



Strategy 2025

Saving lives,
supporting communities



Foreword

St John Ambulance Cymru has a proud history helping communities across Wales for over one hundred years. During that time, and especially before the NHS, we provided first aid to those suffering or in need and we have trained many others to do the same. Our presence in Wales has always meant that there will be a first aider close by when people need one and we are proud of the way we have been able to serve.

We have also increased community resilience by providing membership opportunities to children and younger people, from our Badgers aged 5 – 10, Cadets aged 11 – 18, and to adults over the age of 18.

Aligned to our mission, vision and values and ensuring we represent the needs of our communities, equality, inclusion and diversity is important to us; everyone is welcome regardless of age, background and ability – no-one is excluded.

Over more recent years, we have developed our services in more professional ways, now offering a Patient Transport Service contracted with local health boards and the Welsh Ambulance Service NHS Trust, as well as providing professional First aid Training services to organisations throughout Wales.

In all areas of our charity, we pride ourselves on the professional service we provide whilst retaining our uniqueness in our model of delivery through volunteers, and as a result providing enormous additional value and benefit through the care and compassion of those who volunteer with us.



We are proud of who we are and what we do, but we want to do more.

- * We want to see more lives saved.
- * We want to equip more people with the skills they need to help save lives.
- * We want to offer more opportunities to our young people.
- * We want to strengthen our support in the community.
- * We want to make a difference to the lives of people in Wales.



Our challenges

The COVID-19 pandemic created a very different environment for charities to exist within; the changing landscape presenting significant challenge throughout 2020 and 2021.

The initial impact of the pandemic and the national lockdown placed a gaping hole in the charity sector's finances and generated financial difficulty for many charities that may continue over the long term. St John Ambulance Cymru (SJAC) was no exception to this when we saw the immediate closure of two of our key income generating areas of work.

In addition, like so many others, we have needed to manage and implement significant change to ensure our agility to respond to the post-pandemic world, adopting new ways of working, particularly so in relation to our approach to fundraising.

Whilst facing these previously unforeseen challenges, we also experienced increased demand for services to support NHS Wales, and this continues whilst the nation recovers. We further recognise the greater need for our services within communities. As Wales' leading first aid charity, we have an important role to play in supporting A Healthier Wales which has emphasis on keeping people healthy and well as close to home as possible.

We know the services we provide are now more important than ever.

Looking to a post-Covid future, financial resilience is a clear priority, whilst at the same time innovation, adaptation, renewal and recovery are key to our future success and our ability to continue providing impactful support to our communities.

As SJAC emerges from the most challenging period in its long history, we will see an important turnaround; Strategy 2025 will harness the opportunities and build on our successes so that we not only hold the gains from 2021 but continue to grow and thrive, taking us closer to our vision of 'First aid for everyone, anytime, anywhere'.



Our values

We asked our volunteers and staff what's important to them and looked at what we stand for and believe in, to agree a new set of values. Everything we do is underpinned by these values. They reflect the work and culture of St John Ambulance Cymru that we're so proud of.



Trustworthy

We're honest, reliable, relevant and transparent.



Compassionate

We listen, understand and respond to people's needs; showing kindness, empathy and respect at all times.



Dedicated

We're determined and passionate about our mission to support Welsh communities.



Professional

We take pride in what we do. We're able, responsive, people-centred and committed to being the best we can be.



Inspiring

Through our actions we inspire others, so we lead by example and support people to reach their full potential.



Inclusive

We value and welcome everyone equally, involving people of all ages and backgrounds in our work.



Collaborative

We're individuals committed to working together towards a common goal, continually sharing ideas and building positive relationships.

Our vision is:

*"First aid for everyone,
anytime, anywhere"*

Our mission is:

*"To save lives and enhance
the health and well-being in
the communities of Wales"*

Our motto is:

*"Pro Fide, Pro Utilitate
Hominum. For the faith and in
the Service of Humanity"*

What's important to us?

We will prioritise the following in all that we do;



St John People; volunteers and staff – one people, one plan.



Serving the community where we live.



Mirroring the community we serve in our diversity.



Mental health provision in line with physical health.



We are the Prioxy for Wales and we will champion our heritage and native language.



Communication with our communities and stakeholders to showcase the impact we are making.



We will always strive for positive patient experience in all of our patient care – the patient comes first.



We will consider our organisational carbon footprint in all of our decision making – we are committed to sustainability.





Our commitment to sustainability

St John Ambulance Cymru is committed to continuously reducing our impact on the environment and improving our sustainability.

We aim to work towards becoming carbon neutral by 2035 and in order to do so, throughout the period of this strategy we will:-

- ✳ Reduce or remove environmentally damaging activities.
- ✳ Ensure sustainability is a priority when making decisions and setting strategy relating to property, procurement and fleet.
- ✳ Minimise the use of materials and products which are non-renewable and non-recyclable.
- ✳ Minimise waste.
- ✳ Monitor and assess our impact on the environment.



Our strategic priorities

In developing our Strategy 2025, to see us achieve our mission of saving lives and enhancing the health and well-being in the communities of Wales, we have focused on 3 key strategic priorities which we will deliver by 2025;

1

Increasing our impact; seeing more lives saved across Wales and supporting both physical and mental health in our communities.

2

Developing a supportive, learning culture, putting our people first and embracing and increasing our diversity representing the communities we serve.

3

Increasing opportunity to raise funds and diversify income streams to achieve our ambition to see more lives saved.

Our strategic priorities and the eight strategic outcomes we will work towards

Increasing our impact

We will see more lives saved across Wales and will support both physical and mental health in the communities of Wales by;

1. Supporting the communities of Wales through our Divisions - to provide a local community focus for St John Ambulance Cymru through the Division.
2. Being there when it matters - providing first aid and clinical support at public events.
3. Supporting NHS Wales - adding value to healthcare partners, providing resilience and robustness.
4. Teaching first aid to save lives - teaching more people to save lives through first aid.
5. Developing Future Life Savers - be recognised as the children and young people's service provider, especially for those aspiring to a care profession.

Developing a supportive, learning culture

Putting our people first and embracing and increasing our diversity representing the communities we serve;

6. Putting People First - attracting, investing, developing and retaining our St John People.
7. Well governed, well led - investing in our Governance, Infrastructure and Leadership.

Increasing opportunity to raise funds and diversify income streams

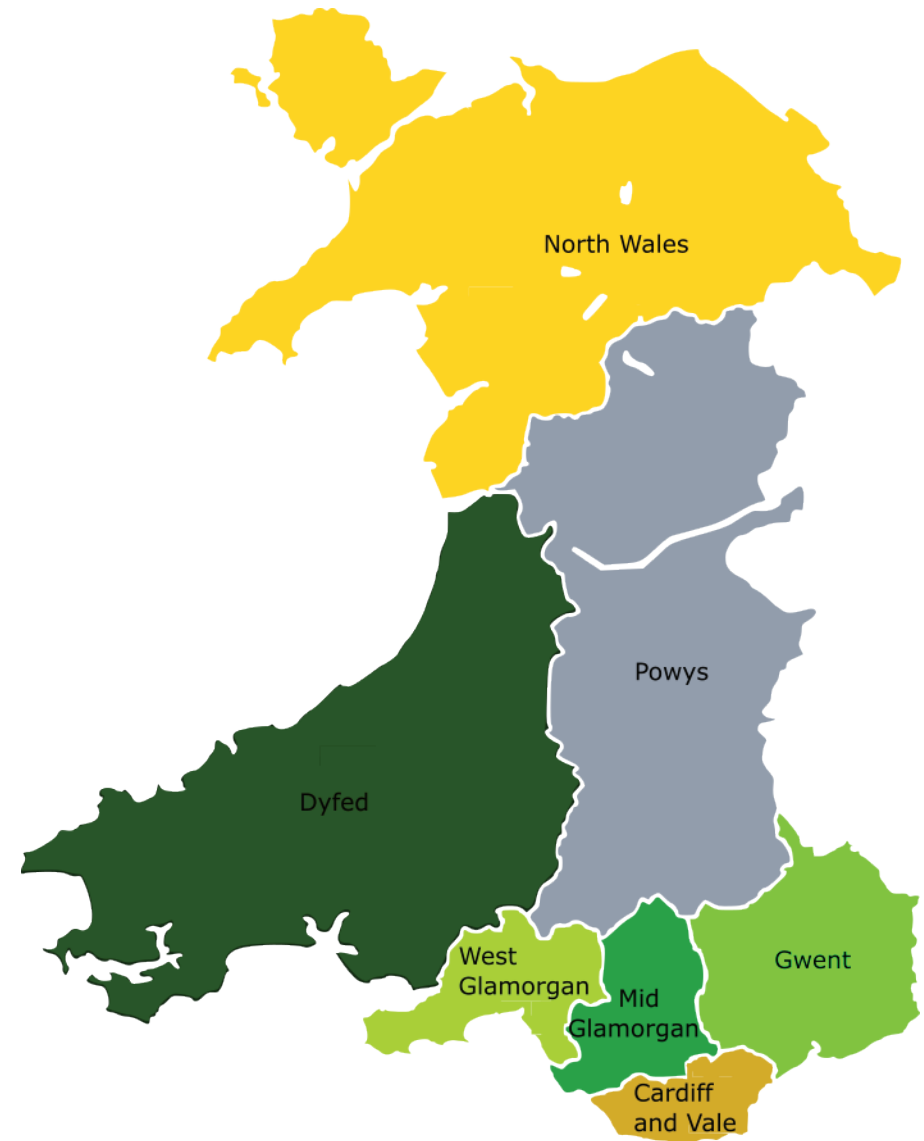
Ensuring financially sustainable growth to achieve our ambition to see more lives saved;

8. Investing for the future – achieving financial sustainability.

Supporting communities across Wales through our Divisions

Providing a local community focus for St John Ambulance Cymru through the Division:

- ✳ We will invest and enable our divisions to provide an effective community first aid hub. Every division will have engaged leadership and volunteers, standardised and safe equipment and a positive public facing image.
- ✳ Reduce our carbon emissions in community buildings in line with our strategy to become carbon neutral.
- ✳ Provide a Community AED, publicly available, at all of our Divisional Buildings.
- ✳ Use our Divisional leadership to engage with local communities to provide first aid training locally providing further opportunity for reducing carbon emissions relating to travel.
- ✳ Each Division to provide first aid in the community for 50 hours per year.
- ✳ Our St John People should have a demographic that represents the people they service in terms of diversity.
- ✳ We will meet the local language needs of communities and our people by ensuring a sufficient Welsh Language provision in our services.





Being there when it matters

Providing first aid and clinical support at public events:

- * Using our network of highly trained St John People, we will provide public first aid and clinical support, so we are there when people need us.
- * Reduce the impact on the local health economy of public events by providing event support for 1000 events per year across Wales.
- * Each Division to provide community event first aid cover for free, at one event per month across Wales.
- * Develop clear and standard patient pathways to support and enhance positive patient outcomes.
- * Define and review our event cover to provide a standard, safe and effective experience for our patients and customers.

Supporting the NHS in Wales

Adding value to healthcare partners, providing resilience and robustness:

- * In addition to existing support, build a workforce of Emergency Ambulance Crew to support the NHS in Wales at pressure, providing one crew in each county at all times, ready to respond within 8 hours.
- * Review and define St John Ambulance Cymru's major incident support to communities and strategic partners.
- * Proactively look for new operational opportunities within our strategic aims and financial recovery targets.
- * Develop a clear partnership model with Welsh Government/ NHS Wales.
- * Provide a 24/7 Alternative Responder Unit in every county.
- * Reduce carbon emissions from our fleet by prioritising electric and hybrid vehicles, working towards our goal of being Carbon Neutral by 2035.





Teaching first aid to save lives

Teaching more people to save lives through first aid:

- ✳ Train 150,000 people per year in the community in either CPR, Mental Health First aid & Basic Life Support.
 - ✳ Each Division will provide one free community training event per month in either CPR, Mental Health First Aid and Basic Life Support.
- ✳ Engage with employers to be Wales' leading First aid at Work provider.
- ✳ Be a leading provider of first aid training in schools in Wales.
- ✳ Be the nation's recognised standard for first aid.
- ✳ Provide accredited clinical training to our people to enhance their existing skills.

Developing future lifesavers

We want to be recognised as the children and young people's service provider, especially for those aspiring to a care profession:

- ✳ 75% of our Divisions to have youth provision, supporting the development of Life Skills for young people.
- ✳ Provide an accredited support pathway to help young people between the ages of 16-25 progress into care professions.
 - ✳ Expand opportunity to St John Cadets and young people aged 16-25 in every county of Wales to take part in the Prince of Wales Nursing Cadet Scheme.
- ✳ Involve children and young people in leadership and decision making by having a elected representatives from every county.
- ✳ Operational activity will be open to 16 to 17 year olds in a safe way where appropriate.
- ✳ Ensure all programmes of development for our children and young people provide the knowledge and skills to care for our future planet.





Putting people first

Attracting, investing, developing and retaining our St John People:

- ✳ Accredited Leadership and Management training provided to our current and aspiring leaders.
- ✳ Improve workplace health, safety and well-being, attaining the Corporate Health Standard.
- ✳ Implement a fair and transparent recognition and reward system.
- ✳ Increase our female leadership to achieve gender parity.
- ✳ Attain 80% engagement and satisfaction rates for St John Ambulance Cymru people.
- ✳ Implement a people performance, talent management and succession planning system.
- ✳ Increase diversity of roles to recognise the contribution of all of our people, and establish non operational and Associate Membership.
- ✳ Appoint sustainability champions and ensure our policies and benefits package supports environmentally friendly work/life initiatives.

Well governed, well led

Investing in our Governance, Infrastructure and Leadership:

- * Work with other St John establishments to develop relationships and worldwide standards.
- * Implement periodic reviews of each function, process, policy and procedure to ensure they are fit for purpose, effective and efficient through a new assurance framework.
 - * Develop and maintain an organisation 'lessons learned' procedure, to ensure we learn from both our mistakes and our successes.
 - * Create dashboards and reporting mechanisms at all levels in a standardised and effective way, to ensure insight and analysis of our outcomes, and effective decision making.
- * Appoint a Clinical Director and review our clinical governance.
- * Continuously invest in our digital infrastructure to make our systems modern and fit for purpose.
- * Build strategic partnerships with major health, charity and government partners in Wales.
- * Develop our strategy to be carbon neutral by 2035.





Investing for the future

Achieving financial sustainability:

- ✳️ Develop our fundraising with the aim of raising £2m net income annually by 2025.
 - ✳️ Refresh and revive St John Councils to supporting fundraising, ensuring representation across Wales.
- ✳️ Regionalise our resources to use them more efficiently, whilst maintaining our Divisions as the centre of community and operational activity.
 - ✳️ Make £100,000 of efficiency savings by reducing waste to reinvest in our Divisions.
- ✳️ Develop the procurement function to allow the best value for money when purchasing resources, and looking for ways to buy less and buy smarter.
- ✳️ Implement improved business planning processes across the whole organisation to ensure value for money and appropriate investment.
- ✳️ Ensuring financial decision making considers our carbon footprint, where we operate in a more eco-friendly way in becoming more energy efficient, and resourcing sustainable, reusable product.

Our eight strategic outcomes

1.

Providing a local community focus for St John Ambulance Cymru through the Division.

2.

Providing first aid and clinical support at public events.

3.

Adding value to healthcare partners, providing resilience and robustness.

4.

Teach more people to save lives through first aid.

5.

We want to be recognised as the children and young people's service provider, especially for those aspiring to a care profession.

6.

Attracting, investing, developing and retaining our St John People.

7.

Investing in our Governance, Infrastructure and Leadership.

8.

Achieving financial sustainability.



**St John
Ambulance
Cymru**



St John Ambulance Cymru will:

“Ensure our commitment and responsibility to supporting the achievement and delivery of the worldwide strategy in all activity and decision-making.”

Strategic Aims 2021-2024



The Order of St John

“St John is an international family of charities whose mission is to lead globally in first aid and medical responses to community healthcare needs.”

St John Ambulance Cymru is The Priory for Wales of the Most Venerable Order of the Hospital of St John of Jerusalem.

St John Ambulance Cymru is committed to supporting the development and implementation of the worldwide strategy, which aims to:

- * Continuously improve the quality and scale of training and care that St John provides around the world, so that St John can claim to represent the “gold standard” in everything we do.
- * Share knowledge and approaches across St John organisations, enabling us to build resilient communities everywhere St John operates.
- * Make St John known among international technical partners and the public as a global leader in the field of first aid and community health resilience.
- * Unite the St John family around an ambitious common future.

