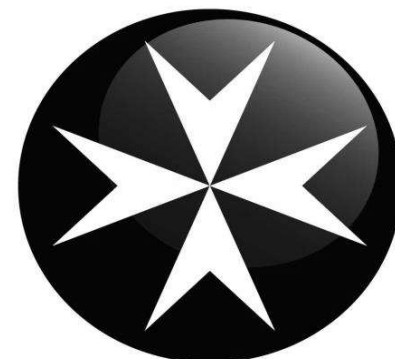




**St John**  
**Ambulance**



**ANNUAL BUSINESS PLAN**  
**2022**  
**Serving Jersey**

# INTRODUCTION

On the 19th of February 2020, the Commandery Board of Directors approved a new three-year strategy which had been produced following facilitated meetings involving a wide cross section of members of the Commandery, supported by specific task and finish groups which developed the key themes we wish to focus on over the next three years. Whilst there were some lifting of restrictions in 2021, the Covid-19 pandemic still hindered the progression of some parts of the strategy and annual business plan. With the rollout of a vaccine to all islanders, it is now hoped this business plan can be progressed and the strategy delivered.

Our vision remains the same, that everyone who needs it should receive first aid from those around them. No one should suffer for the lack of trained first aiders and over the next three years, our work will focus on:

- Training young people in first aid to develop their life skills
- Providing a Carers support programme to those informal carers looking after a friend or loved one.
- Maintaining a sense of pride in what we do as a charity and how we do it.
- Excelling in clinical care and supporting the provision of healthcare including first aid across the island.

Our strategy will deliver not just the best outcomes for those people who encounter us through the services we provide but also for our St John people. This strategy has been developed with and by them, so we want to ensure that their experience of St John is positive and enjoyable. We want our people to feel enabled and trained so that they can do their role brilliantly and can flourish in a supportive, diverse, and inclusive environment.

Our origins in the island date back to 1884 making us one of the oldest charities and just like then we continue today to be woven into the fabric of Jersey society through our long-established provision of excellent first aid. Whilst this remains our golden thread, we constantly consider the changing needs of society to ensure our mission and services continue to be relevant to islanders and visitor's needs. We are foremost a charity and whilst we have and continue to be supported by generous donations from our sponsors need to supplement that income through our ancillary work of providing commercial and community first aid training. With the greater understanding of mental health issues affecting our community we continue to develop and strengthen our existing physical first aid training to now include mental health first aid training.

This annual business plan for 2022 is but written words and it will be our dedicated volunteers and small number of paid staff who as a team of St John people throughout the year will bring actions and goals into reality.

**Sarah Harman**  
**Chief Executive Officer**

## OUR GOALS

### **GOAL ONE; Training young people in first aid to develop their life skills**

Our existing young members, their leaders and helpers are dedicated and there are currently five badger units, four cadet units and one 14 – 17-year-old unit with one cadet unit having to close in 2019 due to a lack of a youth leader. The volunteer role of Commissioner Youth is currently being performed in a temporary capacity and no Deputy Commissioner Youth has been appointed. A school's programme is being delivered in 21 out of 42 local schools and first aid is delivered in a minor capacity as part of the PSHE course. The existing model has been operating for several years and we intend to review it with an expectation that we can grow the number of young people attending our units and train more young people in first aid within the island's schools. We need to make our existing youth units more resilient, positively promote what they do and upskill young members and leaders with an aspiration of achieving more awards and qualifications. With the appointment of a paid dedicated Youth Development Officer, we believe we can address the current weaknesses in our structure and increase substantially the number of young people in the island who learn first aid to assist them in their development as good citizens.

## **GOAL TWO; Providing a Carers support programme to those informal carers looking after a friend or loved one.**

For 12 years we have been providing Care Courses for non-paid carers such as friends, neighbours and relatives caring for someone. The candidates receive knowledge and practical advice in such areas as personal hygiene, moving and handling, basic first aid, issue of medication etc as well as receiving up to date knowledge of benefits available to them as Carers from Social Security, Social Services, Mental Health, Fire Service, and the Association of Carers. The courses and a more recent SJA (St John Ambulance) Carers Support Group has enabled them to network, and many have passed comment that up until the course they believed they were on their own. The courses have been an enormous success and the feedback from each course has been incredibly positive. The courses are a mixture of theory and practical activities, and an outcome of the project is to give the recipients essential skills to avoid them becoming ill themselves either physically or mentally due to looking after a sick or aged person and not looking after themselves properly. The courses have been financed by sponsorship agreements enabling them to be offered at no charge to non-paid carers. The States of Jersey decided that health and social care services need to change to meet the requirements of islanders for the future and has approved a new Care Model for Health and Community Services. The rationale is that people are living for longer than in past generations and that older people often have more complex health needs to manage, which could require more care and treatment as a result. They wish to update health and social care services by moving services that do not need to be provided in the hospital into the community, so care is easier to access. The workforce of nurses is going to increase, and 24-hour nursing care will be made available. Patients will be nursed at home whenever possible, and GP's will have a greater input reducing outpatient visits and admissions whenever possible. This will increase the demand on informal carers and support for them will be more vital than ever before. Our vision is to see our charity at the fore front of this support as we are completely inclusive with the diverse needs of the carers. We believe our Adult Carers Programme is one of our success stories and that more people would attend if we could market the programme better and enable carers to participate by providing respite opportunities for the people they are caring for.

## **GOAL THREE; Maintaining a sense of pride in what we do as a charity and how we do it.**

Members feel that a sense of pride and belonging is established through an awareness of what is happening and being part of the discussions, events, tactics, and strategy. The key to this is improved open communication across the Commandery, making members feel part of the team and an appreciation of each person's contribution to our charitable and commercial aims. Currently the charity operates in several silos with little cross working whereas the future vision is one of unity and a sense of belonging to one group, St John people. The charity is reliant on sponsorship and donations for its financial success which can only be achieved through greater communication of what we do, the successes we achieve across the island, securing donors and ensuring we keep them informed of what their generosity has enabled us to achieve. Our unpaid volunteers are not motivated by remuneration but instead a sense of belonging a worthwhile charity which saves lives and provides first aid. We must therefore ensure they are suitably trained, equipped and confident to perform their role.

## **GOAL FOUR; Excelling in clinical care and supporting the provision of healthcare including first aid across the island.**

Our mission is to encourage, support and facilitate first aid training throughout the island and ensure we supply the gold standard to those people who use our services. We wish to increase the knowledge of our own members to a gold standard and ensure any casualties receive the utmost clinical care as part of our infection prevention and control measures. We believe the number of operational events we attend can be increased but we need to attract, train, and retain more operational members. We operate in a competitive environment for the provision of physical and mental health first aid, and we want to be the supplier of choice through excellence underpinned by suitably qualified trainers and an accreditation system which ensures continual improvement. We wish to be recognised as the islands auxiliary ambulance service with suitable vehicles for our operational requirements and the ability to support the States of Jersey Ambulance Service (SoJAS) in the event of a major or critical incident such as the 2020 Covid-19 pandemic. We know AED's provided by our charity have to date saved seven people's lives and we wish to continue marketing the necessity for these life saving devices and increase their immediate availability by increasing the number of PAD's (provided by SJA) from the existing number in the island.

# HOW WE INTEND TO ACHIEVE THIS PLAN?

## **GOAL ONE; Training young people in first aid to develop their life skills In 2022 we will;**

- Work in conjunction with partners to deliver the FutureMakers Programme to support youth mental health and improve employment opportunities for young people
- Support the Probation Services Positive Steps Programme
- Continue to provide first aid training to young people via our Schools Programme and within our youth units
- Resume the annual First Aid Competitions for our young people and those in schools
- Increase the number of youth leaders & helpers to create resilience and grow more units
- Celebrate the successes of our young people thereby increasing the visibility of St John Ambulance within the community

## **GOAL TWO; Providing a Carers support programme to those informal carers looking after a friend or loved one. In 2022 we will;**

- Build on an existing process of advertising our Carers support Programme and create and implement a dedicated communication plan to raise further awareness
- Continue to deliver and develop the SJA Carers Support Group
- Increase the number of programmes available and ensure the programme is open to all adult carers
- Offer bespoke home visits in situations where the carer cannot leave a person being cared for
- Develop a transport option for those carers unable to drive
- Develop "St John Companions" as a respite service and for those that would benefit from social interaction.
- Continue to work with and build on existing relationships with other charities and organisations for the optimum benefit of the carers on the island.

## **GOAL THREE; Maintaining a sense of pride in what we do as a charity and how we do it.**

### **In 2022 we will;**

- Develop a SharePoint sites for internal & external communication plan to be researched, created, and implemented
- Use of SJA (England) recognition framework to acknowledge positive behaviour
- Maximise recommendations for awards through Priory and local channels
- Continue Digital Media Strategy
- Create a Commandery suggestion scheme for all St John members
- Promote a St John people organisation irrespective of role or post
- Maintain communication with donors & sponsors to thank them for their generosity
- Consider the creation of a social committee for St John people
- Ensure our properties are suitable for their use, comply with current legislation and are well maintained

## **GOAL FOUR; Excelling in clinical care and supporting the provision of healthcare including first aid across the island.**

**In 2022 we will;**

- Ensure training to members and users of our services following SJA (England) guidelines with up-to-date content
- Ensure all equipment for operational use and practice is up to date, fit for purpose and follows SJA (England) and States of Jersey Ambulance Service (SoJAS) guidelines
- Ensure all trainers are suitably qualified, competent and receive CPD (Continuing Professional Development)
- Ensure all policy & procedures are current and available for members to read, and follow where appropriate NICE, SJA (England) & SoJAS guidelines
- Maintain a clinical governance and audit team to enable infection prevention and control
- Develop a sepsis awareness training package for internal and external audiences
- Evaluate the number and type of operational vehicles to ensure their suitability for operational requirements
- Increase the number of trained operational volunteers to enable more public events to be attended
- Develop and implement a suite of mental health first aid and resilience courses for internal and external audiences
- Promote the necessity of AED's and number of PAD sites across the island



# HOW DO WE AFFORD THIS PLAN?

## BUDGET

2022

(000)

### INCOME

Donation	225
Rent car park (HQ)	15
Rents received (Other)	11
Income from First Aid Stick Supplies	9
Course Fee- other	300
Ops Public Duties Income	40
Units purchased for stock	9
Total Youth Central Income a/c	6

### Total

614

### EXPENDITURE

Salaries	313
Staff Training	1
Booking & Payments systems	14
Ops Ophthalmic Hospital	7
CMC Charge	15
First Aid equipment	4.5
Other expenses	221

### Total

575

39

## **Projected surplus**

To enable the charitable goals in this plan to be achieved there will be a need to continue to maintain or reduce our general operating costs through good housekeeping and in addition increase our income generation. The introduction of the new Mental Health First Aid course and Basic Sports First Aid courses into our course programme we will increase our commercial activity and we continue to hold our share of the market in delivering Physical and Mental Health First Aid courses. The addition of a new trainer in 2022, will allow us to meet the demand for training and ensure we remain competitive. The use of Digital Marketing will assist in the promotion of these courses and raise the profile of the work of the charity to attract new donors. The charging process for public event cover was changed in 2021, with event organisers having to secure cover by paying a 50% deposit., In addition we introduction charges rather than donations to ensure the cost of providing first aid cover at commercial events is covered, which will see greater contributions to offset the operating costs of our fleet of ambulances and the training, equipping and operating costs of our unpaid volunteers. Some building alterations are required to make the HQ Midvale Road & St Martin site accessible to all users and if a decision is made to progress with this work, then the budget will need to be adjusted.

# MEASUREMENT OF PERFORMANCE

	2021 Actual	2022 Target
<b>GOAL ONE; Training young people in first aid to develop their life skills</b>		
Appoint a paid Youth Development Officer	Appointed February 2021	N/A
Review the role of current school's coordinator	Role will be taken over by the Youth Development Officer	June 2022
Number of Youth Leader Number of Helpers	11 6	14 9
Number of youth units	10	11
Number of badgers	39	50
Number of cadets	87	90
Number of schools in the school's programme	26	28
<b>GOAL TWO; Providing a Carers support programme to those informal carers looking after a friend or loved one.</b>		
Creation of a dedicated communication plan for the Carers programme	Due to commence Jan 2022	June
Number of programmes per year	3	4
Number of people attending the programme per annum	27	50
Number of people attending SJA Carers Support Group sessions.	54	113
Introduce home visit option	Due to commence 2022	Ongoing
Introduce a respite option	Due to commence 2022	Ongoing
Introduce a transport service for Carers to attend	Due to commence 2022	Ongoing

<b>GOAL THREE; Maintaining a sense of pride in what we do as a charity and how we do it.</b>		
Appoint a Fundraising & Marketing Advisor	Temporary delayed due to Covid	Funds utilised for Digital Marketing
Research, create and implement an internal & external communication plan	Ongoing	Sept
Research, create and implement a marketing strategy and budget	Ongoing	Sept
Adoption of SJA (England) recognition framework	Ongoing	June
Create a Commandery suggestion scheme	Delayed due to Covid	Oct
Create a new user-friendly website for internal and external users	Complete	Jun
Create new promotional videos	Completed May 2021	
Establish a social committee for St John people		Sept

## MEASUREMENT OF PERFORMANCE (cont.)

	2021 Actual	2022 Target
<b>GOAL FOUR; Excelling in clinical care and supporting the provision of healthcare including first aid across the island.</b>		
Ensure all training staff have access to appropriate SharePoint learning libraries	Complete	
Achieve and maintain gold standard practice and clinical guidelines	Ongoing	Ongoing
Portfolios to be created for each trainer containing qualifications and CPD evidence	Complete	
Training Manager to be re-established to supervise all trainers	Complete	
Succession plan to be created for training staff	Complete- New trainer commencing May 2022	May 2022
Future resourcing of mental health suite of courses to be agreed	Complete	Ongoing
Participate and adhere to SJA (England) Quality Improvement Framework to achieve good standard	Room for Improvement	IS09001 Audit due
Achieve and maintain ISO 9001 standard	Ongoing	Ongoing
Library of current & appropriate policies and procedures are maintained in the council room	Ongoing	Ongoing
Establish & maintain a strong clinical governance team	Established	Ongoing
Sepsis training package to be developed	Delayed due to COVID	June
Evaluation of the number and type of operational vehicles to ensure suitability for operational requirements	Complete May 2021	
Increase the number of active trained operational volunteers	55	60
Publish and advertise the range of first aid and mental health courses	Complete	Ongoing
Marketing campaign to promote the necessity of AED (Automated External Defibrillator)	Complete	Ongoing
Increase the number of PADs in the island	41	43
<b>BUDGET</b>		
Remain in budget	TBC	39K surplus
Maintain or reduce expenditure		
Achieve or exceed commercial income target		
Achieve or exceed sponsorship income target		
Achieve or exceed public income target		
Secure a new three-year sponsor for the Carers programme	Complete	
Secure a new three-year sponsor for the Youth programme	Complete	