

St John Ambulance ACT



Annual Report 2017



Our Mission

The encouragement and promotion of all work of humanity and charity for the relief of persons in sickness, distress, suffering or danger, without distinction of race, class or creed.

Our Vision

To make First Aid a part of everybody's life.

Our Goals

Be the leading provider of First Aid services, training and products.

Provide First Aid related services which build community and individual resilience, and

Be an exemplary employer to volunteers and staff.

PREPARE - PREVENT - RESPOND - RECOVER

Making First Aid a part of everybody's life...

Who's Who of St John Ambulance (ACT)

ACT Board of Directors

Chair

Mr Robert Bunton

Directors

Mr Rod Robertson

Mr Lloyd Bennett to Oct 2017

Mr Glenn Elliot

Mr James Goodwin

LTCOL Geoffrey Newman-Martin

A/Prof Keturah Whitford

Senior Staff

Chief Executive

Ms Diana Terry

Interim Chief Executive

Mr Rod Robertson

Finance and Audit Committee

Chair

Mr Rod Robertson

Members

Mr Glenn Elliot

Ms Beth Policarpio

Mrs Beth Policarpio

Ms Diana Terry

Investment Committee

Chair

Mr Rod Robertson

Members

Mr Lloyd Bennett to Oct 2017

Mrs Beth Policarpio

Ms Diana Terry

Risk and Compliance Committee

Chair

LTCOL Geoffrey Newman-Martin

Members

A/Prof Keturah Whitford

Rod Robertson

Ms Diana Terry

Auditors

Bellchambers Barrett

Bankers

Commonwealth Bank of Australia

Defence Bank

IMB Building Society

Investment Advisors

Fiducian Financial Services

Macquarie Private Wealth

Chair Report



2017 was a challenging year for St John Ambulance (ACT) in many ways. Ongoing commercial pressures, difficult environments for our staff and volunteers, changes in our CEO and leadership. That being said, we remain a highly trusted organisation and brand in our community delivering outstanding results through an extremely dedicated and talented group of people. We remain a for purpose team, rich in history and tradition and focused on making a difference.

Our year has been clearly punctuated by our leadership difficulties and I intend to give a transparent insight into what transpired. Having spent six months undergoing an extensive recruitment process, the Board and I were pleased with the process and believed we had chosen the best candidate from some 30 plus applicants using a professional and highly regarded recruitment agency to assist. It was unfortunate that the chosen candidate subsequently proved unsuitable for the role during the probation period.

At the time of the CEO's induction there were several key factors in play. Specifically, the need to balance the dynamics of a self-funded charity on a limited budget and the change management of a small and committed workforce in combination with a diverse volunteering group. These factors and the ongoing changes to the external environment including more competition in traditional services delivery spaces and a congested charity market, all combined to present a difficult CEO induction climate. The Board remained confident though that the challenges would be met and encouraged the CEO to concentrate initially on people and culture with a view to building and growing the team and charitable outcomes over the longer term.

As time progressed however, it became evident that the CEO was not equipped to successfully execute the rigours and nuances of the position. The Board needed to correct the plan and took intervening action to restore organisational stability and confidence. We also realise that certain members of our team felt disenfranchised as a result of change and the process that was followed. Our financial performance also suffered resulting in a significant deficit for the year and we will cover off on that position in more detail later. This was unfortunate, and the Board acknowledges and takes responsibility that we did not deliver to the desired outcomes.

However, the Board and I firmly believe that we acted in the best interests of St John. In taking the difficult decision to remove and replace the CEO, we are now able to collectively and successfully move the organization and team forward. Change will continue as the organisation's structure is matured, processes and policies bedded-down and technology introduced and leveraged to drive our organisation and deliver the benefits. This will take time, but I urge each of you to be positive agents for change. I will be happy to take questions at the conclusion but also want the team to focus on the future and use any lessons learnt to build a more successful, sustainable and resilient 'One St John Ambulance (ACT)'.

People remain the key to our success and our future in making first aid a part of everybody's life. We continue to deliver an outstanding service to our community through our dedicated team of volunteers and support staff. Our First Aid in Schools Program remains a key focus reaching approximately 12000 students annually. Our training team delivers best practice First Aid courses across Canberra. The Canberra Night crew keeps our youth safe on the streets in town on a Friday and Saturday night. As I suggested last year, this initiative is a contemporary and valued part of how St John Ambulance (ACT) continues to develop and deliver community benefit. It allows an opportunity for a contemporary group of volunteers to join our team and complement our traditional activities as well as visibly and positively reinforcing our trusted brand. The Event First Aid team support a host of significant Canberra events throughout the year. Many of these volunteers are highly committed and deliver significant contributions, well and truly over and above the norm. Our Innovation Council is up and running and I would encourage you participate, or to submit ideas to Jeff Butler and his team. Harnessing innovation and building an innovative culture will be a key factor in our future success. Over the year, we have collectively delivered over 10,500 hours across 266 plus events. A fantastic achievement.

To our staff and each of you within our volunteering team, including the Board Directors who are also volunteers, I wish to express my personal thanks for your contributions. Without your support, our community would not continue to receive the benefit that we deliver and we additionally risk losing the long-standing heritage and tradition that is St John. We must remain for purpose.

In this context, I would like to reinforce and continue to encourage our team to formally recognise peers who deliver outstanding service. I certainly enjoyed participating at several Division Awards nights and hearing some of the stories of how things went down during the year. However, it was also personally disappointing not to receive any nominations for Membership of the Order of St John during 2017. Whilst we are a small team in the ACT please consider that we have a recognition and reward system and that process that should be utilised and efforts celebrated.

I would like to make a special mention of one member of staff, Beth Policarno. Her efforts in keeping our books straight during the year were recognized by our auditors Bell Chambers Barrett. Despite the collective churn in other areas, our very clean set of accounts makes their job very easy and sets us apart from many other charities. Thanks to the auditing team also for their efforts.

To summarise, there remain ongoing challenges and changes as we evolve as a team and an organisation. We need to stabilise, consolidate and then grow. I encourage each of you to have a voice and actively contribute and participate in the process.

Robert (Bill) Bunton
Chairman

Making First Aid a part of everybody's life...

Interim CEO Report



There were a number of management changes toward the end of the 2017 year. Notably the CEO Diana Terry left us after 8 months in the position. Diana commenced an important transition for St John Ambulance (ACT), building the management team to position the organisation to grow and prosper in future years. That said, the positioning did involve many expenditures which is reflected in the Finance & Audit Committee Report.

Importantly throughout the transition, our commitment to the community was steadfast.

The requirement to transition was bought about by the need to contemporise in a challenging commercial environment. St John Ambulance has been operating as a collection of related, yet unconnected groups resulting in many inefficiencies within the business as well as some disengagement of our members and clients.

A continuing focus will be to better coordinate our members, building a single coordination point able to service all parts of St John Ambulance. Through our Member Engagement Manager, we will engage with our members better; to understand what areas of the organisation their passion is best suited and utilise their expertise to its greatest effect.

To give this effect, what were organisational constructs are now considered activities to provide more diversity in the work offered; our members are more likely to find something they enjoy doing, be more willing to participate, provide more assistance, and even encourage others to join.

This renewed focus on member engagement will gain traction throughout 2018.

A restructure of the organisation is also underway to re-engage our people. Instead of having many organisationally constrained groups operating independently and with their own set of systems and procedures, St John Ambulance will be comprised of a hub-of-teams; all interconnected with an understanding of what other teams are involved in, and all operating within the same systems and processes. This approach will provide greater oversight of what is going on throughout the organization and at the same time, create cross-competencies and enable knowledge sharing to back-fill and reduce risk.

The restructure will facilitate a streamlining of business processes. This will enable us to maximise the impact of inputs (time, money, resources, etc.) and optimise outputs. Practically speaking, this means developing new processes to capitalise upon synergistic opportunities to enhance productivity and decrease costs. By identifying any redundancies in our current processes, this will free our people to spend less time on administration and double-handling of information, and more time delivering; increasing our opportunity pipeline.

Making First Aid a part of everybody's life...

St John Ambulance (ACT) is currently negotiating a Memorandum of Understanding with NSW and Victoria to best employ existing systems, intellectual property, policies and practices to better harness the efficiencies of scale and expertise. The emphasis will be on using the existing systems, not replicating them.

Like any organisation St John Ambulance (ACT) is highly dependent on the good will and commitment of its members and 2017 was no different.

I congratulate and support every single member of our organisation for the dedication and service they give to the community we serve. I would like to also pay tribute to their partners and families to whom we are indebted for their support in the work we do.

Yours faithfully,

A handwritten signature in blue ink, reading "Rod Robertson", with a long horizontal flourish extending to the right.

Rod Robertson
Interim CEO

Finance & Audit and Investment Committees Report



St John Ambulance ACT is a self-funded not-for-profit entity, currently generating operating revenues from the sale of education & training, equipment & supplies and first aid services. Revenue from commercial activities is complemented by project related grants.

The surplus we strive to make from commercial activities funds our charitable endeavours.

Throughout 2016 and 2017, the Board continued to support the principles of:

- Investment earnings are quarantined from operating revenues, to be used to build new and additional enduring sources of revenue to fund charitable activities over the long run; and
- commercial earnings fund charitable activities.

The Financial Statements are attached. Importantly, the operating headlines are:

Item	2016 Actual	2017 Actual	Variance	%
Operating Income	\$1,821,790	\$2,117,077	\$295,287	16%
COGS	\$220,774	\$317,958	\$97,184	44%
Gross Surplus	\$1,601,016	\$1,799,116	\$198,099	12%
Expenses	\$1,875,143	\$2,072,782	\$197,639	11%
Operating Surplus / Deficit	(\$274,127)	(\$273,663)	\$464	0%
Other Income	\$85,425	\$39,421	-\$46,004	-54%
Other Expenses	\$4,644	\$5,823	\$1,159	25%
Surplus / Deficit	(\$193,346)	(\$240,065)	(\$46,719)	24%
Total Charitable Contribution	\$174,665	\$191,143	\$16,477	9%

Commercial Activities

Total operating revenue was \$2,117,077 – an increase of 16% on the previous year. The increase of 44% in COGS and 11% increase in expenses certainly eclipsed those gains.

The expense increases are due to increased salary expenses.

In previous years the Board believed upon advice that existing mature business lines are in decline and as such, new sources of income to support our charitable activities needed to be explored.

That said, management have commenced to reposition and restructure resources to better identify and exploit revenue opportunities in the mature business lines. This will be a focus for 2018 to strengthen the organisation by stabilising the expenses whilst increasing the revenues.

Making First Aid a part of everybody's life...

The pursuit of new products and services to grow the organisation will be the focus in the 2019 calendar year.

Charitable Activities

Charitable expenses totaled some \$191,143, 9% of income, predominately made up of salaries delivering the community resilience program of work and support to our members.

Sustainability Activities

Assets. At year end, net assets stood at \$1,757,632. The building in Deakin has been independently valued at \$2.6m, meaning our true net assets are closer to \$3.4m. This valuation will be formalised in 2018 in accordance with an audit recommendation.

Cash at Bank. Throughout 2017, St John Ambulance ACT was able to meet all its bills in full and on time. Cash at Bank was \$424,592 compared with \$249,126 in 2016. This increase of cash was in preparation of moving from direct share holdings into a diversified fund portfolio.

Investments. The investments held by the organisation were to the value of \$844,787 compared to \$1,098,053 in 2016. This represents a real reduction of \$77,800 when the transfer of assets (direct shares to cash at bank) is considered.

Of that \$77,800, a \$32,000 capital loss was recorded in the financial statements resulted in natural movements in the market and the timing of sales of two financial instruments. That considered, a robust return of 14.4% from our diversified portfolio was recorded.

Summary

2017 was disappointing in term of financial performance with an operating loss of \$273,663 representing an overall reduction in overall equity of \$150,247 from the previous year.

The Board is taking significant steps to arrest this decline by investing in new management and strategies with a focus upon value generation.



Rod Robertson

2017 Chair

Finance & Audit and Investment Committees

Commercial Activities

Education & Training

Education and Training operations in 2017 was presented with similar market challenges as in previous years. This has been compounded by the lack of a contemporary ICT systems which has impacted on our ability to remain competitive in the local market. Competition remains tight which has seen a reduction of student numbers across all levels of courses with total student numbers for the year 5,982, down from 6,821 in 2016.

Staff performing the Education & Training activity recognise that maintaining the status quo is untenable and have taken many positive initiatives which should deliver benefits in 2018, they being;

- A repurpose to generate revenue as its primary task. Surplus capacity will be used to meet our “for purpose” obligations to the disadvantaged and other not-for-profit organisations. Internal training will be conducted out of hours to reduce any opportunity cost.
- A focus on high demand courses to continuously employ our permanent staff and fill our facilities which represent a fixed cost to the organisation.
- Provide industry specific courses (in external venues with flexible staff where internal facilities are committed)
- Schedule courses to meet demand as long as the course breaks even, rather than delaying the customer experience. This is intended to reduce the pipeline to our competitors.
- When required, utilise additional off site facilities on a value-in-kind basis.

The Education & Training team still embodies the One St John philosophy by working closely with members across the organisation including ongoing support for members in the events and community program activity space.

Under the guidance of the Commercial Manager, the Education & Training team is partnering with the Equipment and Supplies team to help boost cross-promotion opportunities.

Noting 2017 student numbers were down on the previous two years' figures, 2018 is poised to stop that trend with structural changes to support integrated marketing, planning and service delivery functions, contemporary ICT systems in line with market expectations and better customer interfaces.

Equipment and Supplies

2017 has been a year of challenges, growth, new direction and some success.

Restocking first aid supplies remains our core function and the service St John Ambulance (ACT) provides continues to outshine our competitors in this highly competitive field.

The team was reinvigorated in 2017 with the inclusion of both Ben Nichols and Sophie Ljubic as sales representatives joining Debbie Stokes in the field. Mr Matthew Carmody assumed the additional role of Business Development Manager joining Sharon Cooper as Sales Coordinator.

With this growing team, the focus has been on developing our customers and cross selling all aspects of St John Ambulance, actively promoting education & training, DFIB's, events services as well as promoting our great community programs.

2017 has seen a change in how we look at our customer's long term, meaning we are now securing business for 3-year periods. This pipeline reduces the client's compliance burden and builds an ongoing first aid relationship with St John Ambulance (ACT).

We now have a newly developed Sales brochure to enhance this cross selling and a leave behind to ensure St John is forefront of mind when thinking first aid requirements.

AED sales have continued to increase throughout the year with our unique bundle package becoming highly sought after. The Bundle consists of AED unit, Security case, signage and DFIB training offered with any purchase.

Factors such as technological advancements in defibrillators, rising prevalence of target diseases, growing focus on providing public access defibrillation, and the increase in training & awareness programs are driving the growth of this market.

AED sales continues to be continuing revenue stream and focus of the sales team moving into 2018.

Monthly first aid promotions offering kit variations and competitive pricing continue to be big sellers, especially now we are actively promoting products to our students, website and social media.

Client management and innovative new processes have changed the landscape and made it easier for our customers to access our products in a timely manner. One of the key changes is providing access to an on-line shop, which makes buying a lot more convenient for both new and existing clients.

Looking forward to 2018, the equipment and supplies team will continue to grow with a focus on establishing long term partnerships offering all aspects of the St John Ambulance business with all things First Aid.

Making First Aid a part of everybody's life...

Community Activities

Event First Aid Services

The 2017 year brought some significant changes to Event First Aid (EFA) services, primarily within management structures, while also providing continuity in our services. In June, Rhian Blackwell was appointed as Chief Territory Officer.

During 2017 our volunteer members provided 10,500 volunteer hours at 230 events. These ranged from the small school fetes or charity fundraisers to very large events such as the Bloody Long Walk, the Multicultural Festival and the Spilt Milk music festival as well as the usual Netball, AFL, NRL and Rugby Union fixtures.

Additionally, EFA provided support at Anzac Day and Remembrance Day at the Australian War Memorial as well as numerous smaller Dedication Services and Wreath laying Ceremonies.

The EFA Bicycle Emergency Response Team (BERT) was strengthened with a two-day training course in October. New bikes and equipment provided through an IMB grant greatly improved our ability to provide services for community events that span large areas of people, where we would otherwise have had to decline.

Our commitment and value to community events has continued through close ongoing associations. These have been fostered by the EFA office staff who have developed and enhanced relationships with a variety of clients. This has been reflected in the number of clients who return to St John ACT for service provision year after year.

Community Programs Report

Community Programs had a productive 2017, with focus on the four main areas below as well as meeting other requests for community first aid education. We reached a total of 17,338 members of the community. This is approximately the same as the previous year. Over 5,181 volunteer hours were contributed by a team of over 100 members.

- **CBR NightCrew.** The CBR NightCrew has been active every weekend since March 2017 making an impact on the safety of the patrons who go out in Civic for entertainment on Friday and Saturday evenings. The majority of patrons who present at the tent or who are assisted by the CBR NightCrew teams whilst on patrol are aged between 18-25, of equal male and female gender mix and with the incidents occurring mostly between the hours of 1:00 and 3:00am. The CBR NightCrew is an intrinsic component of the Civic nightlife scene and the program has had an overwhelmingly positive reception from the patrons who the program directly supports. The relationships between the entertainment businesses and the CBR NightCrew are strong. The CBR NightCrew team are now a fixture in Civic on the weekend and the nightclubs, pubs, bars and restaurant staff now know what the program represents.

Making First Aid a part of everybody's life...

Summary of Night Crew outcomes:	to 31 December 2017
<i>Staff/Volunteers contributing hours</i>	71
<i>Hours of support provided</i>	4,481
<i>Number of people assisted</i>	2,942
<i>Minor contact and welfare check</i>	2,243
<i>Higher levels of support provided</i>	699
<i>-Reconnected to family or friends</i>	109
<i>-Sober-up support</i>	68
<i>-Assisted to transport</i>	87
<i>-Defused potential for physical incident</i>	152
<i>-First Aid Provided</i>	394
<i>-Minimized risk of sexual assault</i>	135
<i>Instances of reduction in Police or Emergency Services attendance</i>	288

- **Project Survival.** In 2017, 140 of Canberra's most vulnerable residents were taught basic CPR skills and how to call an ambulance. Visits to drug rehabilitation centres and women's shelters continued this year, as did our partnership with PANDSI to support parents with post and antenatal depression and anxiety. An exciting addition this year was two visits to the Royal Society for the Blind to teach first aid.
- **First Aid in Schools.** St John Ambulance (ACT) visited 65 primary schools in 2017, including 8 new to the program and 9 schools that we have visited every year since 2012. We taught almost 12,000 K-6 students over the year. This represents 32% of all ACT primary school children in these year levels. Since the program started, we have visited a total of 93 out of 102 ACT primary schools. All trainers received amazing feedback from the class teachers over the year.
- **Project Resilience.** Project Resilience aims to increase community resilience through first aid knowledge in retirees and seniors. As in 2016 10 public sessions were delivered, and covering CPR, defibrillation, choking, heart attack, stroke, burns and anaphylaxis. In addition, members visited 53 groups of retirees over the year. A total of 1,589 participants were taught by a growing group of volunteer presenters.

Other Community Resilience Activities. Other activities this year included Come and Try CPR at the ACT Careers Expo and displays and presentations at the Seniors Expo, National Caravan Rally, mental health week expo and the Canberra Home Show. We also taught CPR to some multicultural groups with varying levels of English skills, visited scout groups and talked to Rotary and Probus groups. At least 698 people improved their first aid knowledge through these activities.

Making First Aid a part of everybody's life...

Members of the Order

Knights and Dames

General Sir Phillip Bennett AC, KBE, DSO, KStJ
Her Excellency Mrs Quentin Bryce AC, DSTJ
His Excellency Mr Michael Bryce AM, AE, KStJ
Lady Helen Deane DSTJ
Sir William Deane AC, KBE, KStJ
Brigadier Peter Evans KStJ
Mr Malcolm Hazell CVO, AM, KStJ
Dr Ian Howie-Willis OAM, KStJ
Mrs Marlena Jeffery DSTJ
Major General Phillip M. Jeffery AC, CVO, MC, KStJ
Mr Peter LeCornu KStJ
Mr Herbert Roberts KStJ
Dr David Rossi AO, KStJ
Sir David Smith KCVO, AO, KStJ
Dr Robert Douglas Sturkey CVO, AM, KStJ
Dr Peter Warfe CSC, KStJ

Commanders

Mrs Cheryl Bollard CStJ
Mr Jeffery Bollard CStJ
Mr Martin Bonsey CVO, CStJ, AO
Mr Maxwell Bradley APM, CStJ
Mr Stephen Brady CStJ
Mr Len Fiori CStJ
Mrs Coralie Gerrard AM, CStJ
LTCOL Geoffrey Newman-Martin CStJ, CSM, RFD
Mrs Rocky O'Brien CStJ
COL John Quantrill CStJ
Dr Ellen Stack CStJ

Officers

Ms Jane Brooks OSTJ
Mr Stephen Carter OSTJ
Mr James Caesar-Thwaytes OSTJ
Mr Christopher Chenoweth OSTJ
Mr James Colquhoun OSTJ
Dr Raymond Cook OSTJ
Mrs Valmai Dempsey OSTJ
Mrs Elizabeth Gallagher OSTJ
Ms Caroline Gliddon OSTJ
Mrs Valerie Howse OAM, OSTJ
Mr Ivan Lloyd OSTJ
Ms Bronwen McCrohon OSTJ
Mrs Margaret Morton OSTJ
Mr Herbert Robey OSTJ
Mr Max Robinson AO, OSTJ, QPM

Mr Peter Tedder OSTJ
Mr Christopher Thorpe OSTJ
Mr Ronald Topfer OSTJ

Members

Mr Brian Alabaster MStJ
Ms Clare Banks MStJ
Mrs Christine Barber MStJ
Mr Paul Compton MStJ
Ms Justine Black MStJ
Mr Rhian Blackwell MStJ
Mr Neil Campbell MStJ
Mr John Cook MStJ
Mr Gregory Cranswick MStJ
Dr Philip Crispin MStJ
Mrs Patti Dahlitz MStJ, JP
Mr John Davis MStJ, MM, JP
Mrs Wendy Deane MStJ
Ms Shirley Dyson MStJ
Mr John Gallagher MStJ
Mr Hugh Gordon MStJ
Ms Nicole Gliddon MStJ
Mrs Shirley Granger-Evans MStJ
Mr Edward Harding MStJ
Mrs Enid Keiller MStJ
Mr Greg Lowe MStJ
Mr Shay McAuley MStJ
Mr Andrew McMurray MStJ
Ms Margaret Naylor MStJ
Ms Rae-Maree Powell MStJ
Dr Barry Price MStJ
Mr Jamie Ranse MStJ
Ms Alison Reardon MStJ
Miss Therese Reilly MStJ
Dr Kym Schmid MStJ
Mr Simon Robson MStJ
Ms Kylie Seidel MStJ
Mr Nathanael Semmler MStJ
Mr Andrew Simpson MStJ
Mrs Margaret Smith MStJ, JP
Ms Helen Stark MStJ
Mr Stuart Storey MStJ
Ms Ala Verhoeven MStJ
Mrs Susan Walker MStJ
Mr Christopher Ward MStJ
Mr Murray Willmott MStJ
Ms Amy Winner MStJ
Dr Ian Zmood MStJ