Patrons

HM The King	Sovereign Head of the Order of St John (from 9 September 2022)
HM The Queen	Sovereign Head of the Order of St John (until 8 September 2022)
HRH The Duke of Gloucester KG GCVO GCStJ	Grand Prior
HRH The Princess Royal KG GCVO GCStJ	Commandant in Chief (Youth) St John Ambulance
HRH Duchess of Edinburgh KG GCVO GCStJ	Grand President St John Ambulance

Board of trustees

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

Mr S Shilson LVO GCStJ DL Chair*	2,3	Appointed 16 May 2022
The Very Reverend Dr John Hall KCVO CSTJ Dean*	3,6	Resigned 31 December 2022
Mrs A Cable MBE GCStJ DL Chief Commissioner*	1,2,3,7	
Mr M Messinger LVO KStJ QPM DL Chancellor*	2,3,6	Acting Chair to 16 May 2022
The Reverend Canon Dr Paul Williams CSTJ Dean*	3,6	Appointed 9 March 2023
Dr A Doherty	2,9	Appointed 10 January 2023
Mrs M Coleman OSTJ	5,7	
Mr R Harayda	1,4,9	
Miss M Ibrahim	5	
Mrs H Kondel	5	
Mr M Mansigani OBE OSTJ	2, 4,9	Resigned 31 December 2022
Professor Sir Keith Porter OSTJ	8	
Ms I Waterfield	1,2,7	

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 M Messinger LVO KStJ QPM DL (appointed 16 May 2022)

Mr S Bell (resigned 7 October 2022)

Ms M Boland CStJ

Mrs A Cable MBE GCStJ DL

Ms L Gordon

The Very Reverend Dr John Hall KCVO CStJ (resigned 31 December 2022)

Mr P Herbage MBE KStJ DL

Ms A MacLeod (appointed 21 March 2023)

Ms J Mark-Richards

Mr D May-Jones CStJ

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

The Reverend Canon Dr Paul Williams CStJ (appointed 9 March 2023)

Audit and Risk Committee

Chair - Mr R Harayda

Ms J Gooderham

Mr S Hargrave

Mr J Hayes

Dr R Smith CStJ (appointed 1 February 2022)

Ms I Waterfield

Remuneration Committee

Chair - Ms I Waterfield

Mrs A Cable MBE GCStJ DL

Dr A Doherty (appointed 10 January 2023)

Mr M Mansigani OBE OStJ (resigned 31 December 2022)

Mr M Messinger LVO KStJ QPM DL

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

The Reverend Canon Dr Paul Williams CStJ (appointed 9 March 2023)

Finance Committee

Chair - Ms T Coff (appointed 1 January 2023)

Chair - Mr S Frost CStJ (resigned as interim Chair 31 December 2022)

Ms R Foreman (resigned 1 February 2023)

Mr M Gibbons KStJ

Mr R Harayda

Mr M Mansigani OBE OStJ (resigned 31 December 2022)

Mr J Macnamara CStJ TD VR JP

Royal patrons, trustees, management and committees

Fundraising Committee

Chair - Mrs H Kondel (appointed as Chair 1 January 2022)

Mr A Sweetland MBE CStJ

Mrs M Coleman OStJ

Miss M Ibrahim

Ms N Saffuri

Clinical Committee

Chair - Professor Sir Keith Porter OStJ

CPO Martin Berry

Dr S Davies OStJ

Mr M Gibbons KStJ

Colonel Professor I Greaves OStJ (resigned 8 March 2022)

Dr D Reeves OStJ

Heritage Committee

Chair - The Very Reverend Dr John Hall KCVO CStJ

Mr M Messinger LVO KStJ QPM DL

The Heritage Committee was disbanded at the end of 2022

Executive Committee

Mrs A Cable MBE GCStJ DL, Chief Commissioner

Mr M Houghton-Brown OStJ, Chief Executive

Mr B Henry, Interim Chief Information Officer (resigned 17 November 2022)

Mr R Lee MBE CStJ QAM, Chief Operating Officer

Mr J Radford, Chief of Staff

Mrs V Sellick MBE, Chief Experience Officer (appointed 20 April 2022)

Mrs Y Smithers, Chief Resources Officer

Mrs J Todd, Chief Information Officer (appointed 26 September 2022)

Mr G Woods KStJ, Chief Business Officer

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 is supported by a larger Executive Leadership Team, made up of senior staff who have direct responsibility for each functional area within St John Ambulance.

People Committee

Chair - Ms I Waterfield

Mrs A Cable MBE GCStJ DL

Mrs M Coleman OStJ

Ms D McCollin (resigned 2 February 2023)

Ms N Rogers (appointed 18 May 2023)

Mr A Taylor (resigned 3 March 2023)

Commercial Committee

Chair - Dr A Doherty (appointed 1 February 2023)

Chair - Mr M Mansigani OBE OStJ (resigned 31 December 2022)

Ms L Forzani

Mr R Harayda

Dr R Smith CStJ

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

National Headquarters
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

Stone King
Boundary House
91 Charterhouse Street
London
EC1M 6HR

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

St John Ambulance

National Headquarters:

27 St John's Lane
Clerkenwell
London
EC1M 4BU

Registered office:

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

020 7324 4000

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

