THE PRIORY FOR WALES OF THE MOST VENERABLE ORDER OF THE HOSPITAL OF ST JOHN OF JERUSALEM

England & Wales · Charity number 250523

Details

Other names	ST JOHN CYMRU WALES THE PRIORY FOR WALES OF THE ORDE, THE ORDER OF ST JOHN PRIORY FOR WALES ST JOHN AMBULANCE IN WALES, ST JOHN AMBULANCE CYMRU, ST JOHN AMBULANCE IN WALES, ST JOHN CYMRU WALES
Status	Registered
Legal form	Charitable company
Company number	05071073
Registered	1966-12-15
Register	View on the Charity Commission register

Contact

Address	Priory House Beignon Close Ocean Way Cardiff CF24 5PB
Phone	02920449600
Email	finance@stjohnwales.org.uk
Website	www.sjacymru.org.uk

Activities

Objects: THE ENCOURAGEMENT AND PROMOTION OF ALL WORKS OF HUMANITY AND CHARITY FOR THE RELIEF OF PERSONS IN SICKNESS, DISTRESS, SUFFERING AND DANGER, WITHOUT DISTINCTION OF RACE, CLASS, OR CREED.

Activities: Fundraising, transport of patients, sale of first aid supplies, first aid and other health and safetytraining, providing first aid cover, youth programmes.

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Classification

- **How:** Provides Human Resources, Provides Services, Other Charitable Activities
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives
- **Who:** Children/young People, Elderly/old People, The General Public/mankind

Geography

- **Area of benefit:** WALES
- Throughout Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£8,045,248	£8,656,882	£4,861,906	179
2023-12-31	£8,299,397	£9,215,837	£5,412,382	209
2022-12-31	£8,605,272	£8,875,773	£6,260,563	220
2021-12-31	£7,706,511	£7,589,944	£6,733,652	187
2020-12-31	£5,894,664	£6,880,745	£6,370,004	158

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Trustees

Name	Role	Appointed
Paul Griffiths	Chair	2023-06-24
Carol Avril Jones		2024-11-06
Caryn Cox		2017-08-09
Catherine Evans		2025-12-12
Emily Victoria Bristow		2021-02-12
Hadley Newman		2025-12-12
Helen Chloe Wilson		2021-02-12
James O'Connor		2021-02-26
Marc Aneurin Morgan Penny		2024-08-20
Nyah Coco Lowe		2024-10-31
Professor Jean Christine White		2023-07-06
Rev DAVID THOMAS MORRIS		2020-06-22
Rhys Llewelyn Jenkins		2023-07-06

Linked charities

- ST JOHN AMBULANCE IN WALES (PRIORY FOR WALES) (250523-1)
- ST JOHN WALES PATIENT TRANSPORT SERVICES (250523-2)

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THE PRIORY FOR WALES OF THE MOST VENERABLE ORDER OF THE HOSPITAL OF ST JOHN OF JER

England & Wales - Charity number 250523

Accounts



The Priory for Wales of The Most Venerable Order of The Hospital of St John of Jerusalem

Annual Report and Consolidated Financial Statements

2024

Trustees' Report



Who We Are

The Priory for Wales of the Most Venerable Order of the Hospital of St John of Jerusalem (the 'Charity') is a company limited by guarantee having no share capital, and trades under the name of St John Ambulance Cymru ('SJAC').
The Trustees are pleased to present their annual report together with the consolidated financial statements of the group of companies controlled by the Charity (the 'Group') for the year ended 31 December 2024 ('2024' or the 'year'), which are also prepared to meet the requirements for a directors' report and accounts as set out in the Companies Act 2006 ('Companies Act').
The financial statements have been prepared in accordance with the accounting policies set out in note 1 in the financial statements and comply with the charity's governing documents, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" ('Charities SORP' or the 'SORP').

Our purpose is to enable every community to learn first aid and healthcare skills and save lives. Our vision is **"Wales as a Community of lifesavers"**. We have St John People across Wales, including **773** Cadets and Badgers as beneficiaries, and more than **1,250** adult volunteers. We cover **1,000** community events per year and train more than **25,000** members of the public in lifesaving skills.

Our work directly contributes to a healthier Wales, both through our work in communities and through providing healthy activities for our people. There is emerging evidence about the benefit of volunteering in reducing loneliness and isolation and improving wellbeing.

Our community education team and our volunteers at events increase the health literacy of communities through demonstrations around stroke, heart attack, cardiac arrest, blood pressure and simple first aid.

This often-unseen part of our work addresses prevention, identification, and response to a multitude of health issues. In rural and isolated communities, this could be the difference between a life saved and a life lost.

As one of the largest providers of mental health first aid in Wales, we are leading the combination of the first aid and mental health first aid syllabi.

From 2026, our event first aiders will hold both certifications as an increasing part of our event case mix is people finding large events overwhelming.

We are committed to improving our sustainability, our national (UK) uniform contract includes class leading sustainability standards around ethical supply, ethical wages, child labour, slavery, and the disposal of old stock.

We are an international organisation contributing to a globally responsible Wales. St John Ambulance Cymru is part of the global Order of St John, one of 44 establishments around the world.

In July 2024, we hosted the Grand Council. We were grateful to have such an important event fully funded by St John International.

The Grand Council is our annual global St John leadership meeting, with the 2024 theme of 'volunteering'.

It allowed us to work with the International Development team at Welsh Government to highlight to our international guests both the cultural and economic benefits of Wales.



An International Paramedics Day Service held during Grand Council week

Highlights of the Grand Council meeting included:

- Two of our youth members had the opportunity to attend the event which was a great opportunity for them to engage with St John leadership teams,
- An International Paramedics Day Service was held at St John's Church in Cardiff,
- The attendance of our Lord Prior HRH The Duke of Gloucester and our Grand Prior Mark Compton,
- The hosting of a celebration of volunteering in Wales where we were joined by 25 fellow volunteering organisations from Wales in the presence of HRH The Duke of Gloucester, and,
- A full programme of global strategic discussions on areas such as our faith-based activities, finances, volunteer experience, recruitment and retention.

It was important that there was a cultural element to the Grand Council programme to make sure our visitors were able to engage with Welsh culture and language. This included a visit to the Museum of Welsh Life and the Welsh male voice choir as entertainment at the gala dinner.

Through our position as one of the leading organisations in the Europe, Middle East and Africa region of St John, we provide support across the world.

This includes supporting the development of first aid training in sub-Saharan Africa and the vital work (prior to and during the conflict) of eye care through the St John Eye Hospital in the West Bank, Jerusalem and Gaza.

St John of Jerusalem Eye Hospital Group is the only charitable provider of expert eye care in the West Bank, Gaza and East Jerusalem, treating patients regardless of ethnicity, religion, or ability to pay.

Our new Strategy 2025-30

In 2024 we undertook a whole organisation design process to identify our new strategy.

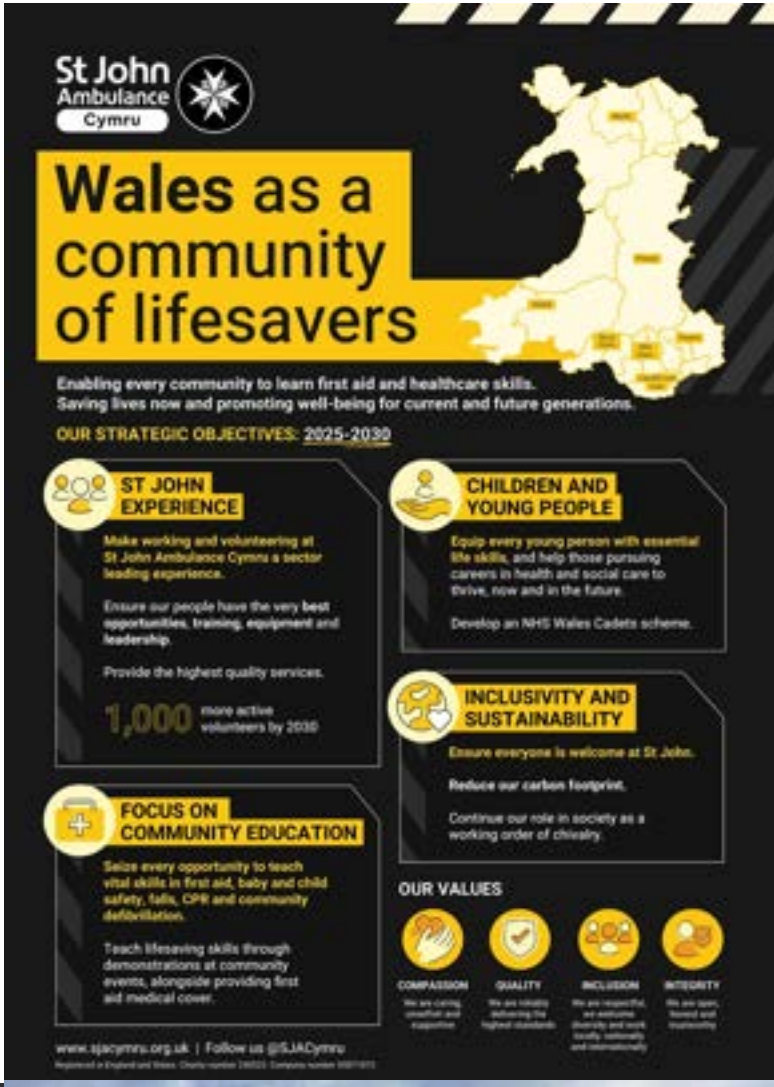
This involved conversation and consultation across every part of the organisation, including councils, divisions, departments, trustees, volunteers, employees and stakeholders.

14 engagement sessions were held and circa 200 questions were answered regarding the strategy.

Over 2,200 votes and responses were captured via the interactive online polling platform Slido, which informed the priorities and direction of the next five years.

As a result of this work, our Strategy for 2025-2030 includes a commitment to increase the number of people volunteering in Wales and develop a sector-leading volunteer experience as its core output.

This will lead to stronger and bigger volunteering initiatives in communities across Wales to deliver training, development, resilience and to be there when we are needed.



Stories from our Communities: Freshers Week in Aberystwyth 2024

With the influx of new students and a packed schedule of social events, the pressure on local emergency services and healthcare provisions is significant.

In response, around 30 dedicated St John volunteers stepped forward to assist, representing a diverse and experienced mix of Paramedics, Registered Nurses, Ambulance Technicians, student healthcare professionals, ambulance crews, and first aiders.

Working in close partnership with the Welsh Ambulance Service, Hywel Dda University Health Board, Dyfed Powys Police, and university staff, our volunteers provided vital medical support from the lively university campus to the bustling nightlife of the town centre.

Volunteers delivered on-the-ground first aid, wellbeing support, and reassurance to those who found themselves sick, injured, or in distress. Our teams also responded to 999 emergency calls as part of the introduction of the VAR scheme, delivering high-quality pre-hospital care when and where it was needed most.

The 2024 operation was further highlighted by visits from both the Dyfed-Powys Police and the Police and Crime Commissioner, as well as the University Vice-Chancellor, who took the time to meet our volunteers and witness first-hand the valuable service being delivered.



Our St John People

We operate ambulance, response and events services 24/7 and we provide training and education for members of the public at our training venues.

Our volunteers provided support at **over 1,000** events across the country, such as Pride Cymru and the Wales Airshow, contributing a total of over **85,000** hours of their time.

Volunteers provided first-aid lessons in schools in partnership with National Grid Electricity Distribution, as well as opening doors to divisions for community support initiatives such as summer holiday breakfast clubs.

In 2024, our St John People dedicated over 43,000 hours into keeping people safe at the Principality Stadium, Cardiff, providing first aid cover for concerts, rugby matches and other globally watched events. Playing our part in events where the world watches Wales.

The year also saw us celebrate 10 years of leading the medical provision at the Geralt Davies Help Point in Swansea.

The Help Point provides first aid and safety for people who have become unwell or need support in the night-time economy district of Swansea.

We have led the medical provision since this schemes inception and helped the city to once again achieve the Purple Flag Award, which highlights safer nightlife and a more positive economy.

We also collaborated with Public Health Wales to review these services and how the service for the future may operate.

This work was recognised with Dr Alex Wilson-Evans winning a prize following a poster presentation at a College of Paramedics event.



The Geralt Davies Help Point in Swansea celebrated its 10th anniversary

Many of our volunteers serve with us for long periods, and we could not do what we do without them.

Our people are recognised for their hard work each year, with examples in 2024 of volunteers receiving national honours, and being recognised as High Sheriff Award winners for outstanding service in their duties.

We continued to maintain and improve the sites available to our volunteers in 2024.

A new division was opened in Brecon, while the Deeside, Carmarthen and Tredegar divisions were given a fresh look.

We were delighted to welcome hundreds of people from the local community to mark their official reopening events.

We support the vibrant culture of Wales and its thriving Welsh language.

We have also supported the cultural identity and development of Wales and the Welsh language through our support at the National and Urdd Eisteddfods as well as the Royal Welsh Show.

Our new strategy adopts the Dysgu Cymraeg logo and the principles of the Welsh Language Act, even though this is not a legislative requirement for us.

St John Ambulance Cymru administers the Sir David Evans-Bevan Bursary (Charity Commission number 516609).

The charity is a bursary funding scheme to support the educational and training needs of Youth Divisions within the St John Ambulance Cymru organisation.

Two Trustees – Caryn Cox and Gillian Knight – provide independent oversight and together with a small committee, they assess applications to the fund each year.

2024 was another successful year, with a range of bursaries awarded to fund a range of activities including:

- North Wales Cadet Camp
- West Glamorgan Cadet Weekend
- 2024 St John Grand Council – Youth attendance
- Cardiff and Vale Young Leadership Foundation course
- London Trip for Cadets

Our St John People

contributed over **85,000** hours of their spare time at more than **1,000** events in 2024

Response Operations

In 2024, in partnership with Welsh Ambulance Services University NHS Trust (WASUT), Local Authorities and Health Boards, we continued to provide national falls response services, inter-hospital transfer ambulance services, mental health crisis transfer services and addiction services transfers for patients from North Wales.

This activity and partnerships deliver services to high volumes of patients in every part of Wales.

Our Falls service has helped over 50,000 patients since its inception. Each year our mental health service conveys around 3,400 patients, our inter-hospital transfer service in Cardiff and Cwm Taf around 1,500, and our addiction service in Betsi Cadwaladr around 1,450.

In addition to our sector-leading falls national response collaboration with WASUT, we have continued to work regionally and locally with the Vale of Glamorgan Council and Hywel Dda University Health Board to provide additional bespoke falls response services in their areas.

Response Operations



Total number of patients helped:

20,666



Bruce Springsteen offers his thanks to one our St John People

Our St John People are most visible when providing first aid and medical cover at events. We provided first aid cover at over 1,000 events across Wales in 2024.

As a result we provided assistance to 2,427 patients only 111 of which were referred for further NHS care.

This included major gatherings such as the Cardiff and Swansea Half Marathons, IRONMAN Wales, Taylor Swift and Billy Joel concerts, as well as domestic and international rugby, cricket, and football fixtures.

The service we provide to patients at events enables local events to go ahead and keeps communities safe significantly reducing the pressure on local NHS services and resulting in improved outcomes for patients with over of 95% the patients we see avoiding the need for further NHS treatment.



Our Falls Response services attended to more than 11,250 patients in 2024

Feedback from our communities: D-Day Event in Swansea

I just wanted to say a big thanks to you personally and to the members involved for the assistance given at our event last week.

The event, which was so unique, was covered by ITV Wales News and saw some nine veterans aged between 98 & 105 come together to enjoy each other's company in a safe environment.

The safety element was made by the presence of your members. and their presence was fundamental to the event being staged.

I can safely say that without their presence I would not have been party to its organisation, and I am so grateful to you all."

Training

Our education team coordinates and delivers consistent, high-quality training.

In 2024, our Workplace Training Team helped 9,136 learners become equipped with essential skills via a range of training courses.

While many of these people attended training at our Cardiff, Abergele, Swansea or Wrexham sites, we also established Workplace Training course delivery from our Abergavenny and Rhayader centres.

Over the year, our Community Trainers and volunteers have supported 26,886 people in gaining essential skills across schools, clubs, and community groups in Wales.

This included 592 people who gained new skills through our free Community E-Learning platform.

In addition to this, we successfully delivered national campaigns such as 'Defibruary' and 'Save a Life September', reaching thousands of people in the process and making sure communities are resilient.



Over 700 pupils in Maesteg received Defibruary demonstrations

In 2024, **9,136** people (2023: 8,175) attended a course run by our Workplace Training Team, while **26,886** people (2022: 13,923) were trained for free by our volunteers and community trainers in schools, clubs and groups.

Stories from our communities: Abergavenny veterans

Kelvin was an attendee at a first aid demonstration by SJAC run for members of the Monmouthshire Veterans' Support Hub.

Four weeks later, he used that knowledge to attend to one of his fellow members who became seriously unwell.

Kelvin recalled how the man was experiencing pains in his upper chest, which were radiating into his left jaw and shoulder. **"I instantly recognised these symptoms as a heart attack, but I wasn't sure,"** Kelvin said.

The man was clammy to touch and struggling to breathe, so Kelvin dialled 999 immediately.

He followed the first aid advice he had learned from SJAC, monitoring the pulse and followed ambulance control's instructions to administer aspirin.

"People underestimate how important first aid training is.

"It has given people in our group a sense they are being looked after by one another."

Kelvin, who helped member of his veterans support club following a first aid demonstration



Children and Young People

Our Children and Young People (CYP) programmes continued to engage and inspire those aged 5 and above with our charity's values and vision.

Our Badgers, Cadets and Young Adult volunteers continued their individual journeys with us, developing in areas from first aid to essential life skills that will help prepare them for their next steps in life.

In 2024, we had 773 individuals between the age of 5 and 18 years of age in our Cadet and Badger programmes, representing 35% of our total volunteer numbers across the charity.

These were spread across 28 Badger Setts and 34 Cadet Units across Wales.

We launched our new 'Young Adult' role for 16-18 year olds in 2024, expanding their ability to attend our events as first aiders for the public.

Of the 773 individuals, 51 young people in this age range supported our teams across Wales delivering first-aid directly to communities.

Our Youth Programme launched a new module of our Cadet Grand Prior Award focusing on Youth Empowerment, in collaboration with the office of the Children's Commissioner for Wales.

Over 350 Cadets took part, learning about the rights of children and young people across Wales and how these relate to healthcare settings. The success of this programme culminated with a visit by the Children's Commissioner to our Pontardulais Cadet Unit.

Stories from our communities: North Wales Cadet Camp

This camp provided forty cadets with a memorable weekend of fun and learning in 2024.

Activities included outdoor first aid training to enhance the attendee's practical skills, alongside recreational activities such as laser tag and a gaming van.

Social opportunities helped cadets build friendships and unwind in an inclusive environment.
Feedback highlighted the camp's success in fostering teamwork, confidence, and a sense of belonging.

Funding covered venue hire, food, activities, and supplies, ensuring the camp was affordable and accessible to all participants.

The CYP Team recently relaunched our new 'Llais' Youth Advisory Panel.

This is a group of Youth Ambassadors (under the age of 25) who represent the children and young people who both volunteer for SJAC, as well as those who we serve in the wider community.

Our Youth Advisory Panel will provide insights and advice to the organisation, making a meaningful impact on the work the charity does across all its activities.

Stories from our communities: Lifesaving Aberdare Badger

A nine-year-old boy saved his mother's life by calling 999 when she was in a diabetic coma.

Harley was a member of St John Ambulance Cymru's Badger programme and used his first aid knowledge to call 999, raise the alarm with a neighbour and care for his little sister until help arrived.
Harley's mum said: "That night we all went to bed normally. Suddenly, I woke up and my stomach was in agony. I was screaming out in pain most of the night being sick.

"I was in and out of consciousness. I was lying in bed barely breathing. I am so incredibly lucky to be here. He is a real lifesaver. Badgers is absolutely amazing for these children.

"He has been a Badger for a few years now and he absolutely loves it."



"First aid is extremely important for kids to learn, because look what happened. If Harley didn't go to Badgers, he wouldn't have the knowledge he has."

Clinical

In 2024, we saw considerable strategic and operational progress in the clinical landscape, with significant developments in leadership, governance, and innovation.

A new National Clinical Leadership Structure was successfully implemented, strengthening oversight and driving clinical excellence across all counties.

This has enabled more consistent practice and clearer lines of accountability, supporting the safe delivery of care.

Clinical governance processes have also been enhanced, particularly with the introduction of a formalised approach to the receipt and management of MHRA (Medicines & Healthcare Regulatory Agency) alerts about equipment and medicines.

These processes ensure prompt dissemination and action on safety-critical information, protecting both patients and staff. Medicines management has undergone considerable scrutiny and development.

Governance arrangements have been strengthened, with particular emphasis on the safe handling and use of Controlled Drugs.

This includes the establishment of updated protocols, and enhanced audit measures.

Collaboration between Clinical and Operational leadership has been formalised through the creation of a National Clinical Team for Service Delivery.

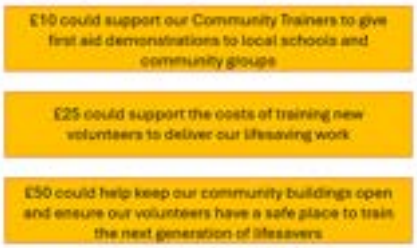
This new function integrates clinical insight directly into frontline operations, ensuring that decisions are informed by best practice and aligned to national standards.

Fundraising

A total of £1,053,386 was raised as a result of our fundraising activities in 2024.

This represented an increase of 4.2% on the previous year. We are incredibly grateful to everyone who has donated to our fundraising efforts in 2024.

We received £48,693 as gifts in wills in 2024, with the average gift amount being £22.



Over £40,000 was raised from supporter challenges, including events such as the Cardiff Half Marathon.

Our regular supporters raised over £500,000, and we also benefitted from supporters joining our new lottery.

We were also grateful to receive £50,000 from the Moondance Foundation towards our Community Training Programme.

Throughout 2024, we remained registered with the Fundraising Regulator.

All fundraising work was conducted in line with the Code of Fundraising Practice and there were no instances of non-compliance with the Code.



Some of the charity fundraisers who took on the Cardiff Half Marathon to raise money for us in 2024

Ceremonial Awards & Honours

During 2024, the Priory for Wales recognised the endeavours of those that had exemplified our vision, mission and motto with their actions and effort.

Our 2024 Investiture and Visitation Services were held in Llandaff Cathedral in June and at St Davids Cathedral in October.

Both were opportunities to honour those who helped others when they were most in need.



Priory highlights include:

- Debut of the newly commissioned Anthem of the Order of St John at the Annual Investiture Service in Llandaff Cathedral in June. This was sung by our newly established St John Ambulance Cymru Volunteer Choir.
- HRH The Duchess of Gloucester was presented with her gilt medal for 50 years' service with SJAC in December 2024.
- HRH The Duchess of Gloucester met Cardiff volunteers in a visit to St John Baptist Church in April 2024.
- Trustee, James O'Connor, was appointed and installed as Bailiff of St Davids in October 2024.

A ceremony was held in April 2024 where 30 families of organ donors received recognition awards on behalf of their loved ones.

The ceremony was run in conjunction with NHS Blood & Transplant, and the event was sponsored by Hugh James Solicitors.

The commitment of our people to the St John Ambulance Cymru cause was highlighted by the presentation of 51 Long Service Medals and Bars, in recognition of periods of service from a decade up to 55 years' service.

People, Culture and Experience

Throughout 2024, we undertook extensive consultation with a wide range of internal and external stakeholders to develop our new five-year strategy, covering the period 2025-30.

This process set us on a path to ensure that working and volunteering at St John Ambulance Cymru will be a sector leading experience.

This included:

- Modernising policies to ensure both good governance and consistent, fair people and operational practices. Examples include policies relating to Disciplinary, Health and Safety, Data Protection, Ethical Fundraising, Incident Reporting and Organisational Learning.
- Relocating our ambulance crew from a smaller secondary site in Cardiff to our National Headquarters. In addition to reducing operating costs, this change has provided crew members with an improved working environment and has supported greater working relationships between teams.
- Proactively managing attendance, resulting in a 31.5% reduction in sickness absence compared with 2023.
- Undertaking a comprehensive review of our Safeguarding services and investing resources to strengthening these.
- Establishing a fresh staff team dedicated to improving the experience of volunteers across the organisation. This includes new roles (National Volunteer Manager and Recruitment and Retention Officer) which provide a dedicated and differentiated support to our volunteers separate to that of our staff management structure, whilst still ensuring accountability.
- Exploring potential technological solutions which could reduce administration and consolidate multiple existing platforms, such as a volunteering app.
- Conducting a structural review to ensure that the Charity has in place the skills and experience necessary to provide good governance and can achieve efficiencies. The restructure resulted in the creation of two new Executive Leadership roles (Director of People, Culture and Experience, and Director of Finance and Resources), the merging of two previously separate operational areas (Ambulance Operations and Events) into a new "Response" team, and the creation of a new "Education" service area. The restructure also resulted in 4 compulsory redundancies and 1 voluntary redundancy.

As of December 2024:

- Following a process of data management and cleansing, the total number of volunteers was 2,189 (2023: 2,602).
- The total number of employees was 168 (2023: 217).

Sustainability

We continued to improve the equipment and resources available to our people to ensure a high-quality service can be delivered to patients, and that we take steps to improve our sustainability.

In October 2024, we released a Carbon Reduction Plan to achieve meaningful reductions in carbon emissions by following a strategic approach, inspired by both organisational practices and broader sustainability initiatives.

This includes:

- Replacing and recycling equipment and vehicles and sourcing new ambulance and hybrid cars for our fleet, with a planned transition to a fully electric car fleet by 2027.
- To reduce paper usage, we are implementing new digital tools, as well as removing filing cabinets and photocopiers from our estate in all but key functions.
- We consolidated our facilities by relocating our Ambulance Team to our headquarters in Cardiff to mitigate our building footprint.
- LED lighting has been installed across Cardiff facilities, with plans to expand these to other buildings shortly.
- Microsoft Teams is our preferred platform for meetings, reducing the need for travel.

Feedback from our communities: Training at Coleg Gwent

I just wanted to say a big thank you for the session you ran for us recently. They were informative, engaging and really tailored to our level 2 students.

The feedback from them was incredibly positive. Many said they learned a lot and even called it the best external session they have had this year.

The activity at the end was great fun and left everyone in high spirits. Thanks again for your support, and we hope to welcome you back soon!



A group of our St John People from across North Wales providing first aid cover at the 2024 Caernarfon Food Festival



Governance and Risk Management

Governance and Risk Management

Structure, Governance and Management

Organisational Structure

The Charity is based in Wales with its national headquarters in Cardiff and trades under the name St John Ambulance Cymru.

The Priory Chapter (the 'Board', the 'Board of Trustees' or the 'Board of Directors') is the supreme governing and legislative body of the Charity and of all affairs of the Charity within Wales, under the Sovereign Head and the Grand Prior.

The Charity is one of 11 autonomous Priories that form The Most Venerable Order of The Hospital of St. John of Jerusalem (the 'Order' or the 'Order of St. John').

The Charity is governed by its Articles of Association and these incorporate the rules, which were approved by the Grand Prior of the Order on 23rd October 1999, under the authority of the Order's Royal Charter and Statutes. Both the Articles of Association and the Regulations of the Charity were subject to a comprehensive review and updating, in consultation with the Order and the Charity Commission.

The final updated Articles of Association were approved and adopted on 31st January 2024 and the updated Regulations on 1st February 2024.

The Charity appoints Trustees on the recommendation of an Appointment Panel to the Board. The Regulations of the Charity set out the process for the recruitment of Trustees and the membership of the Committees.

All operations of the Charity occur directly within that entity during both the current and prior years. The Charity has one trading subsidiary, Maindy Estates Limited (No. 516242), which is wholly owned and whose principal activity is that of property ownership. In addition, the Charity had the following dormant subsidiaries, each of which is wholly owned and has been non-trading throughout both the current and prior years:

- St. John Ambulance in Wales (Priory for Wales) (No. 5071232)
- St. John Wales Patient Transport Limited (No. 5071126)
- St. John Wales Training Company Limited (No. 3318160)
- Order of St. John Priory for Wales Trustee Corporation Limited (2968029)

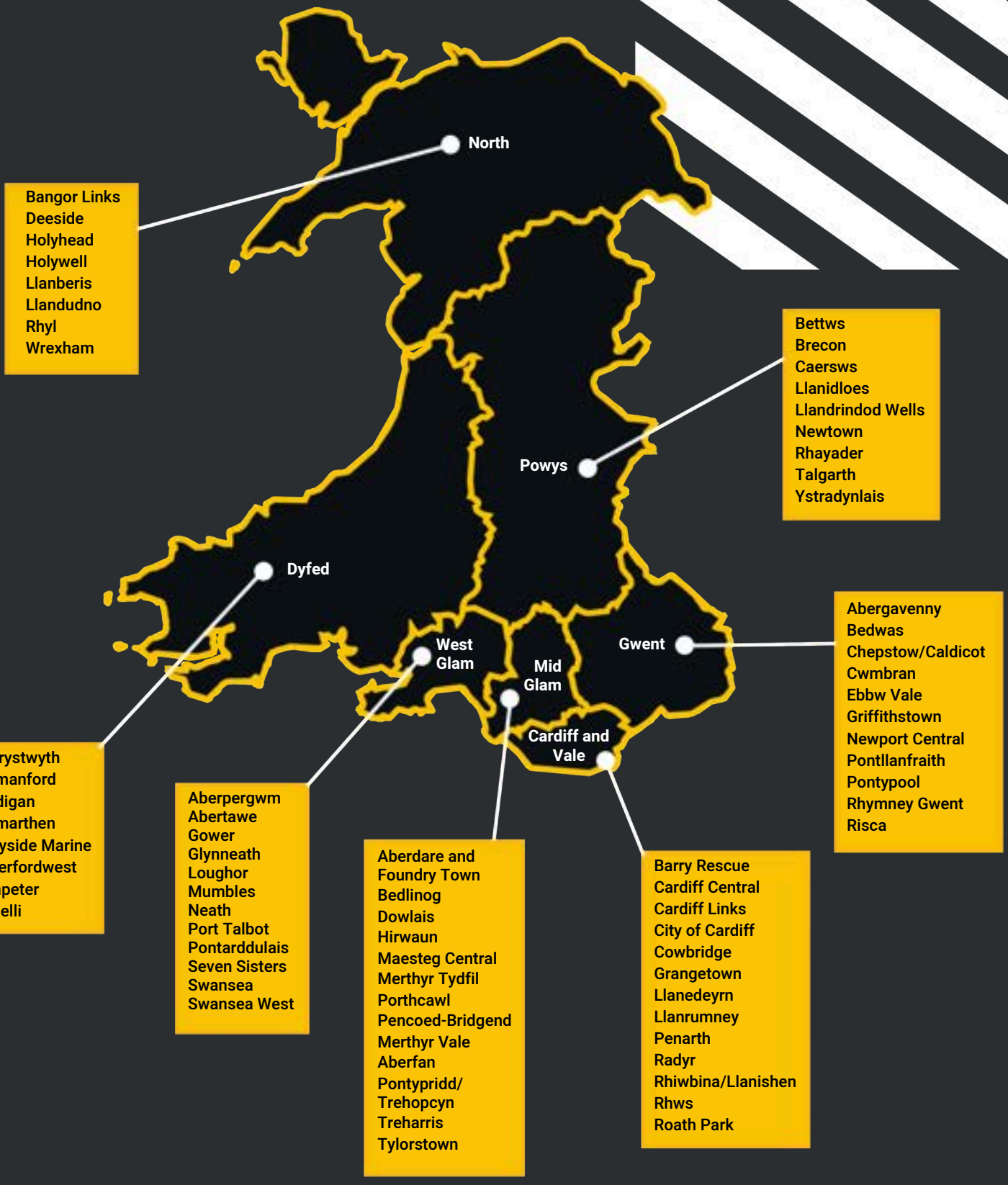
Applications to close several of the dormant subsidiaries were made to Companies House on 2024, with completion expected in 2025.

The Charity is organised into 3 regions, split further into 7 counties comprising of 64 Adult divisions, 34 Cadet units and 28 Badger setts. The principal activities are:

- Recruitment and training of members of the public in first aid and care
- Provision of first aiders at public events
- Training of young people from the age of five – teaching them first aid and care and general citizenship skills
- The relief of sickness and the protection and preservation of public health, through the provision of services (including the carriage of patients and other transport requirements) to health authorities, hospitals, and others.



Our locations across Wales in 2024*



*please note some locations have more than one division.

Governance

The Board serves as the governing body of the Charity. The Chapter members also function as Trustees of the Charity in accordance with the Charities Act 2011.

The number of Trustees shall be not less than ten but unless otherwise determined by the Charity in general meetings, shall not be subject to any maximum.

The Board convenes at least four times annually and is chaired by the Prior.

In compliance with the Charity's regulations, the Board appoints Standing Committees as necessary to support its functions.

2024 saw three new Trustees appointed: Marc Penny, Carol Jones, and Nyah Lowe, and the creation of the Clinical Committee.

St John Ambulance Cymru operates in compliance with the Charity Commission's public benefit guidance and the Charities Act 2011.

Our mission is to empower every community with first aid and healthcare skills to save lives.

The Trustees have duly considered public benefit guidance when reviewing objectives and planning future activities.

Management

The Trustees are responsible for setting strategies and policies and for ensuring that these are implemented.

The Charity now operates with seven Standing Committees of the Board, with supporting panels focussing on specific areas of work.

The committees established to aid the Board are as set out below.



Our Board of Trustees



Paul Griffiths OBE KStJ DL

Prior for Wales (Chair of the Board) and Chair of Honours & Awards Committee

For six years, Paul Griffiths chaired the Gwent Council for St John Ambulance Cymru, whilst also serving as a National Officer for the Police Superintendents' Association, having previously served as an active senior police officer. Paul has a long history of commitment to voluntary and charitable causes including serving as a trustee for Police Care UK and the Police Arboretum Memorial Trust, and volunteering as a Telephone Friend with the Royal Voluntary Service. Paul was awarded an OBE for 'services to policing' in 2021.



Caryn Cox CStJ

Chancellor (Vice Chair of the Board)

Caryn has over 30 years' experience in health care and social care across the NHS, local government, World Health Organisation, the EU and within the private sector. In her current role as a consultant in public health in the NHS in Wales and England, with a specialism in communicable diseases/health protection, she played a key part in the COVID-19 pandemic response in Wales and England. She has been involved with St John for over 40 years, starting as a member of St John Ambulance in England in childhood. She has been a trustee of St John Ambulance Cymru since 2017 and Chancellor since June 2023.



Rt Rev David Morris CStJ

Priory Dean and Chair of Pro Fide Committee

Originally from the Rhondda Valley, David has been an Anglican priest in Wales for thirteen years. He was once the youngest priest in the Church in Wales and in 2024 became its youngest ever bishop, being appointed Assistant Bishop of Bangor, adopting the title of Bishop of Bardsey. A senior member of staff in the Diocese of Bangor, David has served as Diocesan Director of Ministry for the past two years. David has been a chaplain within St John Ambulance Cymru for over ten years and currently serves as Dean of the Welsh Priory. As Priory Dean, he is responsible for nurturing and sustaining the Christian ethos of the organisation and providing pastoral care to all staff and volunteers through chaplaincy provision. David joined the Board in 2020.



Emily Bristow OStJ

As Senior Vice President at Blue Prism, Emily has worked with many major customers to help make the most of their digital workforce. Previously, Emily was the UK Head of Intelligent Automation at the global IT consulting firm CGI before joining Blue Prism in June 2018. An MSc graduate, Emily has more than 10 years' experience across a variety of IT and operational roles. Emily's first encounter with St John Ambulance Cymru was when she joined the charity as a Badger in Gwent in the 90s. Her involvement with the charity has now come full circle as she became a trustee in February 2021 and is board lead on digital and data development and compliance.



Gillian Knight RGN, DipISM

Gill registered as a general nurse in 1994 and has held a varied range of senior nursing positions across care sectors and in the NHS primarily in cancer care including clinical practice, education, Cancer Services Coordinating Group, the Wales Cancer Network and was appointed as a Nursing Officer for Welsh Government in January 2018. Gill had worked within the Welsh NHS for over 27 years since moving to Wales from her native Ireland. She now supports the Chief Nursing Officer as a nursing officer in the Welsh Government, providing professional advice for various policy areas. Gill has worked with a number of third sector organisations as a nurse adviser to support nursing workforce developments in Uganda. In her spare time, Gill enjoys running, cycling and deep sea diving.



Helen Willson MStJ

Chair of Fundraising & Engagement Committee

Helen spent 15 years running the Museums and Heritage Service at Caerphilly County Borough Council where she was Principal Museums & Heritage Officer between 2007 and 2017. There, she was responsible for the successful management, development and delivery of the Museums & Heritage Service, its sites, staff and volunteers. With a passion for volunteering, Helen has given her time to support several charitable causes including the Cub Scouts and her local PTA. In her current role, Helen is responsible for leading on volunteering and participation for the National Trust in Wales and has brought her third sector expertise of volunteer-based charities to the Board since February 2021.



James O'Connor OStJ FCA CEnv MRSC

Chair of Audit, Risk and Governance Committee

James joined the not-for-profit sector in 2016 after over a decade with PwC, the world's largest firm of professional advisors. A Fellow of the Institute of Chartered Accountants, James brings his experience of governance, risk management and stakeholder alignment to St John Ambulance Cymru where he has served as a trustee since early 2021. James is currently Director of Corporate Finance & Sustainability at Pobl Group, Wales' largest housing association, where he oversees the strategic treasury approach for the loan and capital markets portfolio to fund the development of more homes for people in need. He is also a non-executive board member for other organisations supporting vulnerable people, collaborative development of energy-efficient new homes and effective use of heritage assets. James was installed as Bailiff of St Davids in 2024.



Professor Jean White CBE MStJ

Chair of Clinical Committee

Professor Jean trained as a general nurse in Swansea and originally practised as a theatre nurse in Wales and London. Jean has held positions in nurse education, at the Welsh National Board for Nursing, Midwifery and Health Visiting, Health Professions Wales and Welsh Government and was Chief Nursing Officer for Wales and senior adviser to Welsh Government between 2010-2021. She has worked with the ministries of several European countries and is an adviser to the World Health Organisation. Now retired from the civil service, Jean is a Visiting Professor of Nursing at University of South Wales; Independent Council Member at Bangor University; Panel Judge for the national St David Awards; Trustee of the South Wales Police Youth Awards; and in March 2023 she began a 12 months role as High Sheriff of Mid Glamorgan.



Rhys Jenkins MStJ

Rhys has practiced as Barrister at Colleton Chambers since 2019, focusing on Family Law and Civil Law across the South West. Beyond a busy practice and family life, Rhys enjoys giving his time to organisations close to heart. Rhys was a Trustee at Cardiff University and the Cardiff University Students' Union from 2014- 2015. He also took on the role of Vice President Education during this time. Rhys was an Institutional Reviewer at the Quality Assurance Agency (QAA) from 2015-17, reviewing user experience, academic rigour, and good governance. He was appointed on 24 June 2023.



Marc Penny

Chair of People Committee

Marc became a St John Ambulance Cymru Trustee in mid 2024.
Marc is Director of Improvement and Innovation for Cwm Taf Morgannwg University Health Board as well as holding voluntary roles as Trustee and Board Secretary of Brynawel Rehab. He is a highly experienced and passionate Operational Excellence, Business Transformation and Innovation professional having spent over 25 years leading change and transformation across public and not for profit organisations. Marc's voluntary roles focus within Health and Care charities supporting the most vulnerable within society. He splits his time between South Wales where he lives and North Wales where his partner lives and works. Before becoming a Trustee, Marc was an Independent Member of St John Ambulance Cymru's People Committee.



Carol Jones F.C.C.A.

Chair of Financial Resource Committee

Carol became a St John Ambulance Cymru Trustee in late 2024.
FCCA qualified with 36 years' experience in finance-related senior managerial positions within multinationals. Carol has a background of operating for many years as a board director managing financial compliance in global manufacturing and service sectors. She has proven expertise in managing and leading staff through cultural change incorporating lean practices and successful collaborative working with external stakeholders on projects throughout Europe. Carol brings a sound commercial oversight of the charity's finances.



Nyah Lowe

Nyah became a St John Ambulance Cymru Trustee in late 2024.
She is the first youth trustee on the St John Ambulance Cymru Board of Trustees, presenting an opportunity for the Board to gain input from individuals of all ages. Nyah's background is Student Voice and Advocacy gaining experience as the President of Undeb Bangor (Bangor University Student's Union). She has experience representing and advocating for students and young people at national and international conferences and engaging with leaders at government level. She also brings experience of developing consultation practices that empower stakeholders to engage and take ownership of policy and strategy development.

Board Diversity

A vital part of supporting communities in Wales involves representing the people that live within them. St John Ambulance is committed to fostering an inclusive culture, bringing expertise and experiences from a range of backgrounds and sectors, and making sure voices are heard.

Average Trustee Tenure (at end of 2024): 3.2 years (2023 – 2.3 years)

Trustees are appointed for a three-year term and may be reappointed for a second three-year term, after which they will leave the Board after a maximum of six years, except in the case of taking up appointment as Prior, Chancellor, Priory Dean or Bailiff of St Davids, in which case up to a further six years in such office is permitted up to an overall maximum of twelve years.

Gender equality is reflected in our Trustees, and this sets a strong example for across the organisation.

The FTSE Women Leaders Review report for 2025 notes the UK's approach to gender equality in boardrooms is setting an international precedent for inclusive business, with 43.4% representation. St John Ambulance Cymru is proud to be an exemplar – of our twelve trustees in 2024, seven were women, equating to 58.3%.

Standing Committees

Audit, Risk and Governance Committee

The Audit, Risk & Governance Committee reviews the effectiveness of internal financial controls and risk management systems and the clarity and completeness of disclosures in the financial statements of the Charity and its subsidiaries. The committee will also consider risks presented from the Clinical Assurance Panel. Furthermore, the committee will consider Governance arrangements and will provide detailed assurance to Chapter around the implementation of the Governance Review recommendations. The committee meets four times per year and is chaired by a Trustee.

Finance & Resource Committee

The Finance & Resource Committee meets four times per year and is chaired by a Trustee with professional financial experience and qualifications. Its purpose is to provide financial oversight of the organisation and reports directly to Chapter. Membership includes both Trustees and independent members.

People Committee

The People Committee provides assurance to the Board regarding the charity's responsibilities to all matters relating to volunteers, staff and organisational development. It also maintains a strategic overview of the charity's people arrangements with a view to ensuring that these are designed to provide a positive environment for both colleagues and volunteers. The committee meets four times per year and is chaired by a Trustee. Membership includes Trustees and an Independent Committee Member.

Honours & Awards Committee

The Honours & Awards Committee meets twice per year and recommends admissions to and promotions within the Order below the rank of Knight and Dame, the award of Priory Votes of Thanks and the award of the Life Saving Medal or a Certificate of Honour of the Order. It can also make nominations for Civil Honours and Awards and promotions to Knight or Dame. The committee is chaired by the Prior. Membership includes Trustees and independent members.

Fundraising & Engagement Committee

The Fundraising & Engagement Committee exercises strategic oversight of fundraising strategy, policy & practice, ensuring fundraising activities are in keeping with the purpose, values and culture of the Charity. The Committee also has governance oversight of communications and engagement activity to further raise the profile of the Charity and publicise the charitable impact and public benefit. Membership includes a minimum of two Trustees, Chair of The Eye Hospital Committee and independent external members. The committee meets four times per year and is chaired by a Trustee.

Pro Fide Committee

The Pro Fide Committee advises the Prior on all spiritual and ecclesiastical matters pertaining to the charity. It also takes note of guidance issued by the Prelate through Grand Council. The committee approves forms of service and prayers used by the charity. Membership includes senior clergy in Wales', and the Priory's representative on the St John College of Deans. The committee meets twice per year and is chaired by the Dean of the Priory.

Clinical Committee

The Clinical Committee providers oversight for clinical matters, including Clinical Governance and Assurance. The committee ensures that proper systems and processes are in place to monitor clinical practice and safeguard quality of care. The committee meets four times per year and is chaired by a Trustee.

Supporting Panels

St John Eye Hospital Panel

The Eye Hospital Panel's primary objective is to fundraise for the St John Eye Hospital in Jerusalem. The panel meets six times per year and is chaired by the Hospitaller. It is a supporting panel rather than a standing committee of the Board and does not hold delegated authority from the Board. As such, the panel is chaired by the Hospitaller and is composed of independent members appointed by the Hospitaller in consultation with the Prior.

Investment Panel

The Investment Panel meets twice per year and provides oversight and policy for the charity's investments to safeguard the long-term future of the charity. The panel includes both Trustees and independent members, is chaired by a Trustee and is accountable to the Finance & Resources Committee.

Leadership Team

The key management personnel to whom the Trustees delegated day-to-day management of the Charity in 2024 are listed below.



Richard Lee MBE CStJ QAM FIMC FCPara

Chief Executive Officer

Richard joined St John Ambulance Cymru as Chief Executive Officer at the beginning of May 2024, following a 5-year period as the Chief Operating Officer at St John Ambulance in England. His efforts in this role resulted in him being awarded an MBE for services to healthcare during Covid-19 in the 2021 New Year's Honours List. He was also awarded the Queens Ambulance Medal for distinguished ambulance service in the 2016 Queen's Birthday honours list. Originally from South London, but having spent his teenage years in North Wales, he is a Paramedic and also brings with him previous experience as Director of Operations at the Welsh Ambulance Services NHS Trust. He also saw active service in the Royal Air Force during the Gulf War in 1991 and the UN operations in Bosnia in 1993. As well as volunteering for St John Ambulance in England during his time there, he also volunteers for MEDSERVE Wales, a branch of the British Association for Immediate Care (BASICS) charity.



Benjamin Savage MStJ

Chief Operating Officer

Ben joined as Chief Operating Officer in June 2021 from St John Ambulance in England, where he was first a volunteer, then Ambulance Operations Manager for Greater Manchester and latterly Head of Planning & Programmes for Event Planning. Having led and implemented major improvement programmes in his previous roles and working and volunteering on the front line across the pandemic, Ben's passion for patient care and enhancing community services has been a constant of his career.



Angela Overment

Director of People, Culture and Experience

Angela joined St John Ambulance Cymru in March 2024.
With 20 years of experience in both operational and strategic people roles within the Welsh third sector, Angela brings a wealth of knowledge and a commitment to our mission. A Chartered member of the CIPD, Angela's approach is driven by values. Throughout her career she has been instrumental in building and modernising people practices, ensuring that both organisations and those within them can thrive. Angela's contributions have consistently led to positive changes within the organizations she has been part of and have been acknowledged through accreditation with external quality standards and several awards from HR networks and the CIPD.

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Lewis Bowman

Director of Finance and Resources

Lewis joined St John Ambulance Cymru in July 2024, having previously worked as both a practice accountant and charity finance lead at organisations in the South of England.

An ICAEW chartered accountant with a wealth of practical charity specific finance knowledge and also a holder of the ICAEW's charity specialist designation the Diploma in Charity Accounting (DChA), Lewis leads on all financial matters. Having acted as a volunteer treasurer, Lewis also has charity board experience. Lewis has a track record of effective modernisation and process improvement processes. As a result, along with financial input Lewis also leads on the IT and procurement functions.



Carl Lane Dip(HE) MSc MIoL MCPara

Clinical Director

Carl joined St John Ambulance Cymru in 1995 as a Cadet in Cardiff, working his way through the organisation in various roles and ranks until he became a Paramedic in 2012. He left St John in 2014 to pursue a career in the NHS, returning in 2024 as the National Paramedic Officer. Carl also served in the Royal Air Force for 7 years as a Medic and worked in various countries around the world both on land, sea, and air. He has worked in the NHS all over the UK and in many sectors including Pre-Hospital, Primary Care, Urgent and Emergency Care and the 111 Service. He has also managed two Minor Injuries Units in Gloucestershire, the 111 service in Bristol and London, as well as a COVID Assessment & Vaccination Service in NHS Orkney. He is an Advanced Practitioner and an Independent Prescriber and works as an NHS Health Board Manager.



Richard J Paskell MBE CStJ

Chief Commissioner

Richard joined St John Ambulance Cymru initially as a Trustee in 2017. He was successfully appointed to the role of Chief Commissioner, our most senior volunteer position, in 2020.

Since then, he has led on the modernisation of St John Ambulance Cymru volunteer structures and is a proactive, visible uniformed leader of our volunteers. He is passionate about volunteering, something he has done for over thirty years with various Charities. In 2022, he was appointed to the Most Excellent Order of the British Empire, by the late HM Queen Elizabeth, for services to Mountain Rescue and to the communities in South Wales.

Richard's full-time job is with South Wales Police.

Risk Management

SJAC has an integrated Risk Management Framework within which it operates, ensuring that all significant risks are identified and assessed, controls are introduced, and remedial action taken. We introduced a Board Assurance Framework in 2024.

The Risk Management Framework dictates that the risks and associated mitigating actions are monitored monthly by the senior management team, and reported quarterly to the Audit, Risk and Governance Committee, and in turn to the Board.

The Risk Register is updated and reviewed quarterly by the Audit, Risk, and Governance Committee. It incorporates best practice guidelines from the Charity Commission and is a crucial component of SJAC's governance framework.

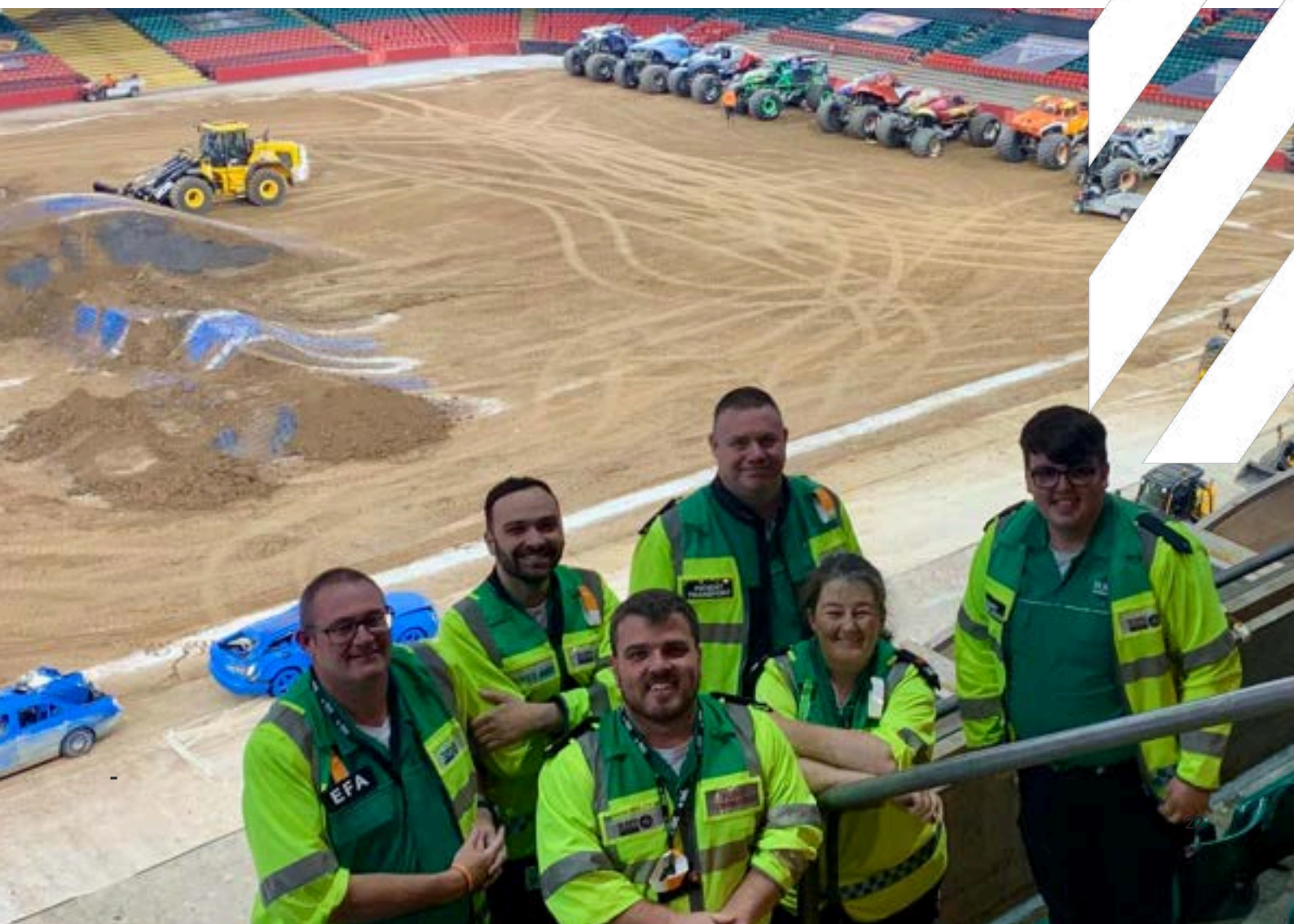
Effective risk management enhances the organisation's confidence in achieving its goals, mitigates threats to acceptable levels, and supports informed decision-making regarding opportunities.

The foremost risk to the charity for 2024 is its financial resilience. This challenge is exacerbated by inflationary pressures which can be seen across the charity sector.

There are increased operational costs, and on-going societal hardships have adversely impacted fundraising efforts.

The principal risks faced by the Charity are:

- **Financial** – maintaining a sustainable financial position, including ensuring sufficient cash flow to support our ongoing charitable operations.
- **Safeguarding** – protect children and vulnerable adults with maintenance and enforcement of the right culture, controls, and oversight.
- **Clinical** – ensuring the delivery of excellent clinical care by maintaining proper oversight,
- **Regulatory** – ensuring compliance with regulations related to our services, the management of information, and awareness of risks such as incursion, disruption, fraud, or data loss, while remaining accountable to regulatory bodies.



Reference and Administrative Details

Name
The Priory for Wales of the Most Venerable Order of the Hospital of St John of Jerusalem

Operating name
St John Ambulance Cymru

Registration numbers
Company - **05071073**

Charity - **250523**

Trustees/Directors (Chapter) –

Paul Griffiths (Prior/Chair)

Caryn Cox (Chancellor)

James O'Connor (Bailiff of St Davids)

Rt Rev David Morris (Priory Dean)

Emily Bristow

Rhys Jenkins

Gillian Knight

Prof Jean White

Helen Willson

Address:
Priory House,
Beignon Close,
Ocean Way,
Cardiff,
CF24 5PB

Telephone: 0300 2011 999
Website: www.sjacymru.org.uk

Trustees/Directors (Chapter) –

Marc Penny (appointed 24 June 2024)

Carol Jones (appointed 24 June 2024)

Nyah Lowe (appointed 24 June 2024)

Nick Stork (resigned 24 June 2024)

Additional Officers of the Priory –

Dr Robert Broughton (Archivist/Librarian)

John Petrie (Director of Ceremonies)

Dr Akram Baig (Hospitaller)



Standing Committees

AUDIT, RISK AND GOVERNANCE COMMITTEE

James O'Connor (Chair)

Emily Bristow

Caryn Cox

Rhys Jenkins

Prof Jean White

Carol Jones (joined 24 June 2024)

Meredith Austin-Bruce (Independent Member) (joined 24 June 2024)

CLINICAL COMMITTEE (formed 24 June 2024)

Prof Jean White (Chair)

Gillian Knight

Caryn Cox

FINANCE AND RESOURCE COMMITTEE

Carol Jones (Chair) (joined 24 June 2024)

Paul Griffiths

Rhys Jenkins

James O'Connor

Stephen Nash (Independent Member) (joined 7 February 2024)

Andy Hassall (Independent Member) (joined 10 July 2024)

Chris Gibbs (Independent Member) (joined 10 July 2024)

Nick Stork (Independent Member) (resigned 24 June 2024)

PEOPLE COMMITTEE

Marc Penny (Chair)

Caryn Cox

Helen Willson

Richard Paskell

FUNDRAISING AND ENGAGEMENT COMMITTEE

Helen Willson (Chair)

Rhys Jenkins

Prof Jean White

David Gardner (Independent Member)

Rt Rev David Morris

Alison Pritchard (Independent Member).

PRO FIDE COMMITTEE

Rt Rev David Morris (Chair)

Rt Rev Gregory Cameron (Independent Member)

Rhys Jenkins

Rev Canon Sarah Jones (Independent Member)

James O'Connor

Rev Canon Alan Pierce-Jones (Independent Member)

Very Rev Dr Sarah Rowland Jones (Independent Member).

HONOURS AND AWARDS COMMITTEE

Paul Griffiths (Chair)

Caryn Cox

Sheila Davies (Independent Member)

Colin Jones (Independent Member)

David Melding (Independent Member)

Richard Paskell

Peter Vaughan (Independent Member)

Supporting Panels

ST JOHN EYE HOSPITAL PANEL

Dr Akram Baig (Chair/Hospitaller) (resigned 24 June 2025)

Richard Baxter

Sian Burke

Iona David

Lyn Clifton-Davies

Matthew Keats

Ruth Lewis

Paul M. O'Shea

David Peters

Granville Thomas

Maria Thomas

Richard Thomas

Diane Davies (Secretary)

Moawia Bin Sufyan (joined June 24 2025)

INVESTMENT PANEL

James O'Connor (Chair)

Andy Hassall (joined 24 July 2025)

Chris Davies

Jon Lloyd

Nick Stork (resigned 24 June 2024)

Rhys Jenkins

BANKERS

Barclays Bank PLC, 1 Churchill Place, London E14 5HP

SOLICITORS

Acuity Law - 3 Assembly Square, Britannia Quay, Cardiff, CF10 4PL
Blake Morgan LLP, One Central Square, Cardiff, CF10 1FS

INVESTMENT MANAGERS

Brewin Dolphin Ltd, 5 Callaghan Square, Cardiff CF10 5BT

INDEPENDENT AUDITORS

Azets Audit Services, Ty Derw, Lime Tree Court, Cardiff Gate Business Park, Cardiff CF23 8AB

Responsibilities of the Board of Directors

The Trustees (who are also directors of The Priory for Wales of the Most Venerable Order of the Hospital of St John of Jerusalem for the purposes of company law) are responsible for preparing the Trustees' report (incorporating the directors' report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the income and expenditure of the charitable group 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 Charities SORP,
- Make judgments and accounting estimates that are reasonable and prudent,
- State whether applicable UK Accounting Standards 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 maintaining proper accounting records which 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 the group 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 auditors are unaware, and,
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of the information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on 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.

Approved by the Board of Directors on 13th June 2025 and signed on its behalf by:



Paul Griffiths, OBE KStJ DL
Prior for Wales and Chair of the Board



Independent Auditor's Report

Independent Auditor's Report

Opinion

We have audited the financial statements of The Priory for Wales of the Most Venerable Order of the Hospital of St John of Jerusalem (the 'parent charitable company') for the year ended 31 December 2024 which comprise the consolidated Statement of Financial Activities, the consolidated and parent Balance Sheet, the consolidated Statement of Cash Flows and notes the financial statements, including significant accounting policies.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- Give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2024, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions Relating to Going Concern

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.

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 group or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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 course of the audit, or otherwise appears to be materially misstated.

If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. 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 in this regard.

Opinions on Other Matters Prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the Trustees' report (incorporating the strategic report and directors report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The strategic report and the directors report including the Trustees report have been prepared in accordance with applicable legal requirements.

Matters on Which we are Required to Report by Exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material

misstatements in the strategic report and the directors' report included within the trustees report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of directors' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees 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 group and parent 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 group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

We have been appointed auditor under the Companies Act 2006 and report in accordance with this Act.

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 auditor's 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.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/auditorsresponsibilities.

This description forms part of our auditor's report.

Extent to Which the Audit was Considered Capable of Detecting Irregularities, Including Fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;

- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations; and
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Use of Our Report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Azets Audit Services

Andrew Howells
(Senior Statutory Auditor)

For and on behalf of Azets Audit Services Chartered Accountants and Statutory Auditor
Tŷ Derw,
Lime Tree Court,
Cardiff Gate Business Park,
Cardiff,
CF23 8AB

8 July 2025



Our Financial Performance

Our Financial Performance

2024 has been a year of change for St John Ambulance Cymru. A new leadership team was installed during the year and a restructure of the entity took place during the second half of the year. These changes have provided steps towards financial stability.

St John Ambulance Cymru reported a deficit of £550k for the year ended 31 December 2024 (2023: deficit of £848k). The reduced deficit reflects continued efforts to control expenditure and prioritise income generation in core service areas.

Total income for the year was £7.77million (2023: £7.83 million). The composition was changed towards more Fundraising and Workplace Training income with a reduction in Ambulance Operations income.

A 6% rise in Workplace Training income (£89k increase), reflects a pivot towards an increase in the volume of courses delivered.

Fundraising income increased 11% (£109k), supported by growth in legacies and individual donations. Fundraising will continue to be an area of focus going forward supported by an internal fundraising department and also a network of dedicated volunteers throughout Wales. A strategic shift is planned from door-to-door fundraising to focus on our lottery offering.

Ambulance Operations income reduced by 5% (£172k decline), largely due to a cessation of unprofitable contracts and services which assisted an increase in contribution from ambulance services returning it to profitability. our Falls service continues to be a significant portion of our Ambulance work and our partnership in this area with Welsh Ambulance Service Trust will continue in 2025.

Events income has held steady year on year at £1.1m, we continue to offer a spectrum of services from small community events to large scale arenas supported by our volunteers.

Direct costs fell by £394k (7%) to £4.93 million. The most significant savings were seen in Ambulance Operations, where costs fell by 17% (£585k) due to changes in our service offering and efficiencies in service provision. Fundraising direct costs increased by £148k (83%) in line with investment in donor acquisition and retention.

Overheads decreased by £157k (4%) to £3.72 million. The organisation managed to contain general overheads while addressing inflationary pressures and sustaining core operations.

The charity has embarked upon a programme of strategic property rationalisation and sales of non-strategic properties are reflected in the decrease in fixed assets, which also reflects a draw down from investments to fund the transformation programme.

All funds of the charity not immediately required to be used or applied for the ordinary purposes of, or in carrying out the objects of the charity, subject to the terms of any trust, may be invested by the Board on behalf of the charity in any permitted investment.

Investment income which includes interest earned, was £32k a reduction from £69k in 2023. This reduction is due to the reduction in our investment holdings during 2024.

In 2024 there were gains on investment assets of £61k (2023: £68k).

Going Concern

The charity has several diversified income streams and is not dependent on any one single organisation for sales or funding. There remain financial challenges for the charity to navigate, but the development of the 2025-30 Strategy is designed to ensure the charity can manage the risks.

The Trustees believe that the charity has adequate resources to manage business and financial risk, and a reasonable belief that the charity will continue in operational existence for the near future.

Heritage Assets

The charity possesses heritage assets that embody its historical significance and longstanding community engagement.

Effective management of these assets is essential to preserve and conserve the heritage of SJAC, while also promoting future educational initiatives.

In 2025, the organisation intends to submit a bid to the National Lottery Heritage at Risk Fund to evaluate and safeguard these assets.

Staff Salaries

St John Ambulance Cymru strives to pay fair and appropriate wages for our staff's roles and responsibilities.

Our staff salaries are as follows:

Salary band (per annum)	Number of staff
Spot (CEO) - £115,000	1
1 - £64,927 - £69,255	1
2 - £51,941 - £56,270	5
3 - £36,413 - £42,015	4
4 - £30,531 - £36,412	13
5 - £26,609 - £30,530	15
6 - £21,846 - £26,608	30
7 - £21,145 - £21,845	5

The ratio between the highest paid employee and the lowest paid employee was 1:5.5.

In Ambulance Operations, the salaries are split into the following rates of pay:

Rate of Pay (per hour)	Number of staff
Team Leader - £13.35-£13.55	6
UCS and Falls - £11.99-£12.29	63
UCS only - £11.74-£11.99	6
PCA - £11.44-£11.66	19

The CEO is appointed by the Board of Trustees and reports directly to the Prior. The level of CEO pay should be sufficient to attract, retain and motivate someone of the quality required to lead the charity successfully, but not more than is necessary for this purpose. The CEO salary is a spot salary, agreed by the Board of Trustees annually, typically to apply from 1 April.

The CEO salary review will take into account:

- the previous experience of the post holder and the value that this experience brings to the charity
- general market conditions, which may also include comparison with other CEO roles in similar sized charitable or not for profit organisations (although it is recognised that good pay means value for money, transparently set and communicated, and this may be different in every organisation)
- affordability based on the financial performance of the charity.

Reserves Policy

In line with best practice, the charity and group reviews its policy for holding reserves on an annual basis.

Restricted funds are those funds for which use is specifically restricted; they are not available for the general purposes of the Charity.

Unrestricted funds are funds which are available for use, though some funds may only be realised by the disposal of assets.

These include the Fixed Asset Property Reserve, the Revaluation Reserve, and the Heritage Assets Valuation reserve.

The remaining unrestricted income funds are those which are readily available for use and include 'Other Charitable Funds'.

As of 31 December 2024, the funds of the group are as follows:

Restricted income funds	1,189
Unrestricted income funds	
Fixed asset property reserve	2,147
Revaluation reserve	256
Heritage assets valuation reserve	115
Other charitable funds	1,155
Total Charity funds	4,862

Free Reserves

The Trustees consider that it is important to maintain adequate free reserves both to ensure the future viability of the charity and to ensure that in the event that the charity's long-term viability is in doubt, we are able to meet our obligations and commitments to those individuals and organisations that work in partnership with us, particularly our staff, volunteers and suppliers.

SJAC relies heavily on four main revenue streams: Ambulance Operations, Workplace Training in first aid, events first aid duties and income from fundraising.

Workplace Training and Events income is contracted, but not to a level which provides long-term security.

Fundraising income is by nature insecure, cannot be guaranteed and can potentially be significantly impacted by changes in the economic environment, with many charities already finding it more challenging to raise funds via grants and donations.

With the above in mind, the Trustees consider that it is prudent to maintain a level of reserves that would ensure that in the event of serious difficulty or business continuity issues, the charity would be able to function for a set period.

The different areas of the business have been considered separately, but the Trustees seek to ensure that the ongoing operations of the charity be protected for up to six months, allowing time and opportunity for alternative solutions to be sought or in the very worst case, the 'wind-up' of operations.

The charity seeks to safeguard the important contribution volunteers make to society and the communities of Wales. Having these funds available should ensure SJAC can do so.

On this basis, the charity is seeking to increase free reserves to approximately £4m.

Free reserves at the end of 2024 were £686,022 (2023: £955,000).

Objectives of the Investment Portfolio

The objectives of the investment portfolio are to achieve capital growth and generate income for the Charity.

In line with these objectives the portfolio has generated a total return gross of fees of 8.5% in 2024.





Financial Statements

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating an income and expenditure account)
Year ended 31 December 2024

	Note	Unrestricted funds £	Restricted funds £	Total funds 2024 £	Total funds 2023 £
Income and endowments from:					
Donations and legacies	4	**728,823**	**373,863**	**1,102,686**	926,666
Other trading activities	6	**114,389**	**-**	**114,389**	126,933
Investments	7	**32,235**	**-**	**32,235**	68,743
		875,447	**373,863**	**1,249,310**	1,122,342
Charitable activities					
Provision of first aid and youth development	5,8	**1,261,059**	**110,191**	**1,371,250**	1,484,123
Ambulance and transport services	5	**3,593,703**	**-**	**3,593,703**	3,764,616
First aid training	5	**1,558,009**	**-**	**1,558,009**	1,460,813
		6,412,771	**110,191**	**6,522,962**	6,709,552
Total income and endowments		**7,288,218**	**484,054**	**7,772,272**	7,831,894
Expenditure on:					
Raising funds	9	**906,843**	**14,514**	**921,356**	771,400
Charitable activities					
Provision of first aid and youth development	8,10	**1,776,467**	**477,065**	**2,253,532**	2,184,778
Ambulance and transport services	10	**4,155,520**	**15,050**	**4,170,570**	4,886,863
First aid training	10	**1,275,644**	**11,979**	**1,287,623**	1,350,726
		7,207,631	**504,094**	**7,711,725**	8,422,367
Governance	10	**23,800**	**-**	**23,800**	22,070
Total expenditure		**8,138,274**	**518,608**	**8,656,882**	9,215,837
Net gains/(losses) on investments					
Realised gains on investment assets	18	**7,585**	**-**	**7,585**	71,890
Unrealised gains/(losses) on investment assets	18	**53,573**	**-**	**53,573**	(3,631)
Net expenditure		**(788,898)**	**(34,554)**	**(823,452)**	(1,315,684)
Other recognised gains/losses:					
Profit on sale of assets		**272,976**	**-**	**272,976**	467,503
Net movement in funds		**(515,922)**	**(34,554)**	**(550,476)**	(848,181)
Reconciliation of funds					
Total funds brought forward	26,27	4,188,421	1,223,961	5,412,382	6,260,563
Total funds carried forward	27,28	**3,672,499**	**1,189,407**	**4,861,906**	5,412,382

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating an income and expenditure account)
Year ended 31 December 2024

All activities are continuing.

Other recognised gains and losses for the current and the prior financial year have been shown in the statement of financial activities and, accordingly, no separate statement of total recognised gains and losses is presented.

The surplus for the year for Companies Act purposes comprises the net deficit for the year of £884,610 (2023: £1,383,943 deficit) and realised gains on investments of £7,585 (2023: £71,890 gains), totalling a deficit of £877,025 (2023: £1,312,053).

There is no material difference between the net deficit for the financial year stated above and the historical costs equivalent.

There are no movements in funds other than as stated above.

CONSOLIDATED BALANCE SHEET
As at 31 December 2024

	Note	2024 £	2024 £	2023 £	2023 £
Fixed assets:					
Heritage assets	15		**114,730**		114,730
Intangible assets	16		**57,664**		118,579
Tangible assets:					
Freehold and leasehold properties	17a		**3,415,117**		3,790,120
Vehicles, equipment, computers and other	17b		**422,686**		337,279
Investments	18		**1,009,485**		1,662,743
			5,019,682		6,023,451
Current assets:					
Debtors	19	**881,408**		1,134,958	
Investments	20	**4,029**		4,029	
Cash at bank and in hand		**148,764**		20,503	
		1,034,201		1,159,490	
Liabilities:					
Creditors: amounts falling due within one year	21	**(1,173,903)**		(1,738,075)	
Net current liabilities			**(139,702)**		(578,585)
Total assets less current liabilities			**4,879,980**		5,444,866
Creditors: amounts falling due after more than one year	22		**(18,074)**		(32,484)
Net assets			**4,861,906**		5,412,382
The funds of the Charity:					
Restricted income funds	26,28		**1,189,407**		1,223,961
Unrestricted income funds:					
Other charitable funds	27,28		**1,154,651**		1,121,293
Fixed asset property reserve	27,28		**2,147,146**		2,516,844
Revaluation reserve	27,28		**255,972**		435,554
Heritage assets valuation reserve	27,28		**114,730**		114,730
Total Charity funds			**4,861,906**		5,412,382

The notes on pages 42-72 form part of the financial statements.

The financial statements were approved by the Board on 13 June 2025 and were signed on its behalf by:

Paul Griffiths, Chair **James O'Connor, Trustee**

CHARITY BALANCE SHEET
As at 31 December 2024

	Note	2024 £	2024 £	2023 £	2023 £
Fixed assets:					
Heritage assets	15		**114,730**		114,730
Intangible assets	16		**57,664**		118,579
Tangible assets:					
Freehold and leasehold properties	17a		**3,357,874**		3,590,120
Vehicles, equipment, computers and other	17b		**422,686**		337,279
Investments:					
Quoted investments	18		**1,009,485**		1,662,743
Other investments	18		**57,189**		57,189
			5,019,628		5,880,640
Current assets:					
Debtors	19	**880,879**		1,147,118	
Investments	20	**4,029**		4,029	
Cash at bank and in hand		**147,681**		19,690	
		1,032,589		1,170,837	
Liabilities:					
Creditors: amounts falling due within one year	21	**(1,301,249)**		(1,780,543)	
Net current liabilities			**(268,660)**		(609,706)
Total assets less current liabilities			**4,750,968**		5,270,934
Creditors: amounts falling due after more than one year	22		**(18,074)**		(32,484)
Net assets			**4,732,894**		5,238,450
The funds of the Charity:					
Restricted income funds	26,28		**1,189,407**		1,223,961
Unrestricted income funds					
Other charitable funds	27,28		**1,082,882**		1,147,361
Fixed asset property reserve	27,28		**2,139,646**		2,509,344
Revaluation reserve	27,28		**206,229**		243,054
Heritage assets valuation reserve	27,28		**114,730**		114,730
Total Charity funds			**4,732,894**		5,238,450

The notes on pages 42 – 72 form part of the financial statements.

The financial statements were approved by the Board on 13 June 2025 and were signed on its behalf by:

Paul Griffiths, Chair **James O'Connor, Trustee**

CONSOLIDATED CASH FLOW STATEMENT
Year Ended 31 December 2024

	Note	2024 £	2023 £
Cash expended on operating activities	29	**(730,215)**	(555,108)
Finance costs	29	**(28,006)**	(31,597)
Net cash used in operating activities		**(758,221)**	(586,705)
Cash flows from investing activities:			
Dividends, interest and rents from investments	18	**33,184**	68,743
Purchase of tangible fixed assets	17a/b	**(244,220)**	(131,305)
Purchase of intangible fixed assets	16	**(7,267)**	(3,310)
Proceeds from sale of investments		**766,964**	1,043,678
Purchase of investments		**(52,548)**	(531,988)
Proceeds from sale of tangible fixed assets		**555,880**	511,827
Net cash provided by investing activities		**1,051,993**	957,645
Cash flows from financing activities:			
Repayments of assets purchased via finance lease		**(30,914)**	(10,443)
Repayments of mortgages		**(21,101)**	(39,028)
Repayments of loans		**(28,729)**	(103,764)
Cash inflows from new borrowing	23	**-**	53,450
Net cash used in financing activities	30	**(80,744)**	(99,785)
Increase/(decrease) in cash and cash equivalents in the year	30	**213,028**	(271,155)
Cash and cash equivalents at 1 January		**(60,235)**	(331,390)
Cash and cash equivalents at 31 December	30	**152,793**	(60,235)

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2024

1. ACCOUNTING POLICIES

The following accounting policies have been used consistently in dealing with items which are considered material in relation to the Charity's financial statements.

Charity Information

The Charity is a company limited by guarantee incorporated in England and Wales. The registered office is Priory House, Beignon Close, Ocean Way, Cardiff, CF24 5PB.

Basis of Preparation

The accounts have been prepared in accordance with the Charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The Charity is a Public Benefit Entity as defined by FRS102.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The Group has taken advantage of the exemption to not prepare a separate Statement of Financial Activities ('SOFA') and Cash Flow Statement for the Charity.

The financial statements are prepared in British pounds sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest pound.

Going Concern

The Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. The going concern basis of accounting has therefore continued to be used in preparing the annual financial statements.

Accounting by charities

The Charity has availed itself of paragraph 3(3) of Schedule 4 of the Companies Act and has adapted the Companies Act formats to reflect the special nature of the Charity's activities.

Accounting treatment of subordinate organisations

The financial statements represent the consolidated financial position of the Group. This includes the results of St John Wales Training Company Limited, St John Ambulance in Wales (Priory for Wales), St John Wales Patient Transport Services, Order of St John Priory for Wales Trustee Corporation Ltd and Maindy Estates Limited, all 100% subsidiaries of the Charity. All the subsidiary entities except for Maindy Estates Ltd are dormant.

The financial statements are consolidated on a line-by-line basis and cover the consolidated financial position and transactions of all companies controlled by the Charity. All intra-group transactions are eliminated on consolidation.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2024

ACCOUNTING POLICIES (continued)

Income recognition
Course income is recognised at the time the course is run. Course income received in advance is treated as deferred income. Income from patient transport services and first aid cover is recognised when the service is provided. Supplies income is recognised when the goods are despatched. The value of donated goods for resale sold is recognised under "Income from other trading activities" when the goods are sold. Fundraising and all other income is recognised in the statement of financial activities when the Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Income consists of the invoiced value (excluding VAT) of goods sold/supplied to third parties and members.

No amounts are included in the financial statements for services donated by volunteers.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the bank.

Sponsorship income is credited to the SOFA in the year in which it is due.

Grants
Grants for the purchase of equipment and towards the initial setting up of projects are credited in full to the various activities in furtherance of the Charity's objects in the year in which they are received. Grants that provide core funding or are of a general nature provided by government and charitable foundations are recorded as voluntary income. Grants received specifically for goods and services to be provided as part of charitable activities are recorded against the activity to which they relate.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the Charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred. Capital grants are released to the SOFA in the year of receipt.

Fixed assets relating to capital grants are capitalised, and depreciation charged is offset against the grant income, in a restricted fund.

Bequests
Bequests are credited to the income and expenditure account when the Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Expenditure
Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs in relation to generating income such as fundraising activities
- Expenditure on charitable activities includes all costs relating to the furtherance of the Charity's objectives as stated in the Trustees' report

Governance costs comprise audit fees.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2024

ACCOUNTING POLICIES (continued)

Irrecoverable VAT

Irrecoverable VAT incurred due to the use of the partial exemption method is allocated across all activities as a finance support cost.

Redundancy and termination payment policy
Redundancy and termination payments are made in line with the legislation in place at the time. There is no contractual obligation to make any payments beyond the statutory payments.

Heritage assets
Heritage assets were valued at market value on 6 April 2016. No depreciation is charged due to them having an indefinite life.

Intangible fixed assets
Intangible fixed assets comprise the website and software purchased which will be amortised over its estimated useful life, being four years.

Tangible fixed assets
Tangible fixed assets are stated at historic purchase cost less accumulated depreciation. Cost includes the original purchase price of the asset and the costs attributable to bringing the asset to working condition for its intended use. Freehold land is not depreciated.

The following rates are used for the depreciation of the asset over its useful life:

Freehold properties	2%
Plant & machinery	10%
Motor vehicles	14% or 20%
First Aid equipment	20%
Computers	25% or 14%
Other	20%

The Charity's capitalisation policy is that all single assets or group purchase of related assets costing £5,000 or more are capitalised. This policy was reviewed in 2016.

The freehold and leasehold properties were professionally revalued in 1996.

The Group treats freehold land that is held for capital appreciation, rental income or both, as investment properties. Investment properties are not depreciated and are instead carried at their fair values based on market value determined by the Trustees at each reporting date.

Investments
Investments held as fixed assets are a form of basic financial instrument and are initially recognised at transaction value. They are subsequently measured at fair value as at the balance sheet date using the closing quoted market price.

Investments are stated at mid-market value in accordance with the SORP. Realised and unrealised gains and losses on disposal and revaluation of investments are taken to the SOFA.

Other investments represent unlisted investments in subsidiary companies and are stated at cost less any provision for impairment.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2024

ACCOUNTING POLICIES (continued)

Debtors
Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Cash and cash equivalents

Cash comprises cash in bank and in hand. Cash equivalents are short-term, highly liquid investments with a maturity of less than 90 days that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value.

Creditors and provisions

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Deferred and accrued income
Income received in advance is treated as deferred income. Income received in arrears is treated as accrued income.

Liabilities policy
Liabilities are recognised in the SOFA as they become payable.

Operating leases
Rental costs under operating leases are charged to the profit and loss account in equal annual amounts over the period of the leases.

Fund accounting
Unrestricted funds are those available for use at the discretion of the Trustees in furtherance of the general objects of the Charity, which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

A fixed asset property reserve reflects the funds already invested in property.

Restricted funds are those which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for a particular purposes. The cost of raising and administering such funds is charged against the specific fund. The aim and use of each restricted fund is set out in note 26.

Financial instruments
The Charity has elected to apply the provisions of Section 11 ‘Basic Financial Instruments’ and Section 12 ‘Other Financial Instruments Issues’ of FRS 102 to all its financial instruments.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2024

Financial instruments are recognised in the balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2024

ACCOUNTING POLICIES (continued)

Classification of financial liabilities
Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered. An equity instrument is any contract that evidences a residual interest in the assets of the Charity after deducting all its liabilities.

Basic financial liabilities
Basic financial liabilities, including creditors, bank loans and loans from fellow Group undertakings that are classified as debt, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Pension scheme
The pension scheme utilised by the Charity is a Scottish Widows defined contribution workplace pension scheme. Pension costs charged to the Statement of Financial Activities (SOFA) represent contributions payable by the Charity to the pension scheme during the year.

2. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

In the application of Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3. TAXATION STATUS

The Charity is a company limited by guarantee and is a registered charity. The Charity is subject to the taxation relief applicable to charities except for a small amount of non-primary trading income.

The sole active subsidiary, Maindy Estates Limited (all other subsidiaries being dormant), is subject to Corporation Tax. No current tax charge arose in the period as tax losses from previous periods have been offset against the current year profit incurred by Maindy Estates Limited.

Taxation
As a registered charity, The Priory for Wales of the Most Venerable Order of the Hospital of St John of Jerusalem is entitled to the exemption from taxation in respect of income and capital gains received with sections 478-489 of the Corporation Tax Act 2010 and section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects purposes only.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2024

4. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds £	Restricted funds £	Total funds 2024 £	Total funds 2023 £
Donations, legacies and similar incoming resources	**704,556**	**369,927**	**1,074,483**	894,408
Oblation fees and members donations	**24,267**	**-**	**24,267**	25,455
St John of Jerusalem Eye Hospital	**-**	**3,936**	**3,936**	6,803
	728,823	**373,863**	**1,102,686**	926,666

5. INCOME FROM CHARITABLE ACTIVITIES

	Grants £	Other income £	Total funds 2024 £	Total funds 2023 £
Provision of first aid and youth development	**110,191**	**1,261,059**	**1,371,250**	1,484,123
Ambulance and transport services	**-**	**3,593,703**	**3,593,703**	3,764,616
First aid training	**-**	**1,558,009**	**1,558,009**	1,460,813
	110,191	**6,412,771**	**6,522,962**	6,709,552

6. INCOME FROM OTHER TRADING ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds 2024 £	Total funds 2023 £
Income from property	**83,610**	**-**	**83,610**	81,564
Fundraising events	**6,460**	**-**	**6,460**	11,376
Sundry sales	**24,319**	**-**	**24,319**	33,993
	114,389	**-**	**114,389**	126,933

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2024

7. INCOME FROM INVESTMENTS

	Unrestricted funds £	Restricted funds £	Total funds 2024 £	Total funds 2023 £
Securities	**30,236**	**-**	**30,236**	68,743
Interest bearing deposits	**1,999**	**-**	**1,999**	-
	32,235	**-**	**32,235**	68,743

8. PROVISION OF FIRST AID AND YOUTH DEVELOPMENT

	Unrestricted funds £	Restricted funds £	Total funds 2024 £	Total funds 2023 £
Income				
Events	**1,071,596**	**-**	**1,071,596**	1,126,413
Youth activities	**30,856**	**110,191**	**141,047**	88,581
Community training	**583**	**-**	**583**	14,509
Community response	**158,024**	**-**	**158,024**	254,620
	1,261,059	**110,191**	**1,371,250**	1,484,123
Expenditure				
Events and transport	**655,063**	**-**	**655,063**	677,885
Youth activities	**55,993**	**86,212**	**142,205**	141,974
Community training	**127,286**	**20,143**	**147,429**	139,721
Community response	**92,282**	**-**	**92,282**	67,315
Running divisions	**599,546**	**362,437**	**961,983**	886,040
Indirect support costs (see note 10)	**246,298**	**8,272**	**254,570**	271,843
	1,776,468	**477,064**	**2,253,532**	2,184,778

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2024

9. EXPENDITURE ON RAISING FUNDS

	Staff £	Deprec-iation £	Direct £	Other £	Support costs £	Total 2024 £	Total 2023 £
Cost of raising funds	**375,611**	**-**	**378,018**	**11,213**	**156,516**	**921,358**	771,400

10. EXPENDITURE ON CHARITABLE ACTIVITIES

	Staff £	Deprec-iation £	Direct £	Other £	Support costs £	Total 2024 £	Total 2023 £
Charitable activities							
Provision of first aid and youth development	**704,227**	**186,741**	**1,075,275**	**32,719**	**254,570**	**2,253,532**	2,184,778
Ambulance and transport services	**2,767,537**	**8,447**	**456,857**	**111,490**	**826,239**	**4,170,570**	4,886,863
First aid training	**758,793**	**-**	**159,575**	**26,119**	**343,136**	**1,287,623**	1,350,726
Governance costs	**-**	**-**	**-**	**23,800**	**-**	**23,800**	22,070
Total charitable activities	**4,230,557**	**195,188**	**1,691,707**	**194,128**	**1,423,945**	**7,735,525**	8,444,437
Total resources expended	**4,606,168**	**195,188**	**2,069,725**	**205,341**	**1,580,460**	**8,656,882**	9,215,837

A further £98,822 of depreciation and amortisation for the Charity is allocated to support costs, therefore total depreciation amounts to £293,937.

Governance costs comprise audit fees.

	2024 £	2023 £
The above costs include		
Fees payable for the audit	**23,800**	22,070
Fees payable to the auditors for other services	**-**	-
Operating lease rentals – equipment	**1,872**	2,608
Operating lease rentals – vehicles	**38,071**	38,071
Operating lease rentals – property	**69,440**	41,000
Investment management fees	**6,160**	10,271

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2024

11. ANALYSIS OF SUPPORT COSTS

Total resources expended (see note 10) include all support costs, which comprise:

	Management	Finance	Information technology	Facilities	Total 2024	Total 2023
	£	£	£	£	£	£
Cost of generating funds	**37,502**	**27,583**	**10,247**	**81,184**	**156,516**	164,598
Provision of first aid and youth development	**66,671**	**49,036**	**30,752**	**108,110**	**254,569**	271,843
Ambulance and transport services	**458,363**	**337,124**	**30,752**	**-**	**826,239**	883,443
First aid training	**87,506**	**64,360**	**30,752**	**160,518**	**343,136**	357,532
	650,042	**478,103**	**102,503**	**349,812**	**1,580,460**	1,677,416

Management and finance costs have been allocated based on number of full-time equivalent employees.

Information technology costs have been split equally across primary functions.

Facilities costs have been allocated based on floor space.

12. ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES, AND THE COST OF KEY MANAGEMENT PERSONNEL

Group and Charity	**2024**	2023
	£	£
Staff costs		
Wages and salaries	**4,836,922**	5,350,335
Social security costs	**408,390**	428,518
Other pension costs	**350,296**	386,248
Pension payments to ex-employees	**-**	2,235
	5,595,608	6,167,336

The Trustees did not receive any emoluments in respect of their services to the Charity (2023: £nil). Travel expenses of £1,554 were paid to four Trustees during the year (2023: £3,526 was paid to three Trustees).

There were two employees (2023: three employees) earning over £60,000 per annum excluding pension contributions, with one employee (2023: two employees) falling into the earnings band of £60,000 - £70,000, and one employee (2023: one employee) in the band £70,000 - £80,000. Pension contributions of £3,468 were paid in respect of these employees.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2024

12. ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES, AND THE COST OF KEY MANAGEMENT PERSONNEL (continued)

The key management personnel of the Group and parent charity are as detailed in the Trustees' report. The total employee benefits (including salary, employer's national insurance, pension, benefits in kind and termination payments) of the key management personnel of the Charity were £260,474 (2023: £237,910).

Termination payments totalling £53,901 were paid for the year (2023: £52,200).

13. STAFF NUMBERS

Group and Charity

The average headcount for the year was:

	2024	2023
	No.	No.
Fundraising and marketing (cost of raising funds)	**10**	11
Provision of first aid and youth development	**53**	62
Ambulance and transport services	**107**	130
First aid training	**24**	27
Administration and finance	**22**	27
	216	257

The average monthly number of employees by function, calculated based on full-time equivalents, was:

	2024	2023
	No.	No.
Fundraising and marketing (cost of raising funds)	**9**	11
Provision of first aid and youth development	**20**	24
Ambulance and transport services	**110**	130
First aid training	**21**	25
Administration and finance	**19**	23
	179	213

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2024

14. SUBSIDIARY UNDERTAKINGS

The Charity owns 100% of the share capital of Maindy Estates Limited and St John Wales Training Company Limited. It directly controls St John Ambulance in Wales (Priory for Wales) and St John Wales Patient Transport Services, both of which are companies limited by guarantee and not having share capital. These consolidated financial statements incorporate the financial statements of the Charity and subsidiary undertakings.

All the above-named subsidiaries are incorporated in the United Kingdom. The activities of the subsidiaries are as follows:

Maindy Estates Limited (Company Reg No. 516242): Property ownership and management.

Order of St John Priory for Wales Trustee Corporation Ltd (Company Reg No. 02968029): The company has been dormant since 1 January 2020.

St John Wales Training Company Limited (Company Reg No. 3318160): The company has been dormant since 1 January 2020 and was dissolved on 29 April 2025.

St John Ambulance in Wales (Priory for Wales) (Company Reg No. 05071232): The charity has been dormant since 1 April 2013 and was dissolved on 29 April 2025.

St John Wales Patient Transport Services (Company Reg No. 05071126): The charity has been dormant since 1 April 2013 and was dissolved on 29 April 2025.

A summary of the trading results for the years ended 31 December 2024 and 31 December 2023 of Maindy Estates Limited is shown below.

Summary profit and loss account

	Maindy Estates Limited	
	2024	2023
	£	£
Turnover	**948**	4,141
Costs of sales and administrative expenses	**(25,868)**	(36,499)
Operating profit / (loss)	**(24,920)**	(32,358)
Profit / (loss) on ordinary activities before and after tax	(24,920)	(32,358)

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2024

14. SUBSIDIARY UNDERTAKINGS (continued)

Summary balance sheet

	St John Wales Training Company Limited		Maindy Estates Limited	
	2024	2023	**2024**	2023
	£	£	£	£
Fixed assets	**-**	-	**57,243**	180,000
Current assets	**57,129**	57,129	**73,935**	1,533
Creditors: amounts falling due within one year	**-**	-	**(2,106)**	(27,541)
Net assets	**57,129**	57,129	**129,072**	153,992
Aggregate share capital and reserves	**57,129**	57,129	**129,072**	**153,992**

St John Wales Training Company Ltd has been dormant since 1 January 2020.

St John Ambulance in Wales (Priory for Wales) and St John Patient Transport Services, companies limited by guarantee and not having any share capital, have remained dormant since 1 April 2013 and hold no assets or liabilities.

15. HERITAGE ASSETS

The Charity has several heritage assets, which include a collection of works of art and objects of historical interest relating to the Order. The collection includes artefacts from the Order dating back to the eleventh century and forms a unique record of the history of the Order and St John Ambulance.

A valuation was carried out during 2016 by Bonhams 1793 Limited. The total heritage assets were valued at a market value of £87,880. No depreciation has been charged due to their having an indefinite life, and there has been no impairment.

In 2017, there was an addition to Heritage Assets of a WW1 Bullnose Morris Field Ambulance.

The values of heritage assets at 31 December 2024 are:

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2024

	£
Fine art	**45,000**
Heritage ambulance	**26,850**
Arms and armour	**15,000**
Silver	**12,280**
Textiles	**8,500**
Furniture	**6,000**
Books, maps, manuscripts and historical photographs	**600**
European sculpture and works of art	**500**
	114,730

16. INTANGIBLE ASSETS

All intangible fixed assets are held for charitable use.

Group and Charity	**Software**	**Total**
	£	**£**
Cost or valuation		
At 1 January 2024	**273,595**	**273,595**
Additions	**7,267**	**7,267**
Disposals	**(122,272)**	**(122,272)**
At 31 December 2024	**158,590**	**158,590**
Depreciation and impairment		
At 1 January 2024	**155,016**	**155,016**
Charge for the year	**48,635**	**48,635**
Disposals	**(102,725)**	**(102,725)**
At 31 December 2024	**100,926**	**100,926**
Net book value		
At 31 December 2024	**57,664**	**57,664**
At 31 December 2023	118,579	118,579

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2024

17. TANGIBLE FIXED ASSETS

All tangible fixed assets within the Group are held for charitable use.

a) Properties

Group	Freehold properties £	Investment properties £	Leasehold properties £	Total £
Cost or valuation				
At 1 January 2024	**4,361,125**	**200,000**	**1,227,812**	**5,788,937**
Revaluation		**(25,157)**	**-**	**(25,157)**
Additions	**-**	**-**	**25,000**	**25,000**
Disposals	**(237,904)**	**(117,600)**	**(110,348)**	**(465,852)**
At 31 December 2024	**4,123,221**	**57,243**	**1,142,464**	**5,322,928**
Depreciation and impairment				
At 1 January 2024	**1,532,390**	**-**	**466,427**	**1,998,817**
Charge for the year	**86,503**	**-**	**24,987**	**111,490**
Disposals	**(92,221)**	**-**	**(110,275)**	**(202,496)**
At 31 December 2024	**1,526,672**	**-**	**381,139**	**1,907,811**
Net book value				
At 31 December 2024	**2,596,549**	**57,243**	**761,325**	**3,415,117**
At 31 December 2023	2,828,735	200,000	761,385	3,790,120

Comparable amounts determined according to the historical cost convention

Group	Freehold properties £	Investment properties £	Leasehold properties £	Total £
Cost	**2,430,262**	**7,500**	**805,139**	**3,242,901**
Additions	**-**	**-**	**25,000**	**25,000**
Disposals	**(237,904)**	**-**	**(110,348)**	**(348,252)**
Accumulated depreciation	**(896,492)**	**-**	**(514,955)**	**(1,411,447)**
Net book value				
At 31 December 2024	**1,295,866**	**7,500**	**204,836**	**1,508,202**
At 31 December 2023	2,430,262	7,500	805,139	3,242,901

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2024

17. TANGIBLE FIXED ASSETS (CONTINUED)

a) Properties (continued)

Analysis of land and buildings at cost or valuation as at 31 December 2024

Group	Freehold properties £	Investment properties £	Leasehold properties £	Total £
At cost	**2,192,358**	**7,500**	**719,791**	**2,919,649**
At valuation	**1,930,863**	**49,743**	**422,673**	**2,403,279**
	4,123,221	**57,243**	**1,142,464**	**5,322,928**

Charity	Freehold properties £	Leasehold properties £	Total £
Cost or valuation			
At 1 January 2024	**4,361,125**	**1,227,812**	**5,588,937**
Additions	**-**	**25,000**	**25,000**
Disposals	**(237,904)**	**(110,348)**	**(348,252)**
At 31 December 2024	**4,123,221**	**1,142,464**	**5,265,685**
Depreciation and impairment			
At 1 January 2024	**1,532,390**	**466,427**	**1,998,817**
Charge for the year	**86,503**	**24,987**	**111,490**
Disposals	**(92,221)**	**(110,275)**	**(202,496)**
At 31 December 2024	**1,526,672**	**381,139**	**1,907,811**
Net book value			
At 31 December 2024	**2,596,549**	**761,325**	**3,357,874**
At 31 December 2023	2,828,735	761,385	3,590,120

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2024

17. TANGIBLE FIXED ASSETS (CONTINUED)

a) Properties (continued)

Comparable amounts determined according to the historical cost convention

Charity	Freehold properties £	Leasehold properties £	Total £
Cost	**2,430,262**	**805,139**	**3,235,401**
Additions	**-**	**25,000**	**25,000**
Disposals	**(237,904)**	**(110,348)**	**(348,252)**
Accumulated depreciation	**(896,492)**	**(514,955)**	**(1,411,447)**
Net book value			
At 31 December 2024	**1,295,866**	**204,836**	**1,500,702**
At 31 December 2023	2,430,262	805,139	3,235,401

Analysis of land and buildings at cost or valuation as at 31 December 2024

Charity	Freehold properties £	Leasehold properties £	Total £
At cost	**2,192,358**	**719,791**	**2,912,149**
At valuation	**1,930,863**	**422,673**	**2,353,536**
	4,123,221	**1,142,464**	**5,265,685**

The freehold and leasehold properties were revalued by DTZ Debenham Thorpe, Chartered Surveyors, at an open market value basis in December 1996. All valuations have been made in accordance with the RICS appraisal and valuation manual. The Charity has not revalued the properties on adoption of FRS 102, and that valuation has been accounted for on deemed cost.

The remaining investment properties were put up for auction in February 2025 and realised £57,243. The carrying value in these financial statements reflects the sale proceeds.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2024

17. TANGIBLE FIXED ASSETS (CONTINUED)

b) Vehicles, equipment, computers and other

Group and Charity	Motor vehicles	Computers	Plant & machinery	Other	Total
	£	£	£	£	£
Cost					
At 1 January 2024	**1,333,019**	**128,927**	**18,975**	**312,270**	**1,793,191**
Additions	**103,970**	**-**	**-**	**115,250**	**219,220**
Disposals	**(18,601)**	**(85,944)**	**-**	**(70,951)**	**(175,496)**
At 31 December 2024	**1,418,388**	**42,983**	**18,975**	**356,569**	**1,836,915**
Depreciation					
At 1 January 2024	**1,212,520**	**91,192**	**1,898**	**150,302**	**1,455,912**
Charge for the year	**70,515**	**10,185**	**1,897**	**51,215**	**133,812**
Disposals	**(18,600)**	**(85,944)**	**-**	**(70,951)**	**(175,495)**
At 31 December 2024	**1,264,435**	**15,433**	**3,795**	**130,566**	**1,414,229**
Net book value					
At 31 December 2024	**153,953**	**27,550**	**15,180**	**226,003**	**422,686**
At 31 December 2023	120,499	37,735	17,077	161,968	337,279

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2024

18. INVESTMENTS

Group and Charity	**2024**	2023
	£	£
Investments		
Market value at 1 January	**1,662,743**	2,106,174
Additions	**203,480**	531,988
Disposals	**(766,964)**	(1,043,678)
Realised gains/(losses) on investment assets	**7,585**	71,890
Unrealised losses on investment assets	**53,573**	(3,631)
Cash movement	**(150,932)**	120,386
Market value at 31 December	**1,009,485**	1,662,743
Historic cost at 31 December	**830,478**	1,450,486

Subsidiary holdings

	Group		**Charity**	
	2024	2023	**2024**	2023
	£	£	£	£
Cost at 1 January	**-**	-	**100,060**	100,060
Impairment	**-**	**-**	**(42,871)**	(42,871)
Net book value at 31 December	**-**	-	**57,189**	57,189

Other investments consist solely of shares held in subsidiary companies.

A provision has been made in the Charity against the holding in St John Wales Training Company Ltd to reflect the irrecoverable residual value.

The Trustees believe that the carrying value of the other investments is supported by their underlying net assets.

As at 3 June 2025 the value of the investment portfolio was £2,005,198. This valuation includes an additional £1,000,000 paid into the portfolio in March 2025 from property sale proceeds.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2024

18. INVESTMENTS (continued)

Investments at market value comprised:

Group and Charity

	Pooled investment vehicles £	Direct investment £	Total 2024 £	Total 2023 £
Fixed interest				
United Kingdom	**54,686**	**26,133**	**80,819**	110,170
Global	**106,884**	**-**	**106,884**	174,487
Equities				
United Kingdom	**32,198**	**138,185**	**170,383**	252,841
Europe	**43,312**	**-**	**43,312**	99,325
Global	**495,748**	**-**	**495,748**	728,615
Alternatives				
Global	**72,300**	**-**	**72,300**	96,599
Property				
Global	**29,444**	**-**	**29,444**	39,750
Cash and deposits				
United Kingdom	**-**	**10,595**	**10,595**	160,956
Market value at 31 December	**834,572**	**174,913**	**1,009,485**	1,662,743

Detailed below are the material investments within the investment portfolio held by the Charity:

Holdings	Holding name	Value as at 31 December 2024 £
980	Vanguard Funds Plc S&P 500 UCITS ETF USD	**87,859**
43,860	JP Morgan Fund ICVC US Equity Inc C2 GBP	**74,343**
8,320	Fidelity ICAV US Quality Income UCITS ETF USD	**71,760**
47,365	BNY Mellon Asian Income Fund U	**56,691**
23,485	Blackrock Continental Eurp Inc D	**43,312**

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2024

19. DEBTORS

	Group		Charity	
	2024	2023	**2024**	2023
	£	£	**£**	£
Trade debtors	**714,472**	1,066,484	**713,943**	1,065,764
Amounts owed by group undertakings	**-**	-	**-**	12,880
Prepayments and accrued income	**166,936**	68,474	**166,936**	68,474
	881,408	1,134,958	**880,879**	1,147,118

20. CURRENT ASSET INVESTMENTS

The investments comprise funds deposited with Charities Official Investment Fund (COIF).

21. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2024	2023	**2024**	2023
	£	£	**£**	£
Mortgages and loans (Note 23)	**2,317**	49,830	**2,317**	49,830
Bank overdraft	**-**	84,767	**-**	84,767
Trade creditors	**176,545**	309,222	**176,545**	298,026
Other creditors and accruals	**482,725**	502,546	**480,619**	500,846
Taxation and social security	**308,876**	528,500	**308,876**	528,500
Deferred income	**191,347**	232,296	**191,347**	230,531
Finance leases (Note 23)	**12,093**	30,914	**12,093**	30,914
Amounts owed to Group undertakings	**-**	-	**129,452**	57,129
	1,173,903	1,738,075	**1,301,249**	1,780,543

Deferred income comprises training course fees invoiced in advance, clinical support invoiced prior to delivery, and deposits for event cover.

All deferred income for the current year will be released in 2025.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2024

Group and Charity	**2024**	2023
	£	£
Deferred income		
At 1 Jan	**230,531**	149,616
Released during the year	**(230,531)**	(149,616)
Deferred during the year	**191,347**	230,531
At 31 Dec	**191,347**	230,531

22. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2024	2023
	£	£
Group and Charity		
Finance leases (Note 23)	**-**	12,093
Government loan (Note 23)	**18,074**	20,391
	18,074	32,484

23. LOANS AND OTHER BORROWINGS

Group and Charity

Maturity of financial liabilities:

	2024	2023
	£	£
Mortgages		
In one year or less, or on demand	**-**	21,101

	2024	2023
	£	£
Finance Leases		
Within one year	**12,093**	30,914
In more than one year	**-**	12,093

	2024	2023
	£	£
Loans		

Within one year	**2,317**	28,729
In more than one year	**18,074**	20,391

Loans comprise a Third Sector Resilience Fund (TSRF) loan of £25,000 from Welsh Government under the Government's Coronavirus Business Interruption Loan Scheme. The loan incurs interest at the rate of 3% and is repayable by 2032.

24. FINANCIAL COMMITMENTS

At 31 December 2024, commitments under operating leases were as follows:

	2024	2023
Motor vehicles	**£**	£
Leases which expire in:		
Less than one year	**31,682**	38,071
One to two years	**293**	31,682
Two to five years	**-**	293

	2024	2023
Property	**£**	£
Leases which expire in:		
Less than one year	**33,689**	31,833
One to two years	**14,000**	7,500
Two to five years	**2,333**	-

	2024	2023
Office equipment	**£**	£
Leases which expire in:		
Less than one year	**1,373**	1,870
One to two years	**-**	1,373

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2024

25. FINANCIAL INSTRUMENTS

	2024	2023
	£	£
Carrying amount of financial assets		
Investments measured at fair value	**1,009,485**	1,662,743
Debt instruments measured at amortised cost	**867,265**	1,091,016
	1,876,750	2,753,759
Carrying amount of financial liabilities		
Measured at amortised cost	**(527,153)**	(1,048,297)

26. RESTRICTED FUNDS

Group and Charity	At 1 January 2024	Income	Expenditure	At 31 December 2024
	£	£	£	£
Buildings	**891,245**	**65,513**	**(91,008)**	**865,750**
Medical vehicles	**177,640**	**7,822**	**(45,915)**	**139,547**
Community care	**15,054**	**623**	**(15,378)**	**299**
Local and sundry funds	**93,350**	**203,778**	**(176,422)**	**120,706**
Volunteer development and welfare	**14,552**	**101,141**	**(110,115)**	**5,578**
Training funds	**28,361**	**87,406**	**(59,768)**	**55,999**
Medical equipment purchases	**3,759**	**3,835**	**(7,594)**	**-**
Overseas projects	**-**	**3,936**	**(3,936)**	**-**
Employment funds	**-**	**10,000**	**(8,472)**	**1,528**
	1,223,961	**484,054**	**(518,608)**	**1,189,407**

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2024

Group and Charity	At 1 January 2023 £	Transfer to/(from) unrestricted £	Income £	Expenditure £	At 31 December 2023 £
Buildings	889,129	-	46,781	(44,665)	891,245
Medical vehicles	123,023	-	96,272	(41,655)	177,640
Community care	987	-	18,951	(4,884)	15,054
Local and sundry funds	285,751	(14,866)	72,473	(250,008)	93,350
Volunteer development and welfare	24,304	-	103,466	(113,218)	14,552
Training funds	35,954	-	36,400	(43,993)	28,361
Medical equipment purchases	-	-	6,327	(2,568)	3,759
Overseas projects	-	-	6,803	(6,803)	-
Employment funds	7,862	-	-	(7,862)	-
	1,367,010	(14,866)	387,473	(515,656)	1,223,961

These funds represent:

- Buildings – funds specifically raised for capital purchases of buildings used in furtherance of SJAC's charitable objectives and towards improvements and maintenance of existing buildings.
- Medical vehicles – funds raised for the purchase of ambulances and other transport vehicles, and for the maintenance of existing vehicles.
- Community care – funds given for specific community care and community response projects.
- Local and sundry funds - funds relating to local units for specific activities and running costs.
- Volunteer development and welfare – comprises funds for youth and adult volunteer activities.
- Training funds – funds to support and develop training programmes and activities.
- Medical equipment purchases **–** funds for medical equipment and consumables.
- Overseas projects – funds to support the St John Eye Hospital in Jerusalem.
- Employment funds – funds to support jobs and staff.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2024

27. ANALYSIS OF NET ASSETS BETWEEN FUNDS

2024	Other charitable funds £	Fixed asset property reserve £	Revaluation reserve £	Heritage assets reserve £	Restricted funds £	Total funds £
Group						
Heritage assets	-	-	-	114,730	-	114,730
Tangible fixed assets	422,686	2,147,146	255,972	-	1,011,999	3,837,803
Intangible fixed assets	45,943	-	-	-	11,721	57,664
Investment assets	1,009,485	-	-	-	-	1,009,485
Current assets	868,514	-	-	-	165,687	1,034,201
Current liabilities	(1,173,903)	-	-	-	-	(1,173,903)
Long-term liabilities	(18,074)	-	-	-	-	(18,074)
At 31 December 2024	1,154,651	2,147,146	255,972	114,730	1,189,407	4,861,906
Charity						
Heritage assets	-	-	-	114,730	-	114,730
Tangible fixed assets	422,686	2,139,646	206,229	-	1,011,999	3,780,560
Intangible fixed assets	45,943	-	-	-	11,721	57,664
Investment assets	1,066,674	-	-	-	-	1,066,674
Current assets	866,902	-	-	-	165,687	1,032,589
Current liabilities	(1,301,249)	-	-	-	-	(1,301,249)
Long-term liabilities	(18,074)	-	-	-	-	(18,074)
At 31 December 2024	1,082,882	2,139,646	206,229	114,730	1,189,407	4,732,894

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2024

27. ANALYSIS OF NET ASSETS BETWEEN FUNDS (continued)

2023

	Other charitable funds £	Fixed asset property reserve £	Revaluation reserve £	Heritage assets reserve £	Restricted funds £	Total funds £
Group						
Heritage assets	-	-	-	114,730	-	114,730
Tangible fixed assets	83,538	2,516,844	435,554	-	1,091,463	4,127,399
Intangible fixed assets	83,087	-	-	-	35,492	118,579
Investment assets	1,662,743	-	-	-	-	1,662,743
Current assets	1,062,484	-	-	-	97,006	1,159,490
Current liabilities	(1,738,075)	-	-	-	-	(1,738,075)
Long-term liabilities	(32,484)	-	-	-	-	(32,484)
At 31 December 2023	1,121,293	2,516,844	435,554	114,730	1,223,961	5,412,382
Charity						
Heritage assets	-	-	-	114,730	-	114,730
Tangible fixed assets	83,538	2,509,344	243,054	-	1,091,463	3,927,399
Intangible fixed assets	83,087	-	-	-	35,492	118,579
Investment assets	1,719,932	-	-	-	-	1,719,932
Current assets	1,073,831	-	-	-	97,006	1,170,837
Current liabilities	(1,780,543)	-	-	-	-	(1,780,543)
Long-term liabilities	(32,484)	-	-	-	-	(32,484)
At 31 December 2023	1,147,361	2,509,344	243,054	114,730	1,223,961	5,238,450

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2024

28. TOTAL FUNDS

2024	**Other charitable funds £**	**Fixed asset property reserve £**	**Revaluation reserve £**	**Heritage assets reserve £**	**Restricted funds £**	**Total funds £**
Group						
At 1 January 2024	**1,121,293**	**2,516,844**	**435,554**	**114,730**	**1,223,961**	**5,412,382**
Net movement in funds	**33,358**	**(369,698)**	**(179,582)**	**-**	**(34,554)**	**(550,476)**
At 31 December 2024	**1,154,651**	**2,147,146**	**255,972**	**114,730**	**1,189,407**	**4,861,906**
Charity						
At 1 January 2024	**1,147,361**	**2,509,344**	**243,054**	**114,730**	**1,223,961**	**5,238,450**
Net movement in funds	**(64,479)**	**(369,698)**	**(36,825)**	**-**	**(34,554)**	**(505,556)**
At 31 December 2024	**1,082,882**	**2,139,646**	**206,229**	**114,730**	**1,189,407**	**4,732,894**

2023

	Other charitable funds £	Fixed asset property reserve £	Revaluation reserve £	Heritage assets reserve £	Restricted funds £	Total funds £
Group						
At 1 January 2023	1,701,812	2,606,791	470,220	114,730	1,367,010	6,260,563
Net movement in funds	(580,519)	(89,947)	(34,666)	-	(143,049)	(848,181)
At 31 December 2023	1,121,293	2,516,844	435,554	114,730	1,223,961	5,412,382
Charity						
At 1 January 2023	1,715,522	2,599,291	277,720	114,730	1,367,010	6,074,273
Net movement in funds	(568,161)	(89,947)	(34,666)	-	(143,049)	(835,823)
At 31 December 2023	1,147,361	2,509,344	243,054	114,730	1,223,961	5,238,450

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2024

29. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Group	
	2024	2023
	£	£
Net expenditure for the year (as per the statement of financial activities)	**(550,476)**	(848,181)
Adjustments for:		
Depreciation charges	**245,302**	254,380
Amortisation charges	**48,635**	47,556
Revaluation of investment properties	**25,157**	-
Profit on sale of fixed assets	**(272,976)**	(467,503)
Finance costs	**28,006**	31,597
Gains on investments	**(61,158)**	(68,259)
Dividends, interest and rents from investments	**(33,184)**	(68,743)
Decrease in stocks	**-**	330
Decrease in debtors	**253,550**	453,910
(Decrease)/increase in creditors	**(413,071)**	109,805
Net cash used in operating activities	**(730,215)**	(555,108)

30. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2024	2023
	£	£
Cash in hand	**148,764**	20,503
Short term deposit accounts	**4,029**	4,029
Overdraft facility repayable on demand	**-**	(84,767)
Total cash and cash equivalents	**152,793**	(60,235)

31. ANALYSIS OF CHANGES IN NET FUNDS

	Opening balance	**Cash-flows**	**Interest changes**	**Other non-cash changes**	**Balance carried forward**
	£	**£**	**£**	**£**	**£**
Cash	**(64,264)**	**217,478**	**(4,450)**	**-**	**148,764**
Cash equivalents	**4,029**	**-**	**-**	**-**	**4,029**
	(60,235)	**217,478**	**(4,450)**	**-**	**152,793**
Loans falling due within one year	**(49,830)**	**50,131**	**(301)**	**(2,317)**	**(2,317)**
Loans falling due after more than one year	**(20,391)**	**-**	**-**	**2,317**	**(18,074)**
Finance lease obligations	**(43,007)**	**34,247**	**(3,333)**	**-**	**(12,093)**

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2024

Total	**(173,463)**	**301,856**	**(8,084)**	**-**	**120,309**

32. POST BALANCE SHEET EVENTS

Two operational properties were sold in February 2025 for significant sums – the net proceeds of Norbury Rd, Fairwater were £661,190 (loss on sale: £28,009); and net proceeds of NHQ, Priory House, which was sold on a sale and leaseback arrangement, were £1,178,104 (loss on sale: £18,205).

The remaining investment properties were also sold in February 2025 for £57,243: the carrying value in these financial statements reflects the sale proceeds.

Three dormant subsidiary companies, being St John Wales Training Company Ltd, St John Ambulance in Wales (Priory for Wales), and St John Wales Patient Transport Services, were dissolved on 29 April 2025.

33. RELATED PARTY TRANSACTIONS

Due to the nature of the Charity's operations and its Trustee membership being drawn from a broad cross-section of the business community, it is inevitable that transactions may take place with organisations in which a Trustee of the Charity may have an interest.

James O'Connor is a Trustee on the Board and is the Director of Corporate Finance & Sustainability at Pobl Group Ltd, which was a supplier during the year, however he has no direct involvement in their pricing decisions.

34. CAPITAL COMMITMENTS

There were no capital commitments at the year-end aside from those included within restricted funds (2023: £nil).

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2024

35. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

	Note	Unrestricted funds £	Restricted funds £	Total funds 2023 £
Income and endowments from:				
Donations and legacies	4	623,369	303,297	926,666
Other trading activities	6	126,933	-	126,933
Investments	7	68,743	-	68,743
		819,045	303,297	1,122,342
Charitable activities				
Provision of first aid and youth development	5,8	1,399,947	84,176	1,484,123
Ambulance and transport services	5	3,764,616	-	3,764,616
First aid training	5	1,460,813	-	1,460,813
		6,625,376	84,176	6,709,552
Total income and endowments		7,444,421	387,473	7,831,894
Expenditure on:				
Raising funds	9	751,484	19,916	771,400
Charitable activities				
Provision of first aid and youth development	8,10	1,704,314	480,464	2,184,778
Ambulance and transport services	10	4,882,091	4,772	4,886,863
First aid training	10	1,340,222	10,504	1,350,726
		7,926,627	495,740	8,422,367
Governance	10	22,070	-	22,070
Total expenditure		8,700,181	515,656	9,215,837
Net gains/(losses) on investments				
Realised gain on investment assets	18	71,890	-	71,890
Unrealised loss on investment assets	18	(3,631)	-	(3,631)
Net expenditure		(1,187,501)	(128,183)	(1,315,684)
Transfers between funds		14,866	(14,866)	-
Other recognised gains/losses:				
Profit on sale of assets		467,503	-	467,503
Net movement in funds		(705,132)	(143,049)	(848,181)
Reconciliation of Funds				
Total funds brought forward	26,27	4,893,553	1,367,010	6,260,563
Total funds carried forward	27,28	4,188,421	1,223,961	5,412,382

St John Ambulance Cymru

The first aid charity for Wales
Elusen cymorth cyntaf Cymru
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Registered in England and Wales
Charity number 250523
Company number 5071073

Registered with/Cofrestrwyd gyda'r
FUNDRAISING REGULATOR
RHEOLEIDDIWR CODI ARIAN

THE PRIORY FOR WALES OF THE MOST VENERABLE ORDER OF THE HOSPITAL OF ST JOHN OF JER

England & Wales - Charity number 250523

Accounts

St John Ambulance Cymru



The Priory for Wales of The Most Venerable Order of The Hospital of St John of Jerusalem

Annual Report and Consolidated Financial Statements

2023

Trustees' Report



Who We Are

The Priory for Wales of the Most Venerable Order of the Hospital of St John of Jerusalem (the 'Charity') is a company limited by guarantee having no share capital, and trades under the name of St John Ambulance Cymru ('SJAC').

The Trustees are pleased to present their annual report together with the consolidated financial statements of the group of companies controlled by the Charity (the 'Group') for the year ended 31 December 2023 ('2023' or the 'year'), which are also prepared to meet the requirements for a directors' report and accounts as set out in the Companies Act 2006 ('Companies Act').

The financial statements have been prepared in accordance with the accounting policies set out in note 1 in the financial statements and comply with the charity's governing documents, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" ('Charities SORP' or the 'SORP').

Our Objectives

SJAC's main objectives are embodied by our continued vision **'First aid for everyone, anytime, anywhere,'** our mission **'To save lives and enhance the health and wellbeing of the communities in Wales'** and our motto **'For the faith and in the service of humanity.'**

2023 represented the first full year since the strategic priorities and strategic outcomes set out in the charity's Strategy 2025 document had been established. Having been launched in June 2022, the document took into account the various external factors impacting on charities in the post pandemic landscape, while setting a clear pathway to making SJAC a more agile organisation that is better prepared and better equipped to face these new challenges.

In setting these priorities and outcomes, Trustees clearly outlined their expectations for all involved in the charity and continue to scrutinise the performance and decision making without fear or favour.

Our Strategic Outcomes

A summary of our strategic outcomes for the communities we serve during 2023.

1. **Providing a local community focus for St John Ambulance Cymru through the Division.**
   - Our volunteers contributed almost 60,000 hours of their spare time providing first aid cover, and assisted our community trainers in schools, clubs and groups in providing training to almost 14,000 people.
2. **Providing first aid and clinical support at public events**
   - SJAC provided first aid cover at 1,425 events across Wales.
3. **Adding value to healthcare partners, providing resilience and robustness.**
   - Our Ambulance Operations transported 24,188 patients over a total of 785,178 miles.
4. **Teach more people to save lives through first aid**
   - 8,175 people attended a course run by our Workplace Training Team.
5. **Being recognised as a key provider of children and young people's personal and professional development across Wales, especially for those aspiring to a care profession.**
   - Our Badgers achieved over 300 awards while our Cadets achieved over 600 awards, with a new pilot of a Links unit launched with a college in Gwent.
6. **Attracting, investing, developing and retaining our St John People.**
   - 142 Long Service Medals and Bars were awarded to volunteers, recognising their dedication for periods of 10 - 60 years.
   - The year also saw restructuring across departments to aid efficiencies and cost savings for the organisation, whilst also creating a small number of key roles to support the on-going growth and development of our volunteer base.
7. **Investing in our governance, infrastructure and leadership.**
   - The year saw the new Prior embark on a 'Tour of Wales' to facilitate grassroots engagement with our St John people. The review of key governance documents and the recruitment, induction and training of newly appointed trustees.
8. **Achieving financial sustainability.**
   - It has been a financially challenging year as the Charity began a programme of transformation to address the challenges in the current operating environment. The Charity is focusing on ensuring a sustainable blend of impactful income-generating activities, exiting unsustainable and non-core activities, rationalisation of the property portfolio and cost base, and ensuring the central focus is on our volunteers and the communities we serve. The final elements of this programme are being implemented in 2024 to ensure that the Charity has strong and sustainable financial foundations to build upon in 2025 and beyond.

Our Performance

While our activities across Wales continued to return to pre Covid-19 levels, the challenges of the post-pandemic landscape continued to provide significant challenges to the charity, some of the most significant continuing to be the cost -of-living crisis and increasing operating costs.

Our Volunteers

The Trustees would like to put on record their appreciation for the dedicated volunteers that are the lifeblood of our organisation. Without their selflessness, commitment and loyalty, we would simply not be able to achieve our objectives.

Supported by our hardworking staff, in 2023 they gave just short of 60,000 hours of their precious time to providing first aid cover at more than 1,400 events across Wales, ranging from small-scale celebrations such as community carnivals to endurance events and national sporting occasions.

Volunteers provided 10,000 hours of medical cover at the Principality Stadium helping hundreds of thousands of people to enjoy themselves safely at large-scale events such as international rugby matches and star-studded music concerts.

Our people also ran a Help Point as part of the Builth Wells Events Safety Group, which won an award for supporting the safety of visitors at the Royal Welsh Show, while our volunteers helped treat 668 patients at the Gerallt Davies Help Point in Swansea in 2023.

Our volunteers also demonstrated their ambition to upskill with more than 200 moving up a role training level and 231 undertaking their initial role training assessment in 2023.

While there was a slight fall in the number of volunteers between Q4 in 2023 and Q4 in 2022, key roles were created as part of a wider reorganisation to help recruit, retain and support our volunteers.

Volunteers

Our volunteers contributed almost **60,000** hours of their spare time at **1,425** events across Wales in 2023.

Stories from our communities: Eisteddfod First Aid Cover

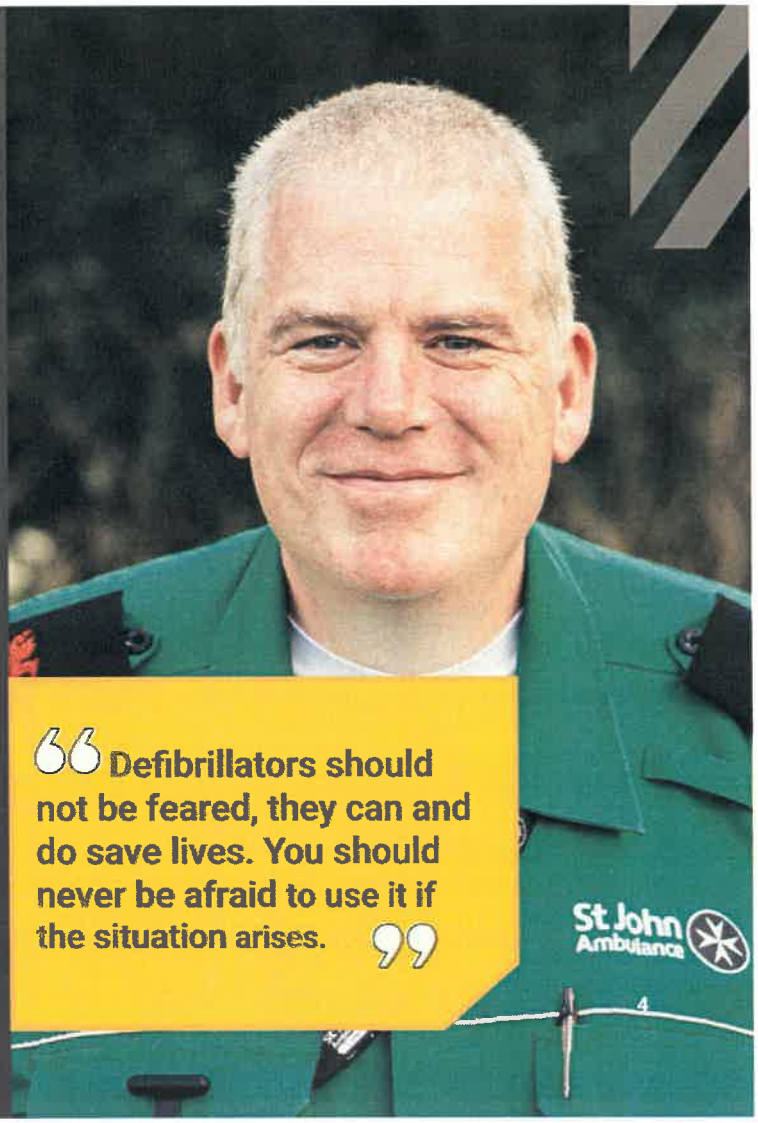
49-year-old Dave High was providing first aid cover at the 2023 International Musical Eisteddfod in Llangollen with fellow volunteers, when a member of the public went into cardiac arrest. He used the skills he had learnt with St John Ambulance Cymru to help save the gentleman's life using CPR and a defibrillator after he collapsed in the car park outside the event.

Alongside fellow St John Ambulance Cymru volunteers and an off-duty healthcare professional who was visiting the Eisteddfod. After several rounds of CPR and shocks from a defibrillator, the patient began breathing again.

Dave said: "For a person that does not work in the medical field at all, it was the scariest but most satisfying thing I have ever done.

"Two years ago, I would never have thought I would even be going to the Eisteddfod, never mind saving a life while wearing a uniform that I am so proud to be able to wear.

"That night, when the worst happened, I didn't overthink, I didn't hesitate, there was no feeling of I hope I don't mess this up."



Ambulance Operations

Our Ambulance Operations went the extra mile in 2023, ensuring 24,188 patients got the care they needed as quickly as possible, with the total milage travelled (785,178 miles) representing an 8.65% increase on 2022. (2022: 722,649 miles).

As well as transporting patients safely all across Wales, we also assisted the Welsh Ambulance Services NHS Trust (WAST) through schemes such as urgent care ambulance support during the January-March 2023 winter pressures period and being part of a seven-day Community Responder scheme from sites across Wales.

The success of our Falls Response service, which reached 12,815 people in need (2022: 8,090 patients) and helped reduce pressures on ambulance crews, resulted in contracts being extended in the Vale of Glamorgan and Pembrokeshire. We also helped introduce a new Night Falls Car in the Aneurin Bevan University Health Board area.

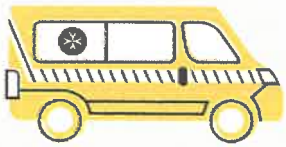
Our collaboration with the Vale of Glamorgan Council and Cardiff & Vale University Health board Wellbeing service is estimated to have saved the NHS £750,000 in a year, with the service in this area also nominated for the Gofal Cymdeithasol Cymru / Social Care Wales 2024 Accolades awards.

Our support of those in mental health crisis continued to grow with the implementation of Taith Dda, a Welsh Government/NHS funded pilot scheme designed to ensure those in mental health crisis could be transported to appropriate support and safety in a timely manner, reducing the impact on ambulance or police services.

Our involvement in this work has reduced waiting times for transport from an average of 18 hours down to an average of 1 hour and 24 minutes and supported 1,918 patients in 2023.

Ambulance Operations continued to be a vital supplier of non-emergency patient transport services, with contracts in the Aneurin Bevan and Swansea Bay regions resulting in a total of 7,604 patient movements. With well publicised pressure on the NHS and vital bed space, we continue to support the movement of patients between hospitals and discharge to home. Additionally, we were successful in securing a contract providing support to Cardiff & Vale Cardiac services, a critical service for those requiring treatment or surgery.

Ambulance Operations



Total number of patients helped: **24,188**

(2022: 28,330 patient journeys)

Stories from our communities: Responders in Powys

Tom and Jax were unloading the car when the pair noticed a wasps' nest. Tom felt a sharp sting in the centre of his forehead and instantly became very unwell.

"I could not think straight or even stand," he said. He slumped to the ground and with no phone signal, Jax ran to the nearest house to get help.

"I was very pale and thrashing around with a rash expanding from my head downwards" he recalls, as his body began to swell and develop hives. Jax called for the Emergency Services and before they knew it, St John Ambulance Cymru Responders arrived on scene. St John Ambulance Cymru Responders are on-call volunteers who respond to local emergency incidents. They are highly trained individuals who often reach the scene and start treatment before the emergency services arrive. The responders monitored Tom's observations in a calm way, administered antihistamine tablets and reassured them.

"I know Jax was extremely grateful for this," Tom said, **"seeing your loved one so unwell in such a remote area was a real trauma, so to have these healthcare professionals within easy reach is something we are both eternally grateful for."**

St John Ambulance Cymru responders are regular members of the community and volunteers who give up their time at the drop of a hat to respond to life threatening emergencies. I'm glad to hear Tom is doing well and staying away from wasps' nests!"

Tom, who has now fully recovered, commented: **"It will always be an additional reassurance that medical help and expertise in the form of St John Ambulance Cymru are so close."**



Training

Our Workplace Training Team, helped equip 8,175 people with essential first aid skills via 815 courses at a variety of sites across Wales, including our 8 dedicated training venues or at their business premises.

While many of these people attended one of our popular courses such as First Aid at Work to Mental Health First Aid, we also introduced new courses in 2023 such as Farmers First Aid and Outdoor First Aid, responding to requests from specific industries.

Our Community Trainers and volunteers helped spread first aid skills for free, with almost 13,923 trained for free in schools, clubs and groups across Wales, ensuring thousands more people are in possession of knowledge that could help them save a life should an emergency happen near them.

Our national campaigns such as Defibruary and Save a Life September helped raise awareness of essential lifesaving skills such as CPR with almost 6,000 of members of the public reached through these initiatives.

Our people completed 7,671 eLearning courses in 2023, in a whole range of subjects from more than 100 courses on offer, including those based on Safeguarding and Wellbeing, Personal Development, Management and Digital.

In 2023, **8,175** people (2022: 12,002) attended a course run by our Workplace Training Team, while **13,923** people (2022: 24,877) were trained for free by our volunteers and community trainers in schools, clubs and groups.

Stories from our communities: Mike Williams from Port Talbot

When Mike Williams from Port Talbot attended a First Aid at Work refresher course with St John Ambulance Cymru Workplace Trainer Gareth Parsons, he didn't know that the skills he learnt there would help him save someone's life just two months later.

Mike, who now lives in Caerphilly, was on duty as a Security Officer in Cardiff when he had a phone call about a medical emergency nearby. Along with some of his colleagues, Mike quickly grabbed the defibrillator at reception and made his way to the scene. On arrival, Mike and his colleagues discovered a male lying face down on the floor.

They rolled the patient onto his back and did the primary survey. They quickly discovered that the patient was unresponsive, correctly assessing he had gone into cardiac arrest. Mike and his colleagues started CPR immediately and promptly connected the patient to a defibrillator.

"After numerous rounds of chest compressions and at least three shocks from the defibrillator, he began to start breathing again." Mike recalls.

Shortly after the patient had been resuscitated, paramedics arrived at the scene and took over. The patient was rushed to hospital and received surgery on his heart.

> **"I would like to thank St John Ambulance Cymru and Gareth Parsons for the training I received, which enabled me to help to successfully save the life of someone who suffered a cardiac arrest."**
>
> **"First aid and defibrillator training is so important; the more confident people are to help others, the better."**

It's reported that a patient's survival chances are reduced by 10% for every passing minute without action following a cardiac arrest. The quicker you act, the more chance you have to save a life.



Children and Young People

Our Children and Young People programmes continued to engage and inspire those aged 5 and above with our charity's values and vision. Our Badgers, Cadets and young adult volunteers continued their individual journeys with SJAC, developing in areas from first aid to essential life skills that will help prepare people for their next steps in life.

During the year our Badgers achieved over 300 awards, while our Cadets achieved 600 awards. 77 Cadets aged 16+ were trained or requalified as Basic First Aiders (BFA), ensuring they had the foundational skills needed to help in an emergency.

2023 also saw the launch of new subjects to help inspire our children and young people to continue their SJAC journey. A Space Badger subject was launched on our Super Badger programme, a Cadet First Aider was created for those aged 11-15, while a Public Health Wales Grand Prior Subject was also introduced.

By the end of 2023 we had over 300 Badgers and 850 Cadets learning first aid and other invaluable life skills across 30+ Badger Setts and 80+ Cadet Divisions pan Wales.

Our Children and Young People programmes would not exist without the contribution of volunteer leaders. Their continued commitment to their groups and their own development was exemplified by 3 leaders completing Youth Work Level 3 with Adult Learning Wales and a further 4 completing Level 2.

A new pilot of a LINKS unit within Gwent College was launched in 2023, continuing our aims to create relationships with further education providers.

St John Ambulance Cymru's Cadet of the Year for 2023, Mali Stevenson, who is part of the Pontypridd and Trehopcyn Division said:

"I first joined St John Ambulance Cymru as I was interested in studying medicine. I was welcomed into the community and learnt so much from day one."

"I have stayed with St John Ambulance Cymru due to the incredible people I have had the privilege of meeting, and the extremely rewarding experiences I have had."

The Royal College of Nursing (RCN) Prince of Wales Nursing (POW) Cadet Scheme

We continued to work in partnership with the RCN to support Cadets on their journey in the POW Nursing Scheme, helping to create the healthcare professionals of the future.

Though no new Cadets joined the scheme in 2023, the work to support the cohort of 9 that joined during 2022 and engage more Cadets in the scheme continued.

It's expected that in future, one cohort will join the scheme each year, adding to the 25 Cadets that have participated since 2020.

Stories from our communities: Bethan Wyn Jones

St John Ambulance Cymru Cadet Bethan Wyn Jones has been a loyal member of the Deeside Division since she was just 7.

Bethan joined because she loved learning about first aid and wanted to find out even more.

She loves each week's session, learning new things and making new friendships. It's taught her a lot about healthcare and Bethan is keen to pursue a career in the sector in her adult life. Bethan has already used her first aid skills in real life situations.

On one occasion when a friend was hit by a car outside his school, she had the confidence to manage the situation, assessing him and helping him up (once deciding it was safe for him to do so) and advising him to visit hospital so he could be checked over.



"Without St John Ambulance Cymru I wouldn't have been able to manage the scene and keep calm and composed."

Clinical

The Remote Clinical Support Service (RCSS) was implemented into SJAC in May 2023, providing clinical advice to patient facing SJAC people in the absence of an available healthcare professional at the patient side.

This service, operated entirely by volunteer healthcare professionals, is available 24/7 to provide telephone-based clinical advice to SJAC people who have queries around patient management plans, require support in clinical decision making or have wider queries around any clinical element of the organisation which require urgent clarification.

The service operates 24/7 and 365 days a year. It is staffed with a two-tier system comprising of experienced registered healthcare professionals and senior clinicians within the organisation operating on an entirely voluntary basis in addition to their full-time roles in the NHS and have been instrumental in its success to date.

In summer 2023, the service adopted GoodSam IOS, allowing RCSS clinicians to view clinical images and video live-stream from SJAC people's mobile devices via a secure and encrypted connection to enhance their clinical decision making.97% of the 172 queries raised via RCSS were resolved satisfactorily, with 69 calls to 999 prevented as a result.

Fundraising

Our fundraising activities continued throughout 2023, with a total of £1,010,842 raised, representing an increase of 5% compared to the previous year. Work continued to deliver against the Fundraising Strategy with new activity piloted in 2023.

This comprised £481,891 (2022: £509,631) of regular donations from supporters, £360,692 (2022: £317,985) from Trusts and Foundations, and £168,259 (2022: £138,712) from other sources, including divisional and individual volunteer fundraising events and legacies left to the Charity.

Throughout 2023 St John Ambulance Cymru remained registered with the Fundraising Regulator and worked in line with the Code of Fundraising Practice across all our fundraising activity. There were no instances of non-compliance with the Code of Fundraising Practice.

Ceremonial Awards & Honours

During 2023, the Priory for Wales recognised the endeavours of those that had exemplified our vision, mission and motto with their actions and effort.

Our Investiture Services at Llandaff Cathedral and St Asaph Cathedral provided opportunities to honour those who had helped others when they were most in need, with some receiving recognition for decades of dedication to our charity and the people of Wales and two particular individuals receiving awards for more than 6 decades of service.

Our 2023 Investiture at Llandaff was a particularly significant occasion as it saw the installation of our new Prior, Paul Griffiths OBE, KStJ, DL, with our Grand Prior HRH Prince Richard, Duke of Gloucester, KG, GCVO, GCStJ, FSA in attendance to welcome him to his new role.

The commitment of our people to the St John Ambulance Cymru cause was highlighted by the giving out of 142 Long Service Medals and Bars, in recognition of periods of service from a decade up to 60 years' service.

The 2023 Order of St John UK Organ Donation Awards provided another moment of reflection, with 29 families of organ donors receiving recognition awards on behalf of their loved ones. This was the tenth time this event had been held, in conjunction with NHS Blood and Transplant.

With the instability due to conflict in the Middle East, our ongoing fundraising work to support the Jerusalem Eye Hospital held a significant poignance, particularly during the Christmas services that raised money for this vital service. The strength of feeling towards this issue was illustrated by the increase in donations being almost 4 times more than that raised in 2022.



Our People

Care to Share

Our volunteer and staff feedback survey - 'Care to Share' took place in place in November. The survey remains an important indicator of volunteer and employee engagement and satisfaction. The survey remains an important indicator of volunteer and employee engagement and satisfaction. 'Care to Share' is underpinned by the Net Promotor Score (NPS) methodology, which is designed to assess those who are highly satisfied or deeply dissatisfied across the areas including job/role, organisation (SJAC), management, team, Health, Safety & Well-Being, personal development.
The 2023 results provided a valuable insight into staff and volunteer opinion on the charity and the conditions they face while working and/or volunteering on its behalf.

The volunteer results showed a 1% increase in the overall satisfaction score, which was reached as a result of positive increases in all but one of the six main segments (your organisation, your management, your team, your health, safety and well-being and your personal development), with 'your job' being equal to the 2022 score (33%).

The top 3 statements were 'There are good working relationships within my team/ division' (63%), 'If I feel I am struggling to hit a deadline, I know my team would step in and help me' (57%) and 'I feel my line manager would be supportive and understanding in a personal crisis' (55%).

The bottom 3 statements were 'I feel like senior management involve volunteers in important decisions (15%), 'I feel like senior managers act on volunteer feedback' (18%) and 'I have enough materials, supplies and equipment to carry out my role effectively (19%).

The employee results showed an increase in response rate of 3% compared with the 2022 completion rate, but the overall satisfaction score (31.4%) represented a decrease of 4% compared with the previous year. Contributing factors to the overall satisfaction score are believed to be linked to restructuring and recruitment freezes undertaken to help deliver efficiencies and cost savings. The reduction in the number of respondents and subsequent scores will at least partly have been due to the recruitment freeze and restructuring exercises undertaken in recent years to deliver efficiencies and cost savings.

The top 3 statements for staff were 'I am proud to tell people what I do for a job' (62%), 'I am trusted to do my job' (61%) and 'I feel line manager would be supporting and understanding in a personal crisis' (60%).

The bottom 3 statements for staff were 'I am satisfied with my level of pay' (6%), I feel like senior managers involve staff in important decisions (7%) and 'I feel like SJAC has a clear vision for the future (7%)



In 2023 we continued to modernise our policies, to ensure good governance and clear guidance for operational and activities. This included reviewing and redeveloping polices around Lone Working, Menopause, Domestic Violence, Anti Bribery, Equality, Diversity and Inclusion.

Sickness across the entire year decreased to 5.65% in 2023, down from 5.74% in 2022.

A Strategic Review of the entire charity was launched in October 2023, the first phase of which involved the removal of 25 roles and the reorganisation of the leadership structure. This included the removal of the Director of People & Organisational Development and the Director of Finance & Corporate Services roles from the Executive Leadership Team and the removal of the Head of Operational Support from the Leadership Team.

These adjustments were aimed at enhancing our efficiency, driving clearer accountability across our leaders, and enabled the CEO to focus on the organisational challenges we face, while enabling the Chief Operating Officer to focus on income generation.

To the same end, some new roles were also created in key areas, including to aid the management, recruitment and retention of volunteers, with some of the recruitment ongoing at the end of 2023. There were also other small changes to a number of existing staff roles to support changes in the organisation's structure.

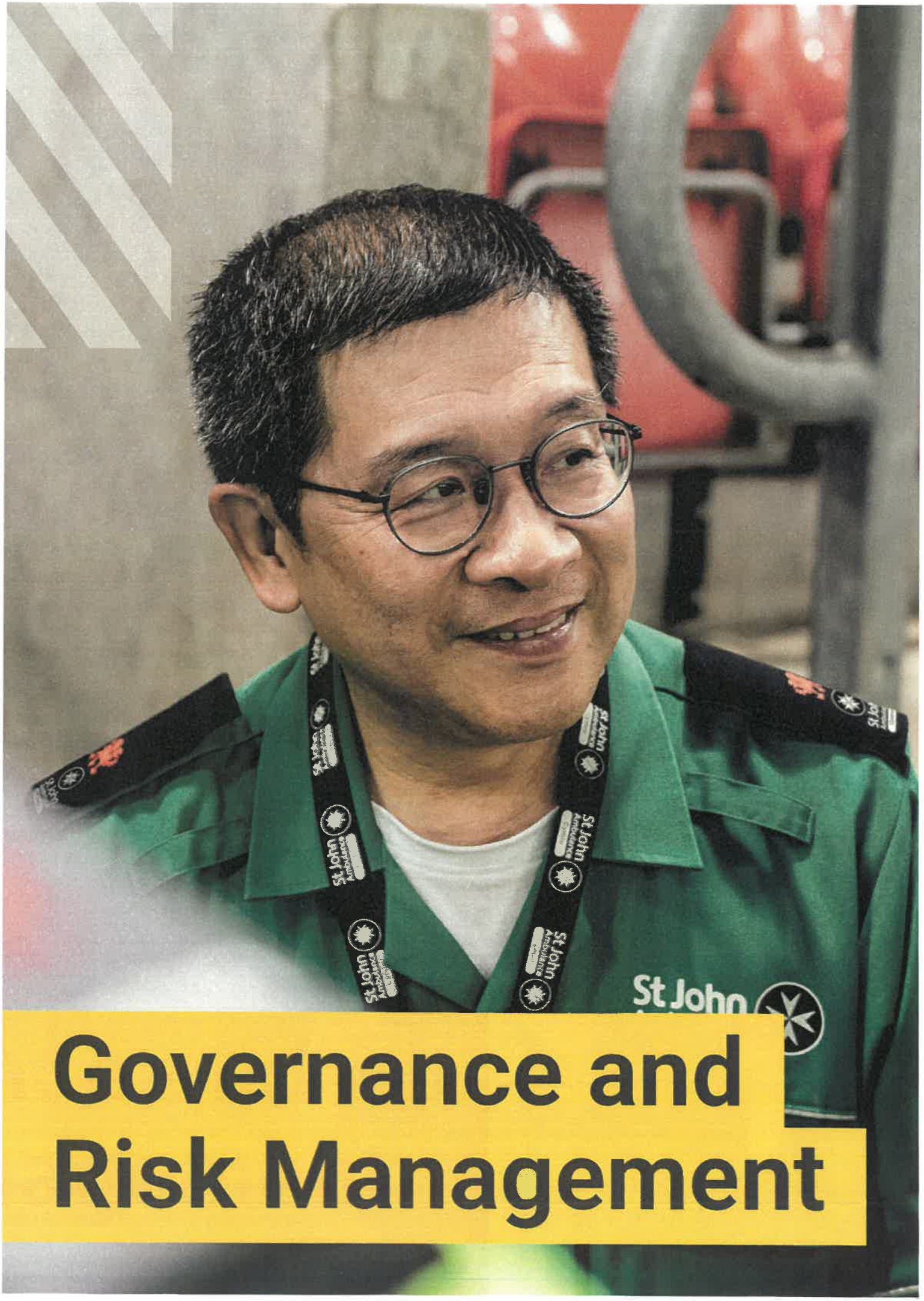
Following feedback from staff and volunteers, the Values Award was introduced in January 2023 as a mechanism for recognising colleagues or members who had achieved something exceptional, adding another means for our people to receive the praise they deserve.

A Menopause Café established to support female health and as a mechanism to feedback to the Leadership Team, Heads of Services and Senior Volunteer Team, to help develop further policy work, training and general awareness.

The number of volunteers at end of Q4 in 2023 was 2,602, down from 2,734 in 2022.

The staff headcount at end of Q4 2023 was 217, compared with 262 at the end of Q4 2022.





Governance and Risk Management

Governance and Risk Management

Structure, Governance and Management

Organisational Structure

The Charity is based in Wales with its national headquarters in Cardiff and trades under the name St John Ambulance Cymru.

The Priory Chapter (the 'Board', the 'Board of Trustees' or the 'Board of Directors') is the supreme governing and legislative body of the Charity and of all affairs of the Charity within Wales, under the Sovereign Head and the Grand Prior.

The Charity is one of 11 autonomous Priories that form The Most Venerable Order of The Hospital of St John of Jerusalem (the 'Order' or the 'Order of St John').

The Charity is governed by its Articles of Association and these incorporate the rules, which were approved by the Grand Prior of the Order on 23 October 1999, under the authority of the Order's Royal Charter and Statutes. The Both the Articles of Association and the Regulations of the Charity were subject to a comprehensive review and updating, in consultation with the Order and the Charity Commission. The final updated Articles of Association were approved and adopted on 31 January 2024 and the updated Regulations on 1 February 2024.

The Charity appoints Trustees on the recommendation of an Appointment Panel to the Board. The Regulations of the Charity set out the process for the recruitment of Trustees and the membership of the Committees.

All operations of the Charity occur directly within that entity during both the current and prior years. The Charity has one trading subsidiary, Maindy Estates Limited (No. 516242), which is wholly owned and whose principal activity is that of property ownership. In addition, the Charity had the following dormant subsidiaries, each of which is wholly owned and has been non-trading throughout both the current and prior years:

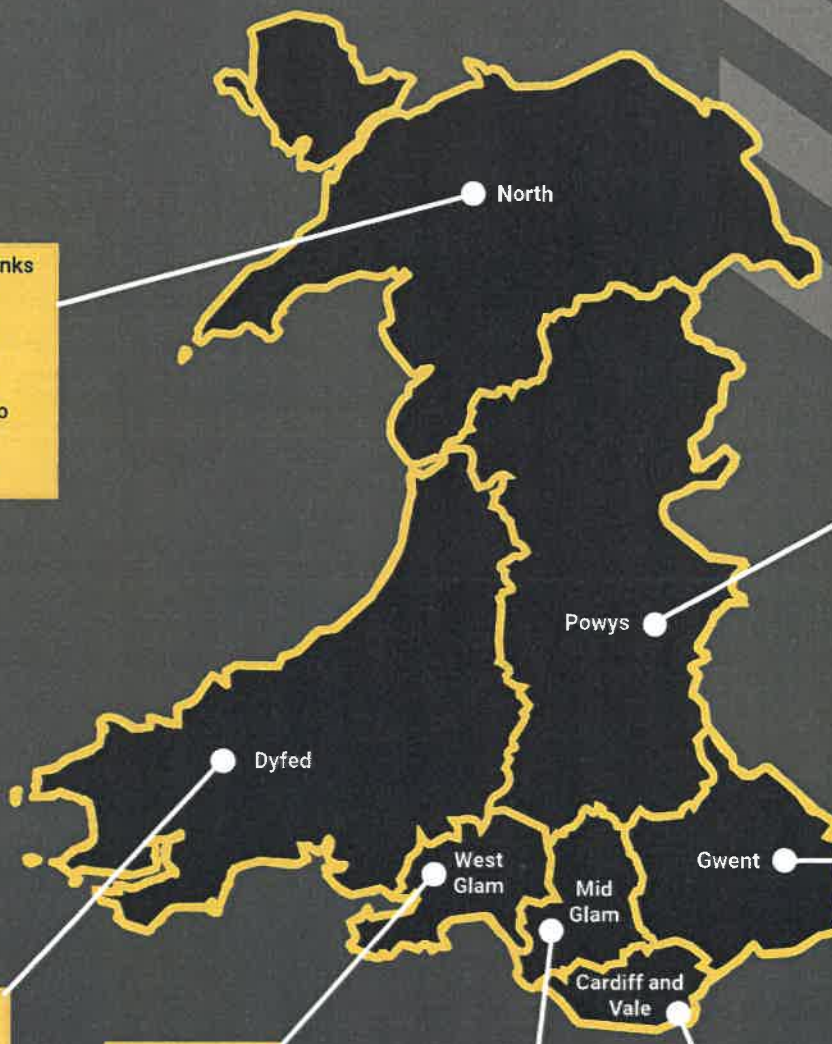
- St. John Ambulance in Wales (Priory for Wales) (No. 5071232).
- St. John Wales Patient Transport Limited (No. 5071126).
- St. John Wales Training Company Limited (No. 3318160).
- Order of St. John Priory for Wales Trustee Corporation Limited (2968029).

The Charity is organised into seven regions with approximately 80 divisions operating across Wales. The principal activities are:

- Recruitment and training of members of the public in first aid and care.
- Provision of first aiders at public events.
- Training of young people from the age of five - teaching them first aid, care and general citizenship skills.
- The relief of sickness and the protection and preservation of public health, through the provision to health authorities, hospitals and others, of services including the carriage of patients and other transport requirements.



Our Divisions Across Wales



North

Bangor Links
Deeside
Holyhead
Holywell
Llanberis
Llandudno
Rhyl
Wrexham

Powys

Bettws
Brecon
Caersws
Llanidloes
Llandrindod Wells
Newtown
Rhayader
Talgarth
Ystradynlais

Dyfed

Aberystwyth
Ammanford
Cardigan
Carmarthen
Ferryside Marine
Haverfordwest
Lampeter
Llanelli

West Glam

Aberpergwm
Abertawe
Gower
Glynneath
Loughor
Mumbles
Neath
Port Talbot
Pontarddulais
Seven Sisters
Swansea
Swansea West

Mid Glam

Aberdare and Foundry Town
Bedlinog
Dowlais
Hirwaun
Maesteg Central
Merthyr Tydfil
Porthcawl
Pencoed-Bridgend
Merthyr Vale
Aberfan
Pontypridd/ Trehopcyn
Treharris
Tylorstown

Gwent

Abergavenny
Bedwas
Chepstow/Caldicot
Cwmbran
Ebbw Vale
Griffithstown
Newport Central
Pontllanfraith
Pontypool
Rhymney Gwent
Risca

Cardiff and Vale

Barry Rescue
Cardiff Central
Cardiff Links
City of Cardiff
Cowbridge
Grangetown
Llanedeyrn
Llanrumney
Penarth
Radyr
Rhiwbina/Llanishen
Rhws
Roath Park

Governance

The governing body of the Charity is the Board. The members of the Chapter are also Trustees of the Charity for the purpose of the Charities Act 2011. The number of Trustees shall be not less than ten but unless otherwise determined by the Charity in general meetings, shall not be subject to any maximum.

The Board meets at least four times per year and is chaired by the Prior. The Board, also subject to the regulations of the Charity, appoints standing committees, as appropriate, to assist the Board.

2023 was a significant year for the Board of Trustees, with Paul Griffiths OBE KStJ DL elected Prior for Wales on 24th June 2023, taking up the role from Sir Paul Williams OBE KStJ DL. On the same day, three new Trustees were appointed: Prof. Jean White, Rhys Jenkins and Gillian Knight, in place of the outgoing Andrew Mitchell, Prof Kevin Davies and Richard Paskell, who remained in his role of Chief Volunteer.

Management

The Trustees are responsible for setting strategies and policies and for ensuring that these are implemented. The Charity now operates with six Standing Committees of the Board, with supporting committees or panels focussing on specific areas of work. The committees established to assist the Board are as set out below.



Our Board of Trustees



Paul Griffiths OBE KStJ DL

Appointed 24th June 2023

Prior for Wales (Chair of the Board) and Chair of Honours & Awards Committee

For six years, Paul Griffiths chaired the Gwent Council for St John Ambulance Cymru, whilst also serving as a National Officer for the Police Superintendents' Association, having previously served as an active senior police officer. Paul has a long history of commitment to voluntary and charitable causes including serving as a trustee for Police Care UK and the Police Arboretum Memorial Trust, and volunteering as a Telephone Friend with the Royal Voluntary Service. Paul was awarded an OBE for 'services to policing' in 2021.



Caryn Cox CStJ

Chancellor (Vice Chair of the Board) and Chair of People Committee.

Caryn has over 30 years' experience in health care and social care across the NHS, local government, World Health Organisation, the EU and within the private sector. In her current role as a consultant in public health in the NHS in Wales and England, with a specialism in communicable diseases/health protection, she played a key part in the COVID-19 pandemic response in Wales and England. She has been involved with St John for over 40 years, starting as a member of St John Ambulance in England in childhood. She has been a trustee of St John Ambulance Cymru since 2017, Chancellor since June 2023 and currently chairs the People Committee.



Rt Rev David Morris CStJ

Priory Dean and Chair of Pro Fide Committee

Originally from the Rhondda Valley, David has been an Anglican priest in Wales for thirteen years. He was once the youngest priest in the Church in Wales and in 2024 became its youngest ever bishop, being appointed Assistant Bishop of Bangor, adopting the title of Bishop of Bardsey. A senior member of staff in the Diocese of Bangor, David has served as Diocesan Director of Ministry for the past two years. David has been a chaplain within St John Ambulance Cymru for over ten years and currently serves as Dean of the Welsh Priory. As Priory Dean, he is responsible for nurturing and sustaining the Christian ethos of the organisation and providing pastoral care to all staff and volunteers through chaplaincy provision. David joined the Board in 2020.



Emily Bristow OStJ

As Senior Vice President at Blue Prism, Emily has worked with many major customers to help make the most of their digital workforce. Previously, Emily was the UK Head of Intelligent Automation at the global IT consulting firm CGI before joining Blue Prism in June 2018. An MSc graduate, Emily has more than 10 years' experience across a variety of IT and operational roles. Emily's first encounter with St John Ambulance Cymru was when she joined the charity as a Badger in Gwent in the 90s. Her involvement with the charity has now come full circle as she became a trustee in February 2021 and is board lead on digital and data development
and compliance.



Gillian Knight RGN, DipISM

Appointed 24th June 2023

Gill registered as a general nurse in 1994 and has held a varied range of senior nursing positions across care sectors and in the NHS primarily in cancer care including clinical practice, education, Cancer Services Coordinating Group, the Wales Cancer Network and was appointed as a Nursing Officer for Welsh Government in January 2018. Gill had worked within the Welsh NHS for over 27 years since moving to Wales from her native Ireland. She now supports the Chief Nursing Officer as a nursing officer in the Welsh Government, providing professional advice for various policy areas. Gill has worked with a number of third sector organisations as a nurse adviser to support nursing workforce developments in Uganda. In her spare time, Gill enjoys running, cycling and deep sea diving.



Helen Willson MStJ

Chair of Fundraising & Engagement Committee

Helen spent 15 years running the Museums and Heritage Service at Caerphilly County Borough Council where she was Principal Museums & Heritage Officer between 2007 and 2017. There, she was responsible for the successful management, development and delivery of the Museums & Heritage Service, its sites, staff and volunteers. With a passion for volunteering, Helen has given her time to support several charitable causes including the Cub Scouts and her local PTA. In her current role, Helen is responsible for leading on volunteering and participation for the National Trust in Wales and has brought her third sector expertise of volunteer-based charities to the Board since February 2021.



James O'Connor OStJ FCA CEnv MRSC

Chair of Audit & Risk Committee

James joined the not-for-profit sector in 2016 after over a decade with PwC, the world's largest firm of professional advisors. A Fellow of the Institute of Chartered Accountants, James brings his experience of governance, risk management and stakeholder alignment to St John Ambulance Cymru where he has served as a trustee since early 2021. James is currently Director of Corporate Finance at Pobl Group, Wales' largest housing association, where he oversees the strategic treasury approach for the loan and capital markets portfolio to fund the development of more homes for people in need. He is also a non-executive board member for other organisations supporting vulnerable people, collaborative development of energy-efficient new homes and effective use of heritage assets.



Professor Jean White CBE MStJ RN PhD DSc MSc BN RNT

Appointed 24 June 2023

Professor Jean trained as a general nurse in Swansea and originally practised as a theatre nurse in Wales and London. Jean has held positions in nurse education, at the Welsh National Board for Nursing, Midwifery and Health Visiting, Health Professions Wales and Welsh Government and was Chief Nursing Officer for Wales and senior adviser to Welsh Government between 2010-2021. She has worked with the ministries of several European countries and is an adviser to the World Health Organisation. Now retired from the civil service, Jean is a Visiting Professor of Nursing at University of South Wales; Independent Council Member at Bangor University; Panel Judge for the national St David Awards; Trustee of the South Wales Police Youth Awards; and in March 2023 she began a 12 months role as High Sheriff of Mid Glamorgan.



Nick Stork FCA

Chair of Finance & Resources Committee

Nick, a Fellow of the Institute of Chartered Accountants, became a trustee at St John Ambulance Cymru in early 2021. With over 25 years corporate finance and banking experience behind him, Nick is now New Investments Fund Manager at Development Bank of Wales. Dealing with large corporate and SME businesses on a daily basis, Nick is no stranger to advising businesses on their funding requirements both domestically and internationally.



Rhys Jenkins LLM MStJ

Appointed 24 June 2023

Rhys has practiced as Barrister at Colleton Chambers since 2019, focusing on Family Law and Civil Law across the South West. Beyond a busy practice and family life, Rhys enjoys giving his time to organisations close to heart. Rhys was a Trustee at Cardiff University and the Cardiff University Students' Union from 2014-2015. He also took on the role of Vice President Education during this time. Rhys was an Institutional Reviewer at the Quality Assurance Agency (QAA) from 2015-17, reviewing user experience, academic rigour, and good governance. In his free time, Rhys is a Cymru Councillor for MS Society, working with staff and volunteers to assist and support the delivery of the aims of the Society and promote its work.



Shereen Williams MBE OStJ DL

A St John Ambulance Cymru trustee since 2018, Shereen is currently the Chief Executive Officer of the Local Democracy and Boundary Commission for Wales (LDBCW). Prior to taking up the post with LDBCW in January 2019, she worked in local government for nearly a decade. As a local government officer, Shereen worked across East Gwent, managing teams responsible for the delivery of strategic Priorities including migration, preventing violent extremism, equalities and community cohesion. Shereen has been a community activist for 15 years and has an interest in race and diversity matters, cohesion, and inclusion. She currently sits as a magistrate in Gwent and is a Board member of the Institute of Welsh Affairs.

Board Diversity

A vital part of supporting communities in Wales involves representing the people that live within them. St John Ambulance Cymru is committed to fostering an inclusive culture, bringing expertise and experiences from a range of backgrounds and sectors and making sure voices are heard. Our aim to make our board a broad church will be demonstrated once again when work to recruit the latest cohort of new Trustees commences in early 2024.

Average Trustee Tenure (at end of 2023): 2.3 years. (2022 5.1 years).

Trustees are appointed for a three-year term and may be reappointed for a second three-year term, after which they leave the Board after a maximum of six years, except in the case of taking up appointment as Prior, Chancellor or Priory Dean, in which case up to a further six years in such office is permitted up to an overall maximum of 12 years.

Standing Committees

Audit, Risk and Governance Committee

The Audit, Risk & Governance Committee reviews the effectiveness of internal financial controls and risk management systems and the clarity and completeness of disclosures in the financial statements of the Charity and its subsidiaries. The Committee will also consider risks presented from the Clinical Assurance Panel. Furthermore, the Committee will consider Governance arrangements and will provide detailed assurance to Chapter around the implementation of the Governance Review recommendations. The Committee meets four times per year minimum and is chaired by a Trustee.

Financial Resource Committee

The Financial Resource Committee meets four times per year minimum and is chaired by a Trustee with professional financial experience and qualifications. Its purpose is to provide financial oversight of the organisation and reports directly to Chapter. Membership includes both Trustees and independent members.

People Committee

The People Committee provides assurance to the Board regarding the Charity's responsibilities to all matters relating to volunteers, staff and organisational development. It also maintains a strategic overview of the Charity's people arrangements with a view to ensuring that these are designed to provide a positive environment for both colleagues and volunteers. The committee meets four times per year and is chaired by a Trustee. Membership includes Trustees and an Independent Committee Member.

Honours & Awards Committee

The Honours & Awards Committee meets at least twice per year and recommends admissions to and promotions within the Order below the rank of Knight and Dame, the award of Priory Votes of Thanks and the award of the Life Saving Medal or a Certificate of Honour of the Order. It can also make nominations for Civil Honours and Awards and promotions to Knight or Dame. The Committee is chaired by the Prior. Membership includes Trustees and independent members.

Fundraising & Engagement Committee

The Fundraising & Engagement Committee exercises strategic oversight of fundraising strategy, policy & practice, ensuring fundraising activities are in keeping with the purpose, values and culture of the Charity. The Committee also has governance oversight of communications and engagement activity to further raise the profile of the Charity and publicise the charitable impact and public benefit. Membership includes a minimum of two Trustees, Chair of The Eye Hospital Committee and independent external members. The Committee meets 4 times per year and is chaired by a Trustee.

Pro Fide Committee

The Pro Fide Committee advises the Prior on all spiritual and ecclesiastical matters pertaining to the Charity. It also takes note of guidance issued by the Prelate through Grand Council. The Committee approves forms of service and prayers used by the Charity. Membership includes senior clergy in Wales', and the Priory's representative on the St John College of Deans. The Committee meets twice per year and is chaired by the Dean of the Priory.

Supporting Committees/Panels

St John Eye Hospital Committee

The Eye Hospital Committee's primary objective is to fundraise for the St John Eye Hospital in Jerusalem. The Committee meets at least six times per year. The Committee is chaired by the Hospitaller. The Committee is a supporting committee rather than a standing committee of the Board and does not hold delegated authority from the Board. As such, the Committee is chaired by the Hospitaller and is composed of independent members appointed by the Hospitaller in consultation with the Prior



Leadership Team

The key management personnel to whom the Trustees delegated day-to-day management of the Charity in 2023 are listed below. It should be noted that during December 2023, there were changes to the leadership team structure, ahead of the new financial year.



Richard Lee MBE CStJ QAM FIMC FCPara

Chief Executive Officer

Richard joined St John Ambulance Cymru as Chief Executive Officer at the beginning of May 2024, following a 5-year period as the Chief Operating Officer at St John Ambulance in England. His efforts in this role resulted in him being awarded an MBE for services to healthcare during Covid-19 in the 2021 New Year's Honours List. He was also awarded the Queens Ambulance Medal for distinguished ambulance service in the 2016 Queen's Birthday honours list. Originally from South London, but having spent his teenage years in North Wales, he is a Paramedic and also brings with him previous experience as Director of Operations at the Welsh Ambulance Services NHS Trust. He also saw active service in the Royal Air Force during the Gulf War in 1991 and the UN operations in Bosnia in 1993. As well as volunteering for St John Ambulance in England during his time there, he also volunteers for MEDSERVE Wales, a branch of the British Association for Immediate Care (BASICS) charity.

Andy Jones MStJ FCIPD - Interim Chief Executive (resigned March 2024)



Benjamin Savage MStJ

Chief Operating Officer

Ben joined as Chief Operating Officer in June 2021 from St John Ambulance in England, where he was first a volunteer, then Ambulance Operations Manager for Greater Manchester and latterly Head of Planning & Programmes for Event Planning. Having led and implemented major improvement programmes in his previous roles and working and volunteering on the front line across the pandemic, Ben's passion for patient care and enhancing community services has been a constant of his career.



David Monk MStJ FInstLM MBA

Clinical Director

David joined SJAC at the beginning of January 2023 with a broad background in urgent and emergency care. David has held senior leadership roles in the NHS since 2008. A paramedic by profession, David has worked in clinical roles since 1997. David has been a volunteer with St John Ambulance in England for 22 years. David holds an MBA and is a fellow of the Institute of Leadership and Management.

David's role includes clinical leadership and oversight of all our activity. Working closely with clinical, quality and safety leads, his focus is on strengthening the Charity's clinical governance and developing the clinical management and leadership model to support operational service delivery.



Richard J Paskell MBE CStJ

Chief Volunteer

Richard joined St John Ambulance Cymru initially as a Trustee in 2017. He was successfully appointed to the role of Chief Volunteer in 2020.

Since then he has led on the modernisation of St John Ambulance Cymru volunteer structures and is a proactive, visible uniformed leader of our volunteers. He is passionate about volunteering, something he has done for over thirty years with various charities. In 2022, he was appointed to the Most Excellent Order of the British Empire, by the late HM Queen Elizabeth II, for services to Mountain Rescue and to the communities in South Wales.

Aside from his volunteering work, Richard works full time as a Specialist Crime Detective for South Wales Police.

Darren Pritchard FCCA - Director of Finance & Corporate Services (resigned December 2023)



Risk Management

SJAC has an integrated Risk Management Framework within which it operates, ensuring that all significant risks are identified and assessed, controls are introduced, and remedial action taken. The Framework dictates that the risks and associated mitigating actions are monitored monthly by the senior management team, and reported quarterly to the Audit, Risk & Governance Committee and in turn to the Board, where necessary.

The Risk Register is regularly revised and reviewed quarterly by the Audit, Risk & Governance Committee. The Register takes account of best practice guidelines issued by the Charity Commission and forms an essential element of SJAC's governance arrangements. Good risk management provides the organisation with increased confidence in achieving its desired outcomes, constrains threats to acceptable levels and assists in taking informed decisions about exploiting opportunities.

The primary risk to the Charity for 2023, is its continued financial recovery following the pandemic, compounded by the significant inflationary pressures which gave rise during the second half of the year, the charity's increased running costs, further compounded by societal hardship levels, impacting fundraising.

The principal risks faced by the Charity are:

liquidity risk - ensuring sufficient cash availability to fund our ongoing charitable operations whilst not depleting investment reserves;

financial stability risk - building predictable and sustainable financial surplus positions following the disruptive years of the pandemic;

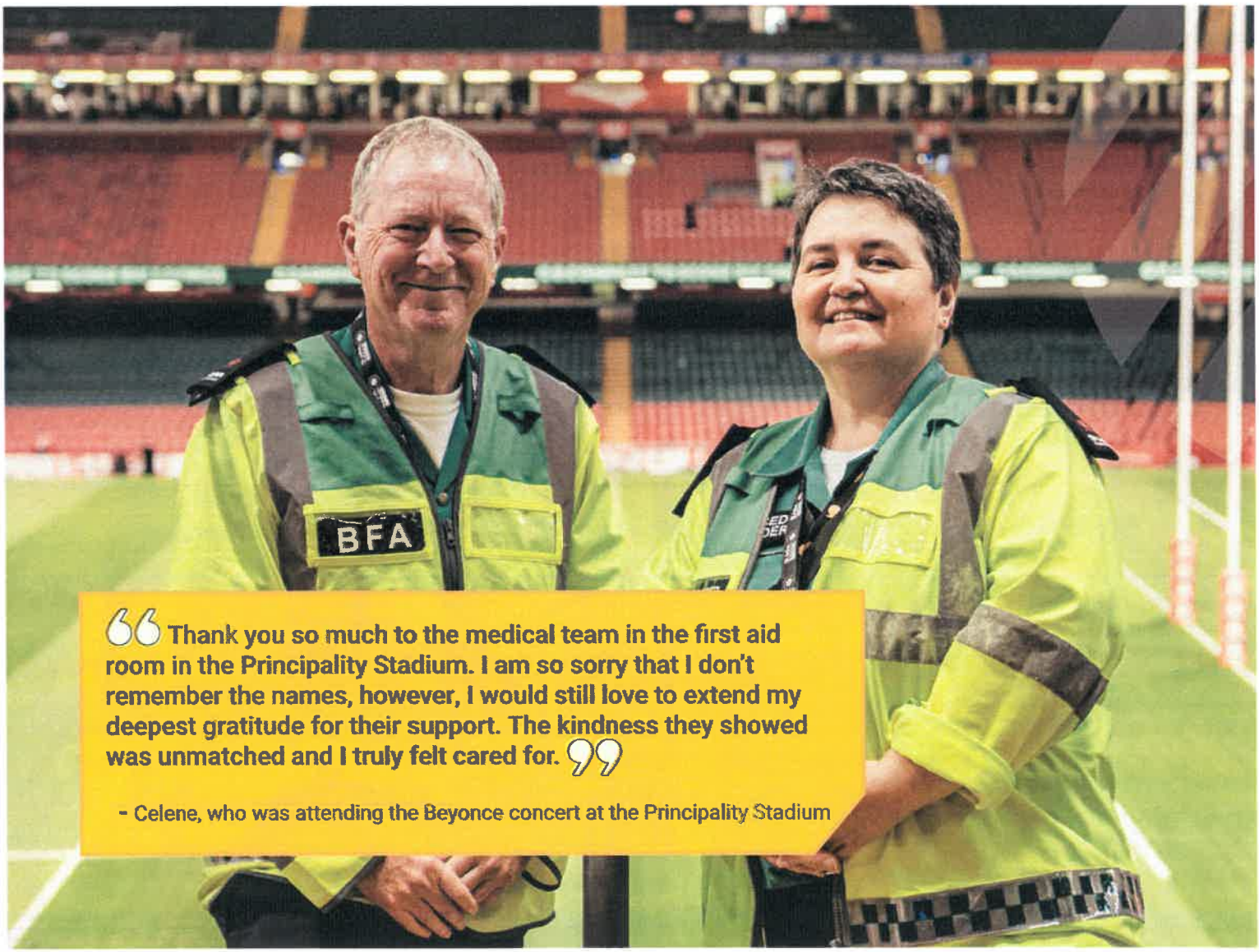
clinical risk - maintaining the right oversight to ensure clinical care delivered continues to be excellent;

safeguarding risk - continuing to protect children and vulnerable adults with the right culture, controls and oversight;

regulatory risk - ensuring compliance with changing regulations around the services we deliver, the information we hold and manage, and the regulatory bodies to which we are accountable;

cyber risk - vigilance against the risk of incursion, disruption, fraud or data loss; and

fleet risk - ensuring the right ongoing investment is made in our vehicles and drivers to ensure safe and efficient operation.



"Thank you so much to the medical team in the first aid room in the Principality Stadium. I am so sorry that I don't remember the names, however, I would still love to extend my deepest gratitude for their support. The kindness they showed was unmatched and I truly felt cared for."

- Celene, who was attending the Beyonce concert at the Principality Stadium

Reference and Administrative Details

Name

The Priory for Wales of the Most Venerable Order of the Hospital of St John of Jerusalem

Other operating names

St John Ambulance Cymru

Registration numbers

Company - **05071073**

Charity - **250523**

Address: **Priory House, Beignon Close, Ocean Way, Cardiff, CF24 5PB**

Telephone: **0300 2011 999**

Website: **www.sjacymru.org.uk**

TRUSTEES/DIRECTORS (Chapter) –

Paul Griffiths (Prior/Chair)	Appointed 24 June 2023
Sir Paul Williams (former Prior/Chair)	Resigned 24 June 2023
Caryn Cox (Chancellor)	Chancellor from 24 June 2023
Rev Desmond Kitto (former Acting Chancellor)	Resigned 24 June 2023
Rt Rev David Morris (Priory Dean)	
Emily Bristow	
Rhys Jenkins	
James O'Connor	
Nicholas Stork	
Gillian Knight	
Prof Jean White	
Shereen Williams	
Helen Willson	
Prof Kevin Davies	Resigned 24 June 2023
Richard Paskell	Resigned 24 June 2023
Andrew Mitchell	Resigned 24 June 2023

ADDITIONAL OFFICERS OF THE PRIORY

Dr. Robert Broughton, Archivist/Librarian

John Petrie, Director of Ceremonies

Dr Akram Baig, Hospitaller

Standing Committees

AUDIT AND RISK COMMITTEE

James O'Connor (Chair)	
Emily Bristow	Joined 29 November 2023
Caryn Cox	
Rhys Jenkins	Joined 24 June 2023
Nicholas Stork	
Prof Jean White	Joined 24 June 2023
Prof Kevin Davies	Resigned 24 June 2023

FINANCE COMMITTEE

Nicholas Stork (Chair)	
Paul Griffiths	Joined 24 June 2024
Rhys Jenkins	Joined 24 June 2024
Stephen Nash (independent member)	Joined 7 February 2024
James O'Connor	
Rev Desmond Kitto	Resigned 24 June 2023
Andrew Mitchell	Resigned 24 June 2023

PEOPLE COMMITTEE

Caryn Cox (Chair)	
Marc Penny (independent member)	
Prof Jean White	Joined 24 June 2023
Shereen Williams	
Helen Willson	
Rev Desmond Kitto	Resigned 24 June 2023
Andrew Mitchell	Resigned 24 June 2023

FUNDRAISING & ENGAGEMENT COMMITTEE

Helen Willson (Chair)	
Mike Flanagan (independent member)	
Rt Rev David Morris	
Alison Pritchard (independent member)	
Shereen Williams	
Prof Kevin Davies	Resigned 24 June 2023
Andrew Mitchell	Resigned 24 June 2023

PRO FIDE COMMITTEE

Rt Rev David Morris (Chair)	
Rt Rev Gregory Cameron (independent member)	
Rt Rev John Davies (independent member)	
Rev Ian Howells (independent member)	
Rhys Jenkins	Joined 24 June 2023
Rev Canon Sarah Jones (independent member)	
James O'Connor	Joined 24 June 2023
Rev Canon Alan Pierce-Jones (independent member)	
Very Rev Dr Sarah Rowland Jones (independent member)	
Rev Desmond Kitto	Resigned 24 June 2023

HONOURS AND AWARDS COMMITTEE

Paul Griffiths (Chair)	Joined 24 June 2023
Caryn Cox	
Sheila Davies (independent member)	
Colin Jones (independent member)	
David Melding (independent member)	
Richard Paskell (independent member)	
Peter Vaughan (independent member)	
Prof Kevin Davies	Resigned 24 June 2023
Sir Paul Williams	Resigned 24 June 2023

SUPPORTING COMMITTEES:

EYE HOSPITAL COMMITTEE

Dr. Akram Baig	(Chair/Hospitaller)
Richard Baxter	
Sian Burke	
Iona David	
Lyn Clifton-Davies	
Matthew Keats	
Ruth Lewis	
Paul M. O'Shea	
David Peters	
Granville Thomas	
Maria Thomas	
Richard Thomas	
Diane Davies (Secretary)	
Richard Paskell	(resigned August 2023)
Michael Flanagan	(resigned October 2023)

BANKERS

Barclays Bank PLC, 1 Churchill Place, London E14 5HP

SOLICITORS

Blake Morgan LLP, One Central Square, Cardiff CF10 1FS

INVESTMENT MANAGERS

Brewin Dolphin Ltd, 5 Callaghan Square, Cardiff CF10 5BT

INDEPENDENT AUDITORS

Azets Audit Services, Ty Derw, Lime Tree Court, Cardiff Gate Business Park, Cardiff CF23 8AB

Responsibilities of the Board of Directors

The Trustees (who are also directors of The Priory for Wales of the Most Venerable Order of the Hospital of St John of Jerusalem for the purposes of company law) are responsible for preparing the Trustees' report (incorporating the directors' report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the income and expenditure, of the charitable group 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 Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards 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 maintaining proper accounting records which 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 the group 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 auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on 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.

Approved by the Board of Directors on 21st June 2024 and signed on its behalf by:



Paul Griffiths, OBE KStJ DL
Prior for Wales and Chair of the Board



Independent Auditors' Report

Independent Auditors' Report

Opinion

We have audited the financial statements of The Priory for Wales of the Most Venerable Order of the Hospital of St John of Jerusalem (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2023 which comprise the consolidated Statement of Financial Activities, the consolidated and parent Balance Sheet, the consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- Give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2023, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs [UK]) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions Relating to Going Concern

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.

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 group or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the Trustees annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. 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 course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. 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 in this regard.

Opinions on Other Matters Prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the Trustees' report (incorporating the strategic report and directors report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The strategic report and the directors report including the Trustees report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material

misstatements in the strategic report and the directors' report included within the Trustees report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of directors' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 27, the Trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees 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 groups and parent 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 group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

We have been appointed auditor under the Companies Act 2006 and report in accordance with this Act.

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 auditor's 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.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/library/standards-codes-policy/audit-assurance-and-ethics/auditors-responsibilities-for-the-audit/.
This description forms part of our auditor's report.

Extent to Which the Audit was Considered Capable of Detecting Irregularities, Including Fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;

- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations; and
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Use of Our Report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

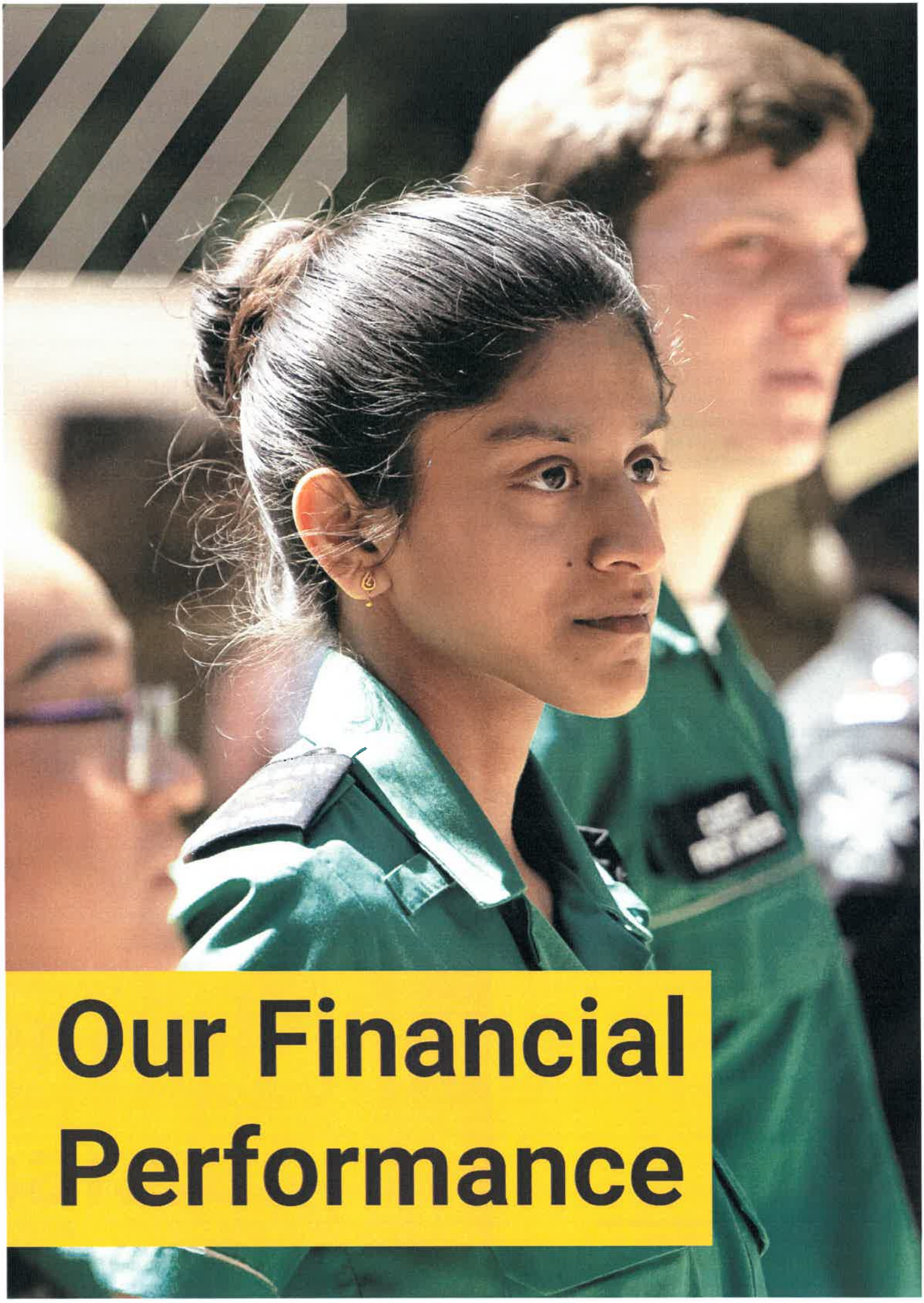
Azets Audit Services

Andrew Howells
(Senior Statutory Auditor)

For and on behalf of Azets Audit Services
Chartered Accountants and Statutory Auditor

Tŷ Derw, Lime Tree Court, Cardiff Gate Business Park,
Cardiff, CF23 8AB

22 July 2024



Our Financial Performance

Our Financial Performance

During the second half of 2023, we commenced our Strategic Review programme to restructure our leadership, services and delivery. This has necessarily involved additional investment to effect this important transformation in order to ensure the Charity is set on a strong and sustainable footing for the future. The Charity generated total income of £7.8m (2022: £8.2m), representing a [4.9%]% decrease from last year. This included exiting from unprofitable or non-core contracts, which will continue in 2024 to complete the envisaged Strategic Review rebalancing of our income and activities. The resultant net deficit was £848k in the year (2022: £473k deficit), reflecting one-off restructuring costs and losses on exiting contracts which are not expected to recur.

Ambulance Operations income reduced 14% to £3.8m (2022: £4.4m) as unprofitable and non-core contracts were brought to an end. The composition of this revenue is also developing, with emerging areas aligned with our core competencies such as Falls Response, Virtual Ward and Mental Health provision representing an increasing proportion.

Workplace Training income reduced to £1.5m (2022: £1.7m), which was a disappointing result reflecting the post-pandemic slow return to normal classroom fill rates during the first half of the year. Results in the first half of 2024 have been strong as this key service has returned to a marked growth trajectory.

Events income increased 20% to £1.1m (2022: £0.9m), returning to more typical pre-pandemic levels. This includes a mixture from large-scale stadium concerts and other mass headline events to iconic Welsh events such as the Royal Welsh Show to small, local events that are important to the local communities of which our volunteers are part.

We continue to invest in providing free community first aid training all across Wales, as well as our raft of programmes for children and young people. These activities generated income of £1.5m (2022: £1.0m), which has covered a greater proportion of the associated £2.2m delivery cost (2022: £2.1m).

The balance sheet remains strong with net assets of £5.4m (2022: £6.3m). This included reducing the overdraft position by £0.3m. Whilst a decision was taken to invest some of the investments to effect the Strategic Review transformation, there remains a significant £1.7m balance (2022: £2.1m) of unrestricted investments which the Charity can call upon as needed to support liquidity, as well as the ongoing bank overdraft facility.

Donations and legacies amounted to £927k and account for 12% of the Charity's total incoming resources (2022: £922k - 11%). Donations and legacies are generated through donations, via fundraising by our volunteers at a local level throughout Wales, and through our dedicated fundraising department who secure income from trusts and foundations, legacies, and other sources.

The cost of generating this income, described as 'expenditure on raising funds', was £771k (2022: £598k), and includes the cost of the Marketing and PR Team which supports the wider needs of the organisation. The direct cost of raising funds was £607k (2022: £466k), an increase of 30%.

All funds of the Charity not immediately required to be used or applied for the ordinary purposes of, or in carrying out the objects if, the Charity, subject to the terms of any trust, may be invested by the Board on behalf of the Charity in any permitted investment. Investment income, which includes interest earned, was £69k, in line with the previous year (2022: £72k). In 2023, there were gains on investment assets of £68k (2022: losses of £203k). The total return on the portfolio for the year was 8.4% compared with the benchmark return of 11.14%.

Going Concern

The Charity has a number of diversified income streams and is not dependent on any one single organisation for sales or funding. The Charity's income streams are gradually rebuilding following the pandemic. There remain a number of significant financial challenges in the years ahead, and the Charity is implementing plans to respond to the changing economic and funding environment and to ensure that the organisation's impact continues in the future. A further deficit is likely in 2024, but the sale of unused properties and drawdowns from investments will fund this and a 2025 surplus is forecast.

Taking all these factors into account and having reviewed future cash flow projections, the Trustees believe the Charity is able to manage its business and financial risks and have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future.

Reserves Policy

In line with best practice, the Charity and group reviews its policy for holding reserves on an annual basis.

At 31 December 2023, the funds of the group are as follows:

Restricted income funds:	1,224
Unrestricted income funds:	
Fixed asset property reserve	2,517
Revaluation reserve	435
Heritage assets valuation reserve	115
Other charitable funds	1,121
Total Charity funds	5,412

Restricted funds are those funds for which use is specifically restricted; they are not available for the general purposes of the Charity.

Unrestricted funds are funds which are available for use, though some funds may only be realised by the disposal of assets. These include the Fixed Asset Property Reserve, the Revaluation Reserve and the Heritage Assets Valuation reserve. The remaining unrestricted income funds are those which are readily available for use and include 'Other Charitable Funds'.

Free Reserves

The Trustees consider that it is important to maintain adequate free reserves both to ensure the future viability of the Charity and to ensure that in the event that the Charity's long-term viability is in doubt, we are able to meet our obligations and commitments to those individuals and organisations that work in partnership with us, particularly our staff, volunteers and suppliers.

SJAC relies heavily on four main revenue streams: Ambulance Operations, Workplace Training in first aid, Events first aid duties and income from Fundraising. Workplace Training and Events income is contracted, but not to a level which provides long-term security. Fundraising income is by nature insecure, cannot be guaranteed and can potentially be significantly impacted by changes in the economic environment, with many charities already finding it more challenging to raise funds via grants and donations.

With the above in mind, the Trustees consider that it is prudent to maintain a level of reserves that would ensure that in the event of serious difficulty or business continuity issues, the Charity would be able to function for a set period. The different areas of the business have been considered separately, but the Trustees seek to ensure that the ongoing operations of the Charity be protected for up to six months, allowing time and opportunity for alternative solutions to be sought or in the very worst case, the 'wind-up' of operations. On this basis, the Charity is seeking to increase free reserves to approximately £2m.

To calculate the optimum level of reserves, we have applied different calculations to our 'trading activities' than to our charitable activity and the Trustees have taken a cautious approach with no less than six months of expenditure available. The Charity seeks to safeguard the important contribution volunteers make to society and the communities of Wales. Having these funds available should ensure our ability to do so. Free reserves at the end of 2023 are £955k (2022: £1.52m), with the decrease attributable to the Strategic Review activities during the year.



Financial Statements

Consolidated Statement of Financial Activities
(incorporating an income and expenditure account)
Year ended 31 December 2023

	Note	Unrestricted funds £	Restricted funds £	Total funds 2023 £	Total funds 2022 £
Income and endowments from:					
Donations and legacies	4	623,369	303,297	926,666	922,208
Other trading activities	6	126,933	-	126,933	144,231
Investments	7	68,743	-	68,743	72,058
		819,045	303,297	1,122,342	1,138,497
Charitable activities					
Provision of first aid and youth development	5,8	1,399,947	84,176	1,484,123	1,022,260
Ambulance and transport services	5	3,764,616	-	3,764,616	4,371,117
First aid training	5	1,460,813	-	1,460,813	1,668,252
First aid products	5	-	-	-	44,370
		6,625,376	84,176	6,709,552	7,105,999
Total income and endowments		7,444,421	387,473	7,831,894	8,244,496
Expenditure on:					
Raising funds	9	751,484	19,916	771,400	598,231
Charitable activities					
Provision of first aid and youth development	8,10	1,704,314	480,464	2,184,778	2,086,407
Ambulance and transport services	10	4,882,091	4,772	4,886,863	4,759,343
First aid training	10	1,340,222	10,504	1,350,726	1,379,486
First aid products	10	-	-	-	30,356
		7,926,627	495,740	8,422,367	8,255,592
Governance	10	22,070	-	22,070	21,950
Total expenditure		8,700,181	515,656	9,215,837	8,875,773
Net gains/(losses) on investments					
Realised gains/(losses) on investment assets	18	71,890	-	71,890	(20,493)
Unrealised gains/(losses) on investment assets	18	(3,631)	-	(3,631)	(182,094)
Net expenditure		(1,187,501)	(128,183)	(1,315,684)	(833,864)
Transfers between funds		14,866	(14,866)	-	-
Other recognised gains/losses:					
Profit on sale of assets		467,503	-	467,503	360,776
Net movement in funds		(705,132)	(143,049)	(848,181)	(473,088)
Reconciliation of funds					
Total funds brought forward	27,28	4,893,553	1,367,010	6,260,563	6,733,651
Total funds carried forward	28,29	4,188,421	1,223,961	5,412,382	6,260,563

All activities are continuing.

Other recognised gains and losses for the current and the prior financial year have been shown in the statement of financial activities and, accordingly, no separate statement of total recognised gains and losses is presented.

The surplus for the year for Companies Act purposes comprises the net deficit for the year of £1,383,943 (2022: £631,277 deficit), gains on investments of £68,259 (2022: £202,587 losses) and profit on sale of assets of £467,503 (2022: £360,776), totalling a deficit of £848,181 (2022: £473,088 deficit).

There is no material difference between the net deficit for the financial year stated above and the historical costs equivalent.

There are no movements in funds other than as stated above.



Consolidated Balance Sheet as at 31 December 2023

	Note	2023 £	2023 £	2022 £	2022 £
Fixed assets:					
Heritage assets	15		114,730		114,730
Intangible assets	16		118,579		162,825
Tangible assets:					
Freehold and leasehold properties	17a		3,790,120		3,943,615
Vehicles, equipment, computers and other	17b		337,279		351,183
Investments	18		1,662,743		2,106,174
			6,023,451		6,678,527
Current assets:					
Stock	19	-		330	
Debtors	20	1,134,958		1,588,868	
Investments	21	4,029		4,029	
Cash at bank and in hand		20,503		26,398	
		1,159,490		1,619,625	
Liabilities:					
Creditors: amounts falling due within one year	22	(1,738,075)		(1,969,655)	
Net current liabilities			(578,585)		(350,030)
Total assets less current liabilities			5,444,866		6,328,497
Creditors: amounts falling due after more than one year	23		(32,484)		(67,934)
Net assets			5,412,382		6,260,563
The funds of the Charity:					
Restricted income funds	27,29		1,223,961		1,367,010
Unrestricted income funds:					
Other charitable funds	28,29		1,121,293		1,701,812
Fixed asset property reserve	28,29		2,516,844		2,606,791
Revaluation reserve	28,29		435,554		470,220
Heritage assets valuation reserve	28,29		114,730		114,730
Total Charity funds			5,412,382		6,260,563

The notes on pages 41 – 66 form part of the financial statements.

The financial statements were approved by the Board on 21 June 2024 and were signed on its behalf by:

Paul Griffiths, Chair

James O'Connor, Trustee

Charity Balance Sheet as at 31 December 2023

	Note	2023 £	2023 £	2022 £	2022 £
Fixed assets:					
Heritage assets	15		114,730		114,730
Intangible assets	16		118,579		162,825
Tangible assets:					
Freehold and leasehold properties	17a		3,590,120		3,743,615
Vehicles, equipment, computers and other	17b		337,279		351,183
Investments:					
Quoted investments	18		1,662,743		2,106,174
Other investments	18		57,189		57,189
			5,880,640		6,535,716
Current assets:					
Stock	19	-		330	
Debtors	20	1,147,118		1,600,549	
Investments	21	4,029		4,029	
Cash at bank and in hand		19,690		24,014	
		1,170,837		1,628,922	
Liabilities:					
Creditors: amounts falling due within one year	22	(1,780,543)		(2,022,431)	
Net current liabilities			(609,706)		(393,509)
Total assets less current liabilities			5,270,934		6,142,207
Creditors: amounts falling due after more than one year	23		(32,484)		(67,934)
Net assets			5,238,450		6,074,273
The funds of the Charity:					
Restricted income funds	27,29		1,223,961		1,367,010
Unrestricted income funds					
Other charitable funds	28,29		1,147,361		1,715,522
Fixed asset property reserve	28,29		2,509,344		2,599,291
Revaluation reserve	28,29		243,054		277,720
Heritage assets valuation reserve	28,29		114,730		114,730
Total Charity funds			5,238,450		6,074,273

The notes on pages 41 – 66 form part of the financial statements.

The financial statements were approved by the Board on 21 June 2024 and were signed on its behalf by:

Paul Griffiths, Chair

James O'Connor, Trustee

Consolidated Cash Flow Statement
Year Ended 31 December 2023

	Note	2023 £	2022 £
Cash expended on operating activities	30	(555,108)	(472,166)
Finance costs	30	(31,597)	(23,610)
Net cash used in operating activities		(586,705)	(495,776)
Cash flows from investing activities:			
Dividends, interest and rents from investments	18	68,743	72,058
Purchase of tangible fixed assets	17a/b	(131,305)	(183,167)
Purchase of intangible fixed assets	16	(3,310)	(70,114)
Proceeds from sale of investments		1,043,678	250,076
Purchase of investments		(531,988)	(247,280)
Proceeds from sale of tangible fixed assets		511,827	419,407
Net cash provided by investing activities		957,645	240,980
Cash flows from financing activities:			
Repayments of asset purchased via finance lease		(10,443)	(10,551)
Repayments of mortgages		(39,028)	(39,774)
Repayments of loans		(103,764)	(84,616)
Cash inflows from new borrowing	24	53,450	-
Net cash used in financing activities	31	(99,785)	(134,941)
Increase/(decrease) in cash and cash equivalents in the year	31	271,155	(389,737)
Cash and cash equivalents at 1 January		(331,390)	58,347
Cash and cash equivalents at 31 December	31	(60,235)	(331,390)

Notes to the Financial Statements Year Ended 31 December 2023

1. Accounting Policies

The following accounting policies have been used consistently in dealing with items which are considered material in relation to the Charity's financial statements.

Charity Information

The Charity is a company limited by guarantee incorporated in England and Wales. The registered office is Priory House, Beignon Close, Ocean Way, Cardiff, CF24 5PB.

Basis of Preparation

The accounts have been prepared in accordance with the Charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The Charity is a Public Benefit Entity as defined by FRS102.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The Group has taken advantage of the exemption to not prepare a separate Statement of Financial Activities ('SOFA') and Cash Flow Statement for the Charity.

The financial statement are prepared in British pounds sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest pound.

Going Concern

The Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. The going concern basis of accounting has therefore continued to be used in preparing the annual financial statements.

Accounting by Charities

The Charity has availed itself of paragraph 3(3) of Schedule 4 of the Companies Act and has adapted the Companies Act formats to reflect the special nature of the Charity's activities.

Accounting Treatment of Subordinate Organisations

The financial statements represent the consolidated financial position of the Group. This includes the results of St John Wales Training Company Limited, St John Ambulance in Wales (Priory for Wales), St John Wales Patient Transport Services, Order of St John Priory for Wales Trustee Corporation Ltd and Maindy Estates Limited, all 100% subsidiaries of the Charity. All the subsidiary entities except for Maindy Estates Ltd are dormant.

The financial statements are consolidated on a line-by-line basis and cover the consolidated financial position and transactions of all companies controlled by the Charity. All intra-group transactions are eliminated on consolidation.

Income Recognition

Course income is recognised at the time the course is run. Course income received in advance is treated as deferred income. Income from patient transport services and first aid cover is recognised when the service is provided. Supplies income is recognised when the goods are despatched. The value of donated goods for resale sold is recognised under "Income from other trading activities" when the goods are sold. Fundraising and all other income is recognised in the statement of financial activities when the Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income consists of the invoiced value (excluding VAT) of goods sold/supplied to third parties and members.

No amounts are included in the financial statements for services donated by volunteers.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the bank.

Sponsorship income is credited to the SOFA in the year in which it is due.

Accounting Policies (continued)

Grants

Grants for the purchase of equipment and towards the initial setting up of projects are credited in full to the various activities in furtherance of the Charity's objects in the year in which they are received. Grants that provide core funding, or are of a general nature provided by government and charitable foundations, are recorded as voluntary income. Grants received specifically for goods and services to be provided as part of charitable activities are recorded against the activity to which they relate.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the Charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Capital grants are released to the SOFA in the year of receipt.

Fixed assets relating to capital grants are capitalised, and depreciation charged is offset against the grant income, in a restricted fund.

Bequests

Bequests are credited to the income and expenditure account when the Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs in relation to generating income such as fundraising activities
- Expenditure on charitable activities includes all costs relating to the furtherance of the Charity's objectives as stated in the Trustees' report Governance costs comprise audit fees.

Irrecoverable VAT

Irrecoverable VAT incurred due to the use of the partial exemption method is allocated across all activities as a finance support cost.

Redundancy and Termination Payment Policy

Redundancy and termination payments are made in line with the legislation in place at the time. There is no contractual obligation to make any payments beyond the statutory payments.

Heritage Assets

Heritage assets were valued at market value on 6 April 2016. No depreciation is charged due to them having an indefinite life.

Intangible Fixed Assets

Intangible fixed assets comprise software purchased which will be amortised over its estimated useful life, which is considered to be four years.

Tangible Fixed Assets

Tangible fixed assets are stated at historic purchase cost less accumulated depreciation. Cost includes the original purchase price of the asset and the costs attributable to bringing the asset to working condition for its intended use. Freehold land is not depreciated.

The following rates are used for the depreciation of the asset over its useful life:

Freehold properties	2%
Plant & machinery	10%
Motor vehicles	14% or 20%
First Aid equipment	20%
Computers	25% or 14%
Other	20%

The Charity's capitalisation policy is that all single assets or group purchase of related assets costing £5,000 or more are capitalised. This policy was reviewed in 2016.

The freehold and leasehold properties were professionally revalued in 1996.

The Group treats freehold land that is held for capital appreciation, rental income or both, as investment properties. Investment properties are not depreciated and are instead carried at their fair values based on market value determined by the Trustees at each reporting date.

Accounting Policies (continued)

Investments

Investments held as fixed assets are a form of basic financial instrument and are initially recognised at transaction value. They are subsequently measured at fair value as at the balance sheet date using the closing quoted market price.

Investments are stated at mid-market value in accordance with the SORP. Realised and unrealised gains and losses on disposal and revaluation of investments are taken to the SOFA.

Other investments represent unlisted investments in subsidiary companies and are stated at cost less any provision for impairment.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Stock

Stock is stated at the lower of cost and net realisable value. Cost is determined on a first in first out basis.

Cash and cash equivalents

Cash comprises cash in bank and in hand. Cash equivalents are short-term, highly liquid investments with a maturity of less than 90 days that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value.

Creditors and Provisions

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Deferred and Accrued Income

Income received in advance is treated as deferred income. Income received in arrears is treated as accrued income.

Liabilities Policy

Liabilities are recognised in the SOFA as they become payable.

Operating Leases

Rental costs under operating leases are charged to the profit and loss account in equal annual amounts over the period of the leases.

Fund Accounting

Unrestricted funds are those available for use at the discretion of the Trustees in furtherance of the general objects of the Charity, which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

A fixed asset property reserve reflects the funds already invested in property.

Restricted funds are those which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for a particular purposes. The cost of raising and administering such funds is charged against the specific fund. The aim and use of each restricted fund is set out in note 27.

Financial Instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Accounting Policies (continued)

Basic Financial Assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Classification of Financial Liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the Charity after deducting all of its liabilities.

Basic Financial Liabilities

Basic financial liabilities, including creditors, bank loans and loans from fellow Group undertakings that are classified as debt, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Pension Scheme

The pension scheme utilised by the Charity is a Scottish Widows defined contribution workplace pension scheme. Pension costs charged to the Statement of Financial Activities (SOFA) represent contributions payable by the Charity to the pension scheme during the year.

2. Critical Accounting Estimates and Judgements

In the application of Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3. Taxation Status

The Charity is a company limited by guarantee and is a registered charity. The Charity is subject to the taxation relief applicable to charities except for a small amount of non-primary trading income.

The sole active subsidiary, Maindy Estates Limited (all other subsidiaries being dormant), is subject to Corporation Tax. No current tax charge arose in the period as tax losses from previous periods have been offset against the current year profit incurred by Maindy Estates Limited.

Taxation

As a registered charity, The Priory for Wales of the Most Venerable Order of the Hospital of St John of Jerusalem is entitled to the exemption from taxation in respect of income and capital gains received with sections 478-489 of the Corporation Tax Act 2010 and section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects purposes only.

4. Income from Donations and Legacies

	Unrestricted funds £	Restricted funds £	Total funds 2023 £	Total funds 2022 £
Donations, legacies and similar incoming resources	597,914	296,494	894,408	881,534
Oblation fees and members donations	25,455	-	25,455	38,940
St John of Jerusalem Eye Hospital	-	6,803	6,803	1,734
	623,369	303,297	926,666	922,208

5. Income from Charitable Activities

	Grants £	Other income £	Total funds 2023 £	Total funds 2022 £
Provision of first aid and youth development	84,176	1,399,947	1,484,123	1,022,260
Ambulance and transport services	-	3,764,616	3,764,616	4,371,117
First aid training	-	1,460,813	1,460,813	1,668,252
First aid products	-	-	-	44,370
	84,176	6,625,376	6,709,552	7,105,999

6. Income from Other Trading Activities

	Unrestricted funds £	Restricted funds £	Total funds 2023 £	Total funds 2022 £
Income from property	81,564	-	81,564	108,812
Fundraising events	11,376	-	11,376	12,475
Sundry sales	33,993	-	33,993	22,944
	126,933	-	126,933	144,231

7. Income from Investments

	Unrestricted funds £	Restricted funds £	Total funds 2023 £	Total funds 2022 £
Securities	68,743	-	68,743	72,058

8. Provision of First Aid and Youth Development

	Unrestricted funds £	Restricted funds £	Total funds 2023 £	Total funds 2022 £
Income				
Events	1,126,413	-	1,126,413	939,683
Vaccination centres	-	-	-	23,442
Youth activities	4,405	84,176	88,581	44,120
Community training	14,509	-	14,509	15,015
Community response	254,620	-	254,620	-
	1,399,947	84,176	1,484,123	1,022,260
Expenditure				
Events and transport	677,885	-	677,885	574,055
Vaccination centres	-	-	-	3,418
Youth activities	41,289	100,685	141,974	117,936
Community training	131,391	8,330	139,721	165,788
Community response	67,315	-	67,315	-
Running divisions	521,782	364,258	886,040	1,003,037
Indirect support costs (see note 10)	264,652	7,191	271,843	222,173
	1,704,314	480,464	2,184,778	2,086,407

9. Expenditure on Raising Funds

	Staff £	Deprec-iation £	Direct £	Other £	Support costs £	Total 2023 £	Total 2022 £
Cost of raising funds	357,500	-	242,352	6,950	164,598	771,400	598,231

10. Expenditure on Charitable Activities

	Staff	Deprec-iation	Direct	Other	Support costs	Total 2023	Total 2022
	£	£	£	£	£	£	£
Charitable activities							
Provision of first aid and youth development	676,214	181,929	1,021,808	32,984	271,843	2,184,778	2,086,407
Ambulance and transport services	3,171,670	29,418	665,119	137,213	883,443	4,886,863	4,759,343
First aid training	783,779	-	177,579	31,836	357,532	1,350,726	1,379,486
First aid products	-	-	-	-	-	-	30,356
Governance costs	-	-	-	22,070	-	22,070	21,950
Total charitable activities	4,631,663	211,347	1,864,506	224,103	1,512,818	8,444,437	8,277,542
Total resources expended	4,989,163	211,347	2,106,858	231,053	1,677,416	9,215,837	8,875,773

A further £90,589 of depreciation and amortisation for the Charity is allocated to support costs, therefore total depreciation amounts to £301,936.

Governance costs comprise audit fees.

	2023	2022
	£	£
The above costs include		
Fees payable for the audit	22,070	21,950
Fees payable to the auditors for other services	-	-
Operating lease rentals – equipment	2,608	1,253
Operating lease rentals – vehicles	38,071	7,288
Operating lease rentals – property	41,000	39,750
Investment management fees	10,271	10,881

11. Analysis of Support Costs

Total resources expended (see note 10) include all support costs, which comprise:

	Management £	Finance £	Information technology £	Facilities £	Total 2023 £	Total 2022 £
Cost of generating funds	39,426	32,652	10,533	81,987	164,598	132,609
Provision of first aid and youth development	71,684	59,367	31,612	109,180	271,843	222,173
Ambulance and transport services	465,948	385,883	31,612	-	883,443	898,940
First aid training	89,605	74,208	31,612	162,107	357,532	350,562
	666,663	552,110	105,369	353,274	1,677,416	1,604,284

Management and finance costs have been allocated based on number of full-time equivalent employees.

Information technology costs have been split equally across primary functions.

Facilities costs have been allocated based on floor space.

12. Analysis of Staff Costs, Trustee Remuneration and Expenses and the Cost of Key Management Personnel

Group and Charity	2023 £	2022 £
Staff costs		
Wages and salaries	5,350,335	5,013,832
Social security costs	428,518	418,470
Other pension costs	386,248	272,442
Pension payments to ex-employees	2,235	5,286
	6,167,336	5,710,030

The Trustees did not receive any emoluments in respect of their services to the Charity (2022: £nil). Travel expenses of £3,526 were paid to three Trustees during the year (2022: £3,568 was paid to four Trustees).

There were three employees (2022: four employees) earning over £60,000 per annum excluding pension contributions, with two falling into the earnings band of £60,000 - £70,000 and one in the band £70,000 - £80,000. Pension contributions of £6,240 were paid in respect of these employees.

The organisation continued to make a voluntary payment in lieu of pension to one ex-employee; the last agreement to make such payments was undertaken in 1986.

The key management personnel of the Group and parent charity are as detailed in the Trustees' report. The total employee benefits (including salary, employer's national insurance, pension, benefits in kind and termination payments) of the key management personnel of the Charity were £237,910 (2022: £339,456).

Termination payments totalling £52,200 were paid for the year (2022: £45,638).

13. Staff Numbers

Group and Charity

The average headcount for the year was:

	2023 No.	2022 No.
Fundraising and marketing (cost of raising funds)	11	8
Provision of first aid and youth development	21	18
Ambulance and transport services	130	136
First aid training	27	30
Administration and finance	27	28
	215	219

The average monthly number of employees by function, calculated on the basis of full-time equivalents, was:

	2023 No.	2022 No.
Fundraising and marketing (cost of raising funds)	11	8
Provision of first aid and youth development	20	18
Ambulance and transport services	130	136
First aid training	25	28
Administration and finance	23	25
	209	215

14. Subsidiary Undertakings

The Charity owns 100% of the share capital of Maindy Estates Limited and St John Wales Training Company Limited. It directly controls St John Ambulance in Wales (Priory for Wales) and St John Wales Patient Transport Services, both of which are companies limited by guarantee and not having share capital. These consolidated financial statements incorporate the financial statements of the Charity and subsidiary undertakings.

All of the above named subsidiaries are incorporated in the United Kingdom. The activities of the subsidiaries are as follows:

Maindy Estates Limited (Company Reg No. 516242): Property ownership and management.

St John Wales Training Company Limited (Company Reg No. 3318160): The company has been dormant since 1 January 2020.

St John Ambulance in Wales (Priory for Wales) (Company Reg No. 05071232): The charity has been dormant since 1 April 2013.

St John Wales Patient Transport Services (Company Reg No. 05071126): The charity has been dormant since 1 April 2013.

A summary of the trading results for the years ended 31 December 2023 and 31 December 2022 of Maindy Estates Limited is shown below.

Summary profit and loss account

	Maindy Estates Limited	
	2023	2022
	£	£
Turnover	4,141	3,095
Costs of sales and administrative expenses	(16,499)	(2,772)
Operating profit / (loss)	(12,358)	323
Profit / (loss) on ordinary activities before and after tax	(12,358)	323

Summary balance sheet

	St John Wales Training Company Limited		Maindy Estates Limited	
	2023	2022	2023	2022
	£	£	£	£
Fixed assets	-	-	200,000	200,000
Current assets	57,129	57,129	1,533	2,889
Creditors: amounts falling due within one year	-	-	(27,541)	(16,539)
Net assets	57,129	57,129	173,992	186,350
Aggregate share capital and reserves	57,129	57,129	173,992	186,350

14. Subsidiary Undertakings (continued)

St John Wales Training Company Ltd has been dormant since 1 January 2020.

St John Ambulance in Wales (Priory for Wales) and St John Patient Transport Services, companies limited by guarantee and not having any share capital, have remained dormant since 1 April 2013 and hold no assets or liabilities.

15. Heritage Assets

The Charity has a number of heritage assets, which include a collection of works of art and objects of historical interest relating to the Order. The collection includes artefacts from the Order dating back to the eleventh century and forms a unique record of the history of the Order and St John Ambulance.

A valuation was carried out during 2016 by Bonhams 1793 Limited. The total heritage assets were valued at a market value of £87,880. No depreciation has been charged due to their having an indefinite life, and there has been no impairment.

In 2017, there was an addition to Heritage Assets of a WW1 Bullnose Morris Field Ambulance.

The values of heritage assets at 31 December 2023 are:

	£
Fine art	45,000
Heritage ambulance	26,850
Arms and armour	15,000
Silver	12,280
Textiles	8,500
Furniture	6,000
Books, maps, manuscripts and historical photographs	600
European sculpture and works of art	500
	114,730

16. Intangible Assets

All intangible fixed assets are held for charitable use.

Group and Charity	Software	Total
	£	£
Cost or valuation		
At 1 January 2023	270,285	270,285
Additions	3,310	3,310
At 31 December 2023	273,595	273,595
Depreciation and impairment		
At 1 January 2023	107,460	107,460
Charge for the year	47,556	47,556
At 31 December 2023	155,016	155,016
Net book value		
At 31 December 2023	118,579	118,579
At 31 December 2022	162,825	162,825

17. Tangible Fixed Assets

All tangible fixed assets within the Group are held for charitable use.

a) Properties

Group	Freehold properties £	Investment properties £	Leasehold properties £	Total £
Cost or valuation				
At 1 January 2023	4,426,125	200,000	1,227,812	5,853,937
Disposals	(65,000)	-	-	(65,000)
At 31 December 2023	4,361,125	200,000	1,227,812	5,788,937
Depreciation and impairment				
At 1 January 2023	1,473,306	-	437,016	1,910,322
Charge for the year	87,440	-	29,411	116,851
Disposals	(28,356)	-	-	(28,356)
At 31 December 2023	1,532,390	-	466,427	1,998,817
Net book value				
At 31 December 2023	2,828,735	200,000	761,385	3,790,120
At 31 December 2022	2,952,819	200,000	790,796	3,943,615

Comparable amounts determined according to the historical cost convention

Group	Freehold properties £	Investment properties £	Leasehold properties £	Total £
Cost	3,410,726	7,500	1,401,581	4,819,807
Disposals	(60,000)	-	-	(60,000)
Accumulated depreciation	(920,464)	-	(596,442)	(1,516,906)
Net book value				
At 31 December 2023	2,430,262	7,500	805,139	3,242,901
At 31 December 2022	2,522,934	7,500	838,712	3,369,146

17. Tangible Fixed Assets (continued)

a) Properties (continued)

Analysis of land and buildings at cost or valuation as at 31 December 2023

Group	Freehold properties £	Investment properties £	Leasehold properties £	Total £
At cost	3,350,726	7,500	1,401,581	4,759,807
At valuation	1,010,399	192,500	(173,769)	1,029,130
	4,361,125	200,000	1,227,812	5,788,937

Charity	Freehold properties £	Leasehold properties £	Total £
Cost or valuation			
At 1 January 2023	4,426,125	1,227,812	5,653,937
Disposals	(65,000)	-	(65,000)
At 31 December 2023	4,361,125	1,227,812	5,588,937
Depreciation and impairment			
At 1 January 2023	1,473,306	437,016	1,910,322
Charge for the year	87,440	29,411	116,851
Disposals	(28,356)	-	(28,356)
At 31 December 2023	1,532,390	466,427	1,998,817
Net book value			
At 31 December 2023	2,828,735	761,385	3,590,120
At 31 December 2022	2,952,819	790,796	3,743,615

17. Tangible Fixed Assets (continued)

a) Properties (continued)

Comparable amounts determined according to the historical cost convention

Charity	Freehold properties £	Leasehold properties £	Total £
Cost	3,410,726	1,401,581	4,812,307
Disposals	(60,000)	-	(60,000)
Accumulated depreciation	(920,464)	(596,442)	(1,516,906)
Net book value			
At 31 December 2023	2,430,262	805,139	3,235,401
At 31 December 2022	2,522,934	838,712	3,361,646

Analysis of land and buildings at cost or valuation as at 31 December 2023

Charity	Freehold properties £	Leasehold properties £	Total £
At cost	3,350,726	1,401,581	4,752,307
At valuation	1,010,399	(173,769)	836,630
	4,361,125	1,227,812	5,588,937

The freehold and leasehold properties were revalued by DTZ Debenham Thorpe, Chartered Surveyors, at an open market value basis at December 1996. All valuations have been made in accordance with the RICS appraisal and valuation manual. The Charity has not revalued the properties on adoption of FRS 102, and that valuation has been accounted for on deemed cost.

The investment properties were put up for auction post the balance sheet date, the sale proceeds of the plots sold to date indicates that the valuation of £200, 000 is materially supported by the subsequent sale proceeds.

17. Tangible Fixed Assets (continued)

b) Vehicles, equipment, computers and other

Group and Charity	Motor vehicles £	Computers £	Plant & machinery £	Other £	Total £
Cost					
At 1 January 2023	1,716,066	101,647	-	256,270	2,073,983
Additions	29,050	27,280	18,975	56,000	131,305
Disposals	(412,097)	-	-	-	(412,097)
At 31 December 2023	1,333,019	128,927	18,975	312,270	1,793,191
Depreciation					
At 1 January 2023	1,533,017	85,212	-	104,571	1,722,800
Charge for the year	83,920	5,980	1,898	45,731	137,529
Disposals	(404,417)	-	-	-	(404,417)
At 31 December 2023	1,212,520	91,192	1,898	150,302	1,455,912
Net book value					
At 31 December 2023	120,499	37,735	17,077	161,968	337,279
At 31 December 2022	183,049	16,435	-	151,699	351,183

18. Investments

Group and Charity	2023 £	2022 £
Investments		
Market value at 1 January 2023	2,106,174	2,311,557
Additions	531,988	247,280
Disposals	(1,043,678)	(250,076)
Realised gains/(losses) on investment assets	71,890	(20,493)
Unrealised losses on investment assets	(3,631)	(182,094)
Market value at 31 December 2023	1,662,743	2,106,174
Historic cost at 31 December 2023	1,450,486	1,854,895

Subsidiary holdings

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Cost at 1 January 2023	-	-	100,060	100,060
Impairment	-	-	(42,871)	(42,871)
Net book value at 31 December 2023	-	-	57,189	57,189

18. Investments (continued)

Other investments consist solely of shares held in subsidiary companies.

A provision has been made in the Charity against the holding in St John Wales Training Company Ltd to reflect the irrecoverable residual value.

The Trustees believe that the carrying value of the other investments is supported by their underlying net assets.

As at 28th May 2024 the value of the investment portfolio was £983,781

Investments at market value comprised:

Group and Charity

	Pooled investment vehicles £	Direct investment £	Total 2023 £	Total 2022 £
Fixed interest				
United Kingdom	66,386	43,784	110,170	160,937
Global	174,487	-	174,487	197,581
Equities				
United Kingdom	42,097	210,744	252,841	523,897
Europe	99,325	-	99,325	101,168
Global	728,615	-	728,615	810,095
Alternatives				
Global	96,599	-	96,599	223,984
Property				
Global	39,750	-	39,750	47,370
Cash and deposits				
United Kingdom	-	160,956	160,956	41,142
Market value at 31 December 2022	1,247,259	415,484	1,662,743	2,106,174

Detailed below are the material investments within the investment portfolio held by the Charity:

Holdings	Holding name	Value as at 31 December 2023 £
1,720	Vanguard Funds Plc S&P 500 UCITS ETF USD	121,942
53,630	Blackrock Continental Eurp Inc D	99,325
12,805	Fidelity ICAV US Quality Income UCITS ETF USD	94,085
57,925	BNY Mellon US Equity Income Fund F	92,593
79,235	BNY Mellon Asian Income Fund U	91,699
60,160	JP Morgan Fund ICVC US Equity Inc C2 GBP	91,503

19. Stock

	2023	2022
	£	£
Group		
Training equipment and aids	-	330

20. Debtors

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Trade debtors	1,066,484	1,452,944	1,065,764	1,452,439
Amounts owed by group undertakings	-	-	12,880	12,186
Prepayments and accrued income	68,474	135,924	68,474	135,924
	1,134,958	1,588,868	1,147,118	1,600,549

21. Current Asset Investments

The investments comprise funds deposited with Charities Official Investment Fund (COIF).

22. Creditors: Amounts Falling Due Within One Year

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Mortgages and loans (Note 24)	49,830	145,079	49,830	145,079
Bank overdraft	84,767	361,817	84,767	361,817
Trade creditors	309,222	330,607	298,026	330,607
Other creditors and accruals	502,546	448,056	500,846	445,647
Taxation and social security	528,500	532,536	528,500	532,536
Deferred income	232,296	151,560	230,531	149,616
Finance leases (Note 24)	30,914	-	30,914	-
Amounts owed to Group undertakings	-	-	57,129	57,129
	1,738,075	1,969,655	1,780,543	2,022,431

Deferred income for the current year includes £121,151 of invoices raised in 2023 for 2024 course fees. These will be released in 2024.

Deferred income in 2022 included £149,616 of invoices raised in 2022 for 2023 course fees. These were released in 2023.

23. Creditors: Amounts Falling Due After More Than One Year

Group and Charity	2023	2022
	£	£
Mortgages (Note 24)	-	18,814
Finance leases (Note 24)	12,093	-
Government loan (Note 24)	20,391	49,120
	32,484	67,934

24. Loans and Other Borrowings

Group and Charity	2023	2022
	£	£
Mortgages	21,101	60,129
Maturity of financial liabilities		
In one year or less, or on demand	21,101	41,315
In more than one year, but not more than two years	-	18,814

The above figures comprise two mortgages with original principal sums of £450,000 and £180,000. Both mortgages are secured on properties, are payable in monthly instalments, and carry fixed interest rates of 2.25% and 3.25% above Bank of England base rate.

	2023	2022
	£	£
Finance Leases		
Within one year	30,914	-

Loans comprise a Third Sector Resilience Fund (TSRF) loan of £25,000 from Welsh Government and a Resilience and Recovery Fund (RRF) loan of £200,000 from Social Investment Business FM Ltd under the Government's Coronavirus Business Interruption Loan Scheme.

The TSRF loan incurs interest at the rate of 3% and is repayable by 2032.

The RRF loan incurs interest at the rate of 6.5% and is repayable by 2024.

	2023	2022
	£	£
Loans		
Within one year	28,729	103,764
In more than one year	20,391	49,120

25. Financial Commitments

a) Financial commitments

At 31 December 2023, commitments under operating leases were as follows:

	2023	2022
Motor vehicles	£	£
Leases which expire in:		
Less than one year	38,071	29,151
One to two years	31,682	29,151
Two to five years	293	22,762

	2023	2022
Property	£	£
Leases which expire in:		
Less than one year	31,833	41,000
One to two years	7,500	30,917
Two to five years	-	7,500

	2023	2022
Office equipment	£	£
Leases which expire in:		
Less than one year	1,870	2,501
One to two years	1,373	1,868
Two to five years	-	1,373

26. Financial Instruments

	2023	2022
	£	£
Carrying amount of financial assets		
Investments measured at fair value	1,662,743	2,106,174
Debt instruments measured at amortised cost	1,091,016	1,483,371
	2,753,759	3,589,545
Carrying amount of financial liabilities		
Measured at amortised cost	(1,048,297)	(1,456,064)

27. Restricted Funds

Group and Charity	At 1 January 2023 £	Transfer to/(from) unrestricted £	Income £	Expend-iture £	At 31 December 2023 £
Buildings	889,129	-	46,781	(44,665)	891,245
Medical vehicles	123,023	-	96,272	(41,655)	177,640
Community care	987	-	18,951	(4,884)	15,054
Local and sundry funds	285,751	(14,866)	72,473	(250,008)	93,350
Volunteer development and welfare	24,304	-	103,466	(113,218)	14,552
Training funds	35,954	-	36,400	(43,993)	28,361
Medical equipment purchases	-	-	6,327	(2,568)	3,759
Overseas projects	-	-	6,803	(6,803)	-
Employment funds	7,862	-	-	(7,862)	-
	1, 367,010	(14,866)	387,473	(515,656)	1,223,961

Group and Charity	At 1 January 2022 £	Transfer to/(from) unrestricted £	Income £	Expend-iture £	At 31 December 2022 £
Buildings	897,136	-	22,525	(30,532)	889,129
Medical vehicles	159,678	-	5,000	(41,655)	123,023
Community care	1,987	-	-	(1,000)	987
Local and sundry funds	187,622	58,370	146,621	(106,862)	285,751
Volunteer development and welfare	74,540	(40,472)	76,606	(86,370)	24,304
Training funds	70,121	-	18,000	(52,167)	35,954
Overseas projects	-	-	1,734	(1,734)	-
Employment funds	-	-	143,800	(135,938)	7,862
	1,391,084	(17,898)	414,286	(456,258)	1,367,010

These funds represent:

- Buildings – funds specifically raised for capital purchases of buildings used in furtherance of SJAC's charitable objectives and towards improvements and maintenance of existing buildings.
- Medical vehicles – funds raised for the purchase of ambulances and other transport vehicles, and for the maintenance of existing vehicles.
- Community care – funds given for specific community care and community response projects.
- Local and sundry funds - funds relating to local units for specific activities and running costs.
- Volunteer development and welfare – comprises funds for youth and adult volunteer activities.
- Training funds – funds to support and develop training programmes and activities.
- Overseas projects – funds to support the St John Eye Hospital in Jerusalem.
- Employment funds – funds to support jobs and staff.

28. Analysis of Net Assets Between Funds

2023

	Other charitable funds £	Designated funds £	Fixed asset property reserve £	Revaluation reserve £	Heritage assets reserve £	Restricted funds £	Total funds £
Group							
Heritage assets	-	-	-	-	114,730	-	114,730
Tangible fixed assets	83,538	-	2,516,844	435,554	-	1,091,463	4,127,399
Intangible fixed assets	83,087	-	-	-	-	35,492	118,579
Investment assets	1,662,743	-	-	-	-	-	1,662,743
Current assets	1,062,484	-	-	-	-	97,006	1,159,490
Current liabilities	(1,738,075)	-	-	-	-	-	(1,738,075)
Long-term liabilities	(32,484)	-	-	-	-	-	(32,484)
At 31 December 2023	1,121,293	-	2,516,844	435,554	114,730	1,223,961	5,412,382
Charity							
Heritage assets	-	-	-	-	114,730	-	114,730
Tangible fixed assets	83,538	-	2,509,344	243,054	-	1,091,463	3,927,399
Intangible fixed assets	83,087	-	-	-	-	35,492	118,579
Investment assets	1,719,932	-	-	-	-	-	1,719,932
Current assets	1,073,831	-	-	-	-	97,006	1,170,837
Current liabilities	(1,780,543)	-	-	-	-	-	(1,780,543)
Long-term liabilities	(32,484)	-	-	-	-	-	(32,484)
At 31 December 2023	1,147,361	-	2,509,344	243,054	114,730	1,223,961	5,238,450

2022

	Other charitable funds £	Designated funds £	Fixed asset property reserve £	Revaluation reserve £	Heritage assets reserve £	Restricted funds £	Total funds £
Group							
Heritage assets	-	-	-	-	114,730	-	114,730
Tangible fixed assets	79,918	-	2,606,791	470,220	-	1,137,869	4,294,798
Intangible fixed assets	103,562	-	-	-	-	59,263	162,825
Investment assets	2,106,174	-	-	-	-	-	2,106,174
Current assets	1,449,747	-	-	-	-	169,878	1,619,625
Current liabilities	(1,969,655)	-	-	-	-	-	(1,969,655)
Long-term liabilities	(67,934)	-	-	-	-	-	(67,934)
At 31 December 2022	1,701,812	-	2,606,791	470,220	114,730	1,367,010	6,260,563

28. Analysis of Net Assets Between Funds (continued)

Charity

Heritage assets	-	-	-	-	114,730	-	114,730
Tangible fixed assets	79,918	-	2,599,291	277,720	-	1,137,869	4,094,798
Intangible fixed assets	103,562	-	-	-	-	59,263	162,825
Investment assets	2,163,363	-	-	-	-	-	2,163,363
Current assets	1,459,044	-	-	-	-	169,878	1,628,922
Current liabilities	(2,022,431)	-	-	-	-	-	(2,022,431)
Long-term liabilities	(67,934)	-	-	-	-	-	(67,934)
At 31 December 2022	1,715,522	-	2,599,291	277,720	114,730	1,367,010	6,074,273

29. Total Funds

2023

	Other charitable funds £	Designated funds £	Fixed asset property reserve £	Revaluation reserve £	Heritage assets reserve £	Restricted funds £	Total funds £
Group							
At 1 January 2023	1,701,812	-	2,606,791	470,220	114,730	1,367,010	6,260,563
Net movement in funds	(580,519)	-	(89,947)	(34,666)	-	(143,049)	(848,181)
At 31 December 2023	1,121,293	-	2,516,844	435,554	114,730	1,223,961	5,412,382
Charity							
At 1 January 2023	1,715,522	-	2,599,291	277,720	114,730	1,367,010	6,074,273
Net movement in funds	(568,161)	-	(89,947)	(34,666)	-	(143,049)	(835,823)
At 31 December 2023	1,147,361	-	2,509,344	243,054	114,730	1,223,961	5,238,450

2022

	Other charitable funds £	Designated funds £	Fixed asset property reserve £	Revaluation reserve £	Heritage assets reserve £	Restricted funds £	Total funds £
Group							
At 1 January 2022	2,000,781	-	2,637,976	589,080	114,730	1,391,084	6,733,651
Net movement in funds	(298,969)	-	(31,185)	(118,860)	-	(24,074)	(473,088)
At 31 December 2022	1,701,812	-	2,606,791	470,220	114,730	1,367,010	6,260,563
Charity							
At 1 January 2022	2,014,814	-	2,630,476	396,580	114,730	1,391,084	6,547,684
Net movement in funds	(299,292)	-	(31,185)	(118,860)	-	(24,074)	(473,411)
At 31 December 2022	1,715,522	-	2,599,291	277,720	114,730	1,367,010	6,074,273

30. Reconciliation of Net Income/(Expenditure) To Net Cash Flow from Operating Activities

	Group 2023 £	2022 £
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	(848,181)	(473,088)
Adjustments for:		
Depreciation charges	254,380	267,885
Amortisation charges	47,556	18,432
Profit on sale of fixed assets	(467,503)	(360,776)
Finance costs	31,597	23,610
(Gains)/losses on investments	(68,259)	202,587
Dividends, interest and rents from investments	(68,743)	(72,058)
Decrease in stocks	330	167
Decrease/(increase) in debtors	453,910	(410,171)
Increase in creditors	109,805	331,246
Net cash used in operating activities	(555,108)	(472,166)

31. Analysis of Cash and Cash Equivalents

	2023 £	2022 £
Cash in hand	20,503	26,398
Short term deposit accounts	4,029	4,029
Overdraft facility repayable on demand	(84,767)	(361,817)
Total cash and cash equivalents	(60,235)	(331,390)

32. Analysis of Changes in Net Funds

	Opening balance £	Cash-flows £	New loans £	Interest changes £	Other non-cash changes £	Balance carried forward £
Cash	(335,419)	275,605	-	(4,450)	-	(64,264)
Cash equivalents	4,029	-	-	-	-	4,029
	(331,390)	275,605	-	(4,450)	-	(60,235)
Loans falling due within one year	(145,079)	148,712	-	(5,920)	(47,543)	(49,830)
Loans falling due after more than one year	(67,934)	-	-	-	47,543	(20,391)
Finance lease obligations	-	11,817	(53,450)	(1,374)	-	(43,007)
Total	(544,403)	436,134	(53,450)	(11,744)	-	(173,463)

33. Post Balance Sheet Events

The investment properties were put up for auction post the balance sheet date, the sale proceeds of the plots sold to date indicates that the valuation of £200,000 is materially supported by the subsequent sale proceeds.

34. Related Party Transactions

Due to the nature of the Charity's operations and its Trustee membership being drawn from a broad cross-section of the business community, it is inevitable that transactions may take place with organisations in which a Trustee of the Charity may have an interest.

Professor Kevin Davies is a Trustee on the Board and is Vice Chair of the WAST, which is a customer, however he has no direct involvement in procurement decisions and absents himself from Board meetings when matters pertaining to WAST are being discussed.

James O'Connor is a Trustee on the Board and is the Director of Corporate Finance at Pobl Group Ltd, which is a supplier, however he has no direct involvement in their pricing decisions.

35. Capital Commitments

There were no capital commitments at the year-end aside from those included within restricted funds (2022: £nil).

36. Comparative Conslidated Statement of Financial Activities

	Note	Unrestricted funds £	Restricted funds £	Total funds 2022 £
Income and endowments from:				
Donations and legacies	4	623,842	298,366	922,208
Other trading activities	6	144,231	-	144,231
Investments	7	72,058	-	72,058
		840,131	298,366	1,138,497
Charitable activities				
Provision of first aid and youth development	5,8	978,140	44,120	1,022,260
Ambulance and transport services	5	4,299,317	71,800	4,371,117
First aid training	5	1,668,252	-	1,668,252
First aid products	5	44,370	-	44,370
		6,990,079	115,920	7,105,999
Total income and endowments		7,830,210	414,286	8,244,496
Expenditure on:				
Raising funds	9	551,562	46,669	598,231
Charitable activities				
Provision of first aid and youth development	8,10	1,776,217	310,190	2,086,407
Ambulance and transport services	10	4,677,900	81,443	4,759,343
First aid training	10	1,361,531	17,955	1,379,486
First aid products	10	30,356	-	30,356
		7,846,004	409,588	8,255,592
Governance	10	21,950	-	21,950
Total expenditure		8,419,516	456,257	8,875,773
Net gains/(losses) on investments				
Realised gain/(loss) on investment assets	18	(20,493)	-	(20,493)
Unrealised gain/(loss) on investment assets	18	(182,094)	-	(182,094)
Net income/(expenditure)		(791,893)	(41,971)	(833,864)
Transfers between funds		(14,898)	14,898	-
Other recognised gains/losses:				
Profit on sale of assets		360,776	-	360,776
Net movement in funds		(446,015)	(27,073)	(473,088)
Reconciliation of Funds				
Total funds brought forward	27,28	5,339,568	1,394,083	6,733,651
Total funds carried forward	28,29	4,893,553	1,367,010	6,260,563

St John Ambulance Cymru

The first aid charity for Wales
Elusen cymorth cyntaf Cymru

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Registered in England and Wales. Charity number 250523.
Company number 5071073.

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FUNDRAISING REGULATOR

THE PRIORY FOR WALES OF THE MOST VENERABLE ORDER OF THE HOSPITAL OF ST JOHN OF JER

England & Wales - Charity number 250523

Accounts



THE PRIORY FOR WALES OF THE MOST VENERABLE ORDER OF THE HOSPITAL OF ST JOHN OF JERUSALEM

Annual Report and Consolidated Financial Statements

31 December 2022

REPORT AND FINANCIAL STATEMENTS 2022

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St John Ambulance Cymru

Trustees' Report

The Priory for Wales of the Most Venerable Order of the Hospital of St John of Jerusalem (the 'Charity') is a company limited by guarantee having no share capital, and trades under the name of St John Ambulance Cymru ('SJAC').

The Trustees are pleased to present their annual report together with the consolidated financial statements of the group of companies controlled by the Charity (the 'Group') for the year ended 31 December 2022 ('2022' or the 'year'). These are prepared to meet the requirements for a directors' report and accounts as set out in the Companies Act 2006 ('Companies Act').

The financial statements have been prepared in accordance with the accounting policies set out in note 1 in the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" ('Charities SORP' or the 'SORP') (effective 1 January 2019).

OUR OBJECTIVES

The continued objects of SJAC are the relief of persons in sickness, distress, suffering or danger; and the rendering of aid to the sick, wounded or disabled.

VISION	MISSION
First Aid for everyone, anytime, anywhere	**Save lives and enhance the health and wellbeing of the communities in Wales**

In shaping this vision, and in producing the strategic direction, the Trustees have at all times considered the Charity Commission's guidance on public benefit, giving clear regard to 'Public Benefit: the Public Benefit Requirement - PB1', and have ensured that as a charity, we meet both the 'Benefit Aspect' and the 'Public Aspect'.

Throughout 2022, our strategic vision for the organisation in 2025 ('Strategy 2025') and the underlying Strategic Plan 2022-2025 to deliver Strategy 2025 started taking shape, as the Charity began to recover from the pandemic and the significant financial impact it had brought. The Strategy 2025 was launched to the public on St Johns Day, 24 June 2022.

A key factor in the development of the Charity's strategy is the consideration of the external environment in which charities are operating. Political, regulatory and demographic changes, as well as public perception of charities are ever more demanding and complex, and it is vital that SJAC meets these demands and expectations. SJAC's values are enshrined in the motto "For the faith and in the service of humanity"; and Trustees demand that the highest standards are upheld and are able to bear the closest scrutiny.

OUR IMPACT

SJAC is a volunteer organisation, and we rely heavily on our volunteers to enable us to work towards the achievement of our vision. The Trustees are very grateful for their dedication and commitment, and for relentlessly and selflessly pursuing the achievement of our objectives through providing first aid at events and by training others in first aid, in order that more lives may be saved.

Throughout 2022 our dedicated team of volunteers helped to support our local communities across Wales. Our committed volunteers gave up their time to ensure people were kept safe at local events like firework displays and Christmas parades, together with large, national events like the Urdd National Eisteddfod, large capacity concerts and the Rugby Six Nations.



(2021-19,950 hours over 174 events)

We spent 780 hours supporting the Rhyl Air Show event and 4,391 hours supporting the public at the Geraillt Davies Help Point in Swansea. We also provided a combined total of 7,610 hours of first aid cover for events at the Principality Stadium.

OUR PERFORMANCE

2022 brought challenge and change to SJAC. We were grateful to be able to return to a full program of face-to-face training sessions and fundraising again, but were also faced with unprecedented increased running costs across our charities activities, due to the ongoing cost of living crisis.

We also saw the Charity further develop its success in delivering the Prince of Wales Nursing Cadet Scheme, to provide increased opportunities for our younger people to aspire to a career within NHS Wales.

Our Ambulance Operations teams continued to provide vital services at the heart of local communities, supporting the Welsh Ambulance Services NHS Trust (WAST) during another challenging year. We helped to ensure people across Wales got the care they needed through our range of programmes.



(2021: 4,357 patients and 111,088 miles)

The number of patients we helped increased by 6%. Our mileage increased by 39%, we travelled a further distance helping those who need us most in some of the most rural communities across Wales.

(2021-26,600 journeys covering 625,574 miles)

We deployed, on-line new hybrid RAV4 cars to support the Falls and Fragility Scheme. This brought SJAC one step closer to achieving our Strategy 2025 promise of achieving carbon neutrality by 2035.

During 2022, both our commercial and community training teams worked hard to empower the people of Wales with lifesaving first aid skills. Our commercial trainers delivered a range of different first aid courses, from First Aid at Work to Mental Health Awareness Training.

Campaigns like Defibruary, Save a Life September and Child Safety Week trained large numbers of the public for free. Our community trainers and volunteers also visited local schools and community groups throughout the year, delivering vital information and demonstrations for no charge.



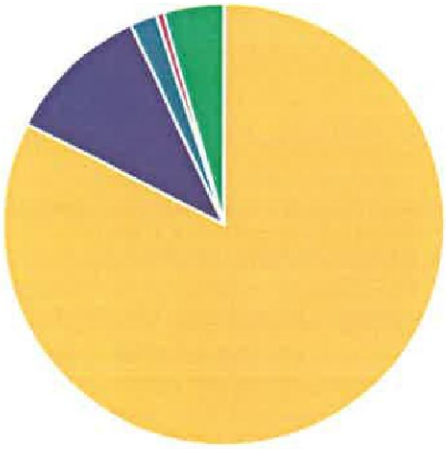
(2021-25,412 people trained, including 3,514 in Save a Life September)

Financial

During 2022, we invested in reinforcing and modernising our operational structures and supporting resources to provide a platform to develop our services and drive our key income streams. In the face of the economy going through a recessionary phase, ongoing recovery from the pandemic and the entrance of new competition, there has been a focus on developing new income streams, robustly pressure testing the resilience of any agreed targets, and effective cost reduction to protect value for money. This has included scrutiny of our costs, pricing and margin resilience, taking steps to remediate or exit less financially viable areas and focussing on our key strengths where we can have the greatest impact for the people and communities of Wales. We continue to engage with Welsh Government, Health Boards, WAST and other key stakeholders. We do this to raise the Charity's profile to keep us at the fore of multi-agency concept development and to ensue both the commercial and charitable ventures are intrinsically linked to collaborative intervention and associated Welsh Government funding.

The Charity continued to generate enough income to continue supporting communities in Wales and to meet the increasing demand on services. We are grateful to all our volunteers and staff who continue to show a resilience and flexibility that gives us confidence to continue focusing on the right areas in 2023, allowing us to continue to enhance the health and wellbeing of communities across Wales.

Income



- Charitable activities - 82% (including grants)
- Donations and legacies - 11% (including grants)
- Other trading - 2%
- Investment - 1%
- Profit from sale of assets - 4%

Total: £8,605,303

Ceremonial Awards & Honours

During 2022, the Priory of Wales recognised the most selfless contributions to our cause with a range of honours and awards given in recognition of efforts and achievements towards our mission. Our Investiture Services were held at Llandaff Cathedral in June and St Asaph Cathedral in October. It was especially memorable to welcome the Lord Prior to the service at Llandaff Cathedral. These services are an important occasion when we honour, provide thanks and celebrate the selfless commitment and personal sacrifices our volunteers make for the people of Wales.

We continued to raise significant funds for the Jerusalem Eye Hospital, sponsoring a mobile eye health clinic in the West Bank and a number of other key posts and interventions which are promoting ocular health in very challenging circumstances. Our Jerusalem Eye Hospital Carol Service in December was a wonderful occasion to gather together and celebrate this important commitment.

We also issued the following awards:



X1 Meritorious Service Certificate	Ashleigh Brooks
X1 Certificate of Commendation	Martyn Price
X1 Cadet Commendation	Alison Bunting
X2 Badger Commendation	Lowri Gowen, Osian Jones
X2 Sovereign Award	Georgina Knapman, Jaqueline Argent
X2 Priory Vote of Thanks	Simon Tucker of Heartbeat Trust UK, North Wales Police
X2 Prince of Wales Nursing Cadet Scheme	Oliver James, Jonathan Ratcliffe

X19 Long Service Medals (10 years) X5 Ultra Long Service Medal (50 years)
X34 Long Service Bars (various years) X3 Ultra Long Service bars (55 years)



OUR PEOPLE

Organisational Development/Workforce

In addition to the review of Pay and Reward, other key projects included the introduction of a Leadership and Management Development programme, in support of our plans to develop a framework for leadership and management development across the organisation. The initial phase of this programme was specifically supporting staff into leadership roles, but we are continuing to work on the development and rollout of the in-house 'People Management Skills for Managers' programme. This will further support all levels of management, fully inclusive of the Charity's volunteers, encompassing a blend of face-to-face and on-line learning.

"Care to Share"

'Care to Share' was initially launched during February 2020, before the onset of the pandemic. This is why it was deferred during 2021, knowing also that there have been a number of changes across the whole organisation since. Re-launched during November 2022, the survey remains key to measuring levels of employee and volunteer engagement and satisfaction. This pulse survey is underpinned by the Net Promotor Score (NPS) methodology which is designed to assess those who are highly satisfied or deeply dissatisfied across the areas including job/role, organisation (SJAC), management, team, personal development and health, safety and well-being.

Launched on 1 November, it was pleasing to note that the overall response within the first few days outstripped the total responses received during 2020, when the engagement and satisfaction survey was previously rolled out.

During 2020, the response rate for staff equated to 27% and slightly less than 10% of our volunteers. During 2022, this had almost doubled where the response rate for staff was 52% and for volunteers was 21%. Strategy 2025, specifically "Putting People First" commits to attaining an 80% engagement and satisfaction rate for our people. These scores sit apart from the response rates but it remains pleasing that more people had engaged in the 2022 survey.

Volunteers

NUMBER OF REPONSES	TOTAL NPS SCORE	TOTAL SATISFACTION SCORE
296 out of 1542 25% completion rate	+3.4	36.04%
+31% vs 2020	+16.87% vs 2020	+6.04% vs 2020

Staff

NUMBER OF REPONSES	TOTAL NPS SCORE	TOTAL SATISFACTION SCORE
126 out of 217 58% completion rate	+6.95	35.4%
+31% vs 2020	+26.66% vs 2020	+7.4% vs 2020

- The average overall engagement/satisfaction score for volunteers was 36% and for employees was 35.4%, giving an overall organisational wide score of 35.7%, an increase of 6.7% when compared with 2020 results.
- The two highest scoring areas for volunteers were 'Management' and 'Teamwork' at 37% and 48% favourable responses respectively, and similarly for employees with the same two areas revealing 41%.
- We saw significant improvement across every single statement for both staff and volunteers, with the exception of the statement "I am given the opportunity to make suggestions to improve the work of my team/division" which decreased by 0.8 NPS.
- The overall NPS score for the organisation therefore increased to +5.18, compared with -16.59 in 2020, an overall increase of 21.77 NPS points, putting us in the 'good' category.

Workforce Management

Towards the end of 2022, sickness absence decreased from 4.20% from 3.32%, the lowest sickness absence experience during a Q4 period when looking back three years. This coincided with the launch of a new sickness policy and training on the effective management of sickness absence.

The majority of leavers were within Ambulance Operations, leaving to join WAST. In response, an intuitive exit questionnaire was developed and rolled out to gain a greater understanding of the underlying key reasons for employees leaving. The primary reason appearing to be career progression.

Leadership & Management Development

During 2022, the charity remained on a sponsored pathway to modernise its culture, behaviours and attitudes, embracing a values-led and people-centric environment, where each person is provided with the opportunity to develop, thrive and fulfil their maximum potential.

The delivery of the ILM (Institute of Leadership & Management) Levels 2, 3 and 5 learning programmes continued to play a key role in the overall learning and development syllabus however SJAC also had a complimentary internal skills programme being built. Aligned to a phased rollout, this was in essence HR Skills for Managers to ensure managers are sufficiently competent and confident in dealing with:

- Sickness absence management
- Conflict resolution
- Effective feedback
- Performance Development Review
- Candidate assessment & selection
- Promoting equality & diversity
- Investigations

On the horizon, in construction as we left 2022, was the development and rollout of an Aspiring Leaders Programme.

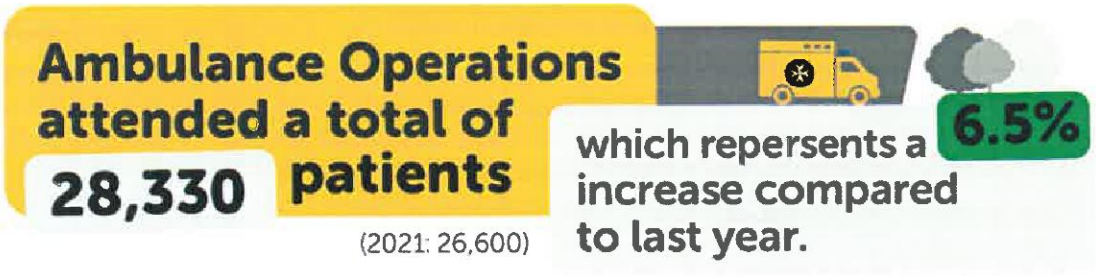


OUR OPERATIONAL SERVICES

Ambulance Operations

SJAC operates across Wales, providing Urgent Care (UCS), Non-Emergency Patient Transport, Falls and Mental Health Response services in partnership with WAST, health boards, the Vale of Glamorgan council, Adferiad and the Welsh Ambulance Commissioner.

During 2022, as Wales started to come out of the pandemic, we saw continued pressures on the Welsh NHS and the communities we serve. Ambulance Operations continued to provide a wide range of services through the supply of ambulances, Falls cars and highly trained crews who undertook 160,483 operational hours. An additional 4,483 hours, a 3% increase, compared to 2021 (2021: 156,000).

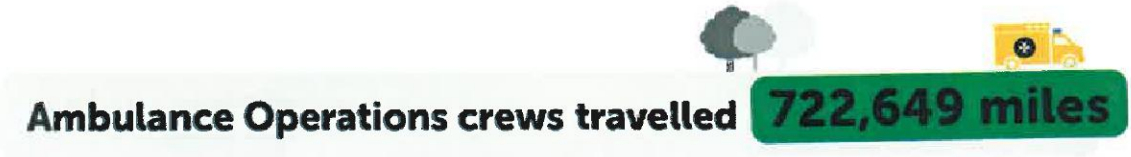


This was in part due to a significant increase in how many Falls patients our responders attended, with 7,847 patients seen (2021: 4,357), an 80% increase compared to 2021. 57% (4,467) of the patients were able to remain at home (2021: 2,557) which saw a significant reduction in emergency department admissions. This increase was in part due to the start of Falls cars providing 24-hour cover in the West and the Southeast of Wales.

Ambulance Operations crews travelled 722,649 miles to ensure patients were seen in a timely manner and conveyed to a place of care when required. This is especially important for the work with Mental Health services and in support of the addiction charity Adferiad.

2022 saw a 14% increase in income for Ambulance Operations, from £3,835,033 in 2021 to £4,371,894 in 2022, with October 2022 being the best month ever for the operation. This was helped by additional contracts being started with the Vale of Glamorgan for Falls, Adferiad transport services for rehabilitation clients and the continued support of WAST with Urgent Care work.

During 2022, the UK was able to celebrate the Jubilee of HM Queen Elizabeth II and Ambulance Operations was able to play its part by providing support to the Jubilee Celebrations in support of WAST. With the sad loss of Her Majesty in September 2022, Ambulance Operations once again stepped in to provide WAST with a SJAC tactical commander at their Cwmbran HQ, to coordinate our response for the period of mourning and the funeral, providing additional support for memorial events as was needed.



(2021: 625,574 miles)

Additionally, Ambulance Operations continued to provide demand response to WAST for UCS support throughout the year, even though the official winter pressures support ended in March 2022. Due to the high level of demand on WAST and their extended placement in REAP4, Ambulance Operations were often asked to provide additional UCS crews at short notice. We also saw the return of UCS activity in August 2022 for North Wales and Cardiff and the Vale of Glamorgan. This was a lot earlier than our traditional September/October engagement, when we saw additional support being provided for Swansea Bay and Aneurin Bevan health board regions.

In January 2022, Ambulance Operations concluded its support to St John England for their Stepping Hill contract which was being decommissioned. However, this was shortly replaced thereafter by Welsh Government funded discharge support for the Wrexham Maelor hospital which continued until July 2022 and enabled the release of 496 patients/beds.

Ambulance Operations underwent a restructure during the year with the confirmation of a Head of Ambulance Operations, the appointment of Operations and Business Managers and the engagement of 10 Team Leaders to provide support to staff, thus enabling our operations to provide 24-hour operational support to our clients.

As the year closed, we saw continued expansion of our Mental Health service enabling Ambulance Operations to transport 1807 patients (2021: 728), a 148% increase, ensuring those in the most desperate need were able to be taken to appropriate treatment within 2 hours.

We also started providing Non-Emergency Patient Transfer Services for Morriston Hospital, having being successfully awarded the new contract.

Community Operations

Community Operations became a distinct team from the start of August 2022. This brought together three existing areas: Internal Training (previously under the Training Directorate), Schools and Community Training (previously under the Training Directorate) and Events (previously under the Operations Directorate). A new portfolio was also formed, Community Response, which has previously been covered across multiple areas. Community Operations now covers all training and operational activity of our volunteers and the training of our Ambulance Operations staff.

Internal Training

Internal Training covers the training of all volunteers and the training of our Ambulance Operations staff. 530 individuals undertook a new role training course and there were an additional 773 courses undertaken outside of the 'normal' weekly training within divisions. There were also 8,870 courses completed in 2022 on our eLearning platform. 2023 will see an overhaul of all role training levels across SJAC.

Schools and Community Training

Our Schools and Community Training department have continued to deliver free training and awareness sessions to schools and community groups across Wales. The team have three full-time trainers who work alongside our volunteer trainers. The team supported initiatives such as Save a Life September, Defibruary and Child and Infant Safety Week. During 2022 they delivered sessions for 24,877 people across Wales. During 2023 we will be looking to build on a partnership with SADS UK and SaLC, as well as supporting a new initiative utilising nurses and other hospital staff to deliver sessions to even more people.

Events

A new National Event Manager was appointed in autumn 2022 and was tasked with implementing a new 'events cycle' ensuring a consistent approach in relation to events across Wales and providing a formal link between our volunteer County Operations teams and NHQ. Working with the National EPRR lead, they will also be looking at the outcomes of the Manchester Arena Inquiry and implementing any relevant changes. During 2023 all data will be collated in terms of events and will provide a much more detailed overview of this arm of volunteering within SJAC.

Community Response

Community Response has been tasked with looking at how our volunteers support in their local communities, outside of our more traditional events. They will oversee aspects such as Community First Responders/Alternative Responders, GoodSAM responders and our Ferryside Lifeboat Division. Night-Time Economy (NTE) will also be supported by this department, with our Swansea Help Point (now renamed the Geraint Davies Help Point) being one of these examples. Community Response have also been tasked by the Ambulance Commissioner to look at how we can support those in our communities and are working on a 'Virtual Ward Responder' programme.

Commercial Training

Commercial training continued to feel the impact of Covid-19 during January 2022, with some restrictions being imposed during the month. In February 2022 we were finally able to ease away from Covid-19 and welcome back full classes again.

Despite January's restrictions, we had a successful year, reaching a turnover of £1.67m, and training some 12,002 people across the commercial service in 2022, adding to the overall total below.



Children & young people

2022 saw St John Ambulance Cymru continuing to provide many opportunities and development programmes centred on first aid knowledge and life-saving skills for children and young people aged between 5-25 years old. We are dedicated to developing ambitious capable young people. In a fast-changing work and social environment, our children and young people programmes are evolving, developing skills in communication, leadership, co-operation and forming foundational values in citizenship, compassion and empathy, promoting a caring connection.

Our vision is to continue to build a high-quality programme, underpinned by a high level of leadership, recognising our responsibilities to offer children and young people opportunities to develop their knowledge and skills in not only lifesaving first aid but also personal/social skills. These skills will enable them to grow in confidence as they transition from being a child, through adolescence to young adulthood. Within this, the Charity continues to build age-appropriate activities to enable continual feedback and recognition as a golden thread to our programmes, whether that be Sovereign, Amalfi or Grand Prior awards.

In 2022 we began a scheme in which 16 and 17-year-old members were able to qualify as adult Basic First Aiders and volunteer at events. This started with the Autumn Internationals in the Principality Stadium.

By the end of 2022 we had 428 Badgers and 805 Cadets learning first aid and other invaluable life skills across 34 Badger Setts and 82 Cadet Divisions pan Wales.

Our Badgers achieved 364 awards and our Cadets achieved 584 awards this year. These awards reminded our young people how proud we are of their hard work.

Our Badgers achieved 364 awards

Our Cadets achieved 584 awards

National Participation Standards' Award

At the end of April 2022, SJAC received the wonderful news that it had been awarded the Participation Kite Mark by Children in Wales.

This is widely viewed as both a prestigious and difficult award to achieve, supported by the Welsh Government, considered to be a standard of excellence for children's participation within Wales.

This most recent award further demonstrates good practice, duty of care and respect to the children and young people of our organisation. It sets an excellent precedent to other organisations with whom we work collaboratively and will demonstrate both internally and externally that we have the very best standards, service, and fairness in the opportunities we offer our young volunteers. SJAC wants to be seen as one of the leading children and young person provisions across Wales and achieving this Kitemark will help us in our mission to do this.

Strategic Voluntary Youth Work Organisation Grant (SVYWO)

During August 2022, SJAC received confirmation that its application to secure further grant funding had been successful with allocated funds of £47,328.00 for 2022-23 and £81,134.00 for 2023-24. The funding related to an initial period of 1 September 2022 to 31 March 2023, followed by a full year's funding from 1 April 2023 to 31 March 2024. The 2023-24 award was subsequently increased to £85,190.70 to help with increased costs and extended by a further full year's funding of £85,190.70 for 2024-25.

In response, SJAC continues to progress its children and younger people strategy, with high level objectives including:

- Increasing membership and reach – to increase our reach to young people across Wales;
- To target young people who are vulnerable/ disadvantaged/ out of mainstream populations;
- To work with Careers Wales and local authorities to access and target NEET (16+) populations, developing a NEET access and training package for each region;
- Young people's participation and rights – to develop seven regional young people's councils across Wales;
- To ensure all young people are aware of and have access to their rights (organisational and UNCRC)
  - 100% of young people to be offered programme modules/ training courses on rights
  - 75% completion rate achieved;
- Accreditation/ recognition/ reward; and
- Use and promotion of Welsh language.

Prince of Wales Nursing Cadet Scheme

During May 2022, hosted by the Royal College of Nursing (RCN) with support from SJAC, a 'mop up' day was held at the Clinical Skills Suite (USW). This saw a further 9 Cadets complete and satisfy their learning log (including 1 ACF cadet) and who have since moved on to their placements to complete the scheme.

Health Education and Improvement Wales (HEIW) have confirmed with RCN their satisfaction with the progress and commitment of SJAC which led to further funding for fourth and future cohorts.

The fourth cohort commence during the autumn, involving over 30 Cadets with targeted recruitment within the Hywel Dda, Powys and Aneurin Bevan Health Board regions. During 2022, our National POWNCS Lead Officer (volunteer) continued to fulfil a pivotal role in the overall management of SJAC's cohorts. Whilst she receives support from the Children and Young People NHQ team, there was a need to increase our overall resilience to manage existing and future cohorts. As a result, SJAC appointed three Regional POWNCS Co-ordinators who are co-ordinating the required training in conjunction with RCN to ensure continued engagement with and support to the Cadets.

The scheme continues to include 70 hours of learning which is tutor led, 40 hours of guided learning, 20 hours of clinical observation placement within a health care environment and 10 hours of self-directed learning.

Fundraising Activities & Performance

A big thank you to everyone who donated and supported St John Ambulance Cymru in 2022. With your kind and generous donations we raised £1,038,128 (2021: £1,791,107) through fundraising activity.

As was the case for many charities, 2022 was a challenging year for fundraising, recovering and rebuilding from the pandemic whilst also facing a new challenge with the cost-of-living crisis.

We continued to focus on the delivery of our Fundraising Strategy, building the Fundraising Team under a new structure, following the appointment of the Head of Fundraising, Communications and Engagements at the beginning of the year.

Grants and Foundations remained a strong focus for fundraising and in-roads were made in re-establishing relationships with previous funders and developing relationships with new grant bodies. Community and Events activity restarted with mass participation events back in the calendar, alongside fundraising in our communities across Wales. In 2022 we launched a new SJAC mobile lottery and continued to actively promote legacy giving as a way the public can support our lifesaving work.

We continued working with Wesser Ltd, a professional fundraising agency who supported us in 2022 by providing administration for our regular donors. Wesser Ltd are a well-established business and have helped us to bring on-board thousands of regular givers over the years. As a professional agency, Wesser Ltd are registered with the Fundraising Regulator and subject to regular audits to ensure the highest level of professionalism and service is provided.

Throughout 2022 St John Ambulance Cymru remained registered with the Fundraising Regulator and worked in line with the Code of Fundraising Practice across all our fundraising activity. A new Ethical Fundraising Policy was developed and signed off, alongside a new Prospect Research Policy.

No complaints in relation to fundraising were received in 2022 and there were no instances of non-compliance with the Code of Fundraising Practice.



OUR FINANCIAL PERFORMANCE

The financial year 2022 saw SJAC continue to recover from the aftermath of the pandemic, and the Charity began returning to normal trading after the lifting of Covid-19 restrictions early in the year. There was a need to invest in the Charity and its infrastructure to achieve its aims and strategic plan for 2025, and to that end new roles and responsibilities were introduced to improve governance and management of key activities within the Charity. It is envisaged that the direct impact of this investment will be realised in results in future periods. During 2022, the Charity also suffered the effects of the rising inflationary cost impact felt across the economy, with higher levels of costs incurred, including rising utility and fuel expenses.

The Charity incurred a deficit of £473k, (2021: £364k surplus) which was as a direct result of the investment in the new infrastructure and increase in activities and associated costs. There was further investment to promote the excellent work of the Charity and to attract further income in future periods, such as increased activity from the fundraising function, and investment in central areas that had been reduced in function during the pandemic period.

Income increased from the previous year due to the ability to undertake further activities after the lifting of lockdown restrictions, and encouragingly this income was not enhanced by any significant amount of additional income related to Covid-19 business support. Total income in 2022 was £8,245k, which was a £565k increase on the previous year (2021: £7,680k).

Events income was £940k, up from £326k in 2021. This income now demonstrates income consistent with pre-pandemic levels of circa £1m per annum for the Charity.

Commercial training income totalled £1,668k, which was £295k above the prior year (2021: £1,373k). This again represents ongoing improvement due to a return to normal classroom fill rates and the removal of social distancing rules imposed during the pandemic.

Our Healthcare Services (Ambulance/Patient Transport [PTS] support) saw increases in income generated throughout 2022 due to increased demand for services and significant growth in work such as the Falls and Mental Health transport provision. Compared to 2021, the income in Ambulance / PTS support saw growth of 14% to £4,371k (2021: £3,833k).

Overall, the Group is reporting a deficit of £473,087 for 2022 (2021: £363,647 surplus) including unrealised losses on investment assets of £182,094 (2021: £201,280 gain).

The deficit included £286k attributable to depreciation and amortisation, with £105k relating to the depreciation of our fleet of vehicles, and £122k relating to property. The deficit also included profit on sale of assets of £361k (2021: £27k). This related to the disposal of freehold divisional properties during 2022 which were deemed no longer required by the Charity.

Investment income overall, which includes interest earned, was higher in 2022 at £72,058 than in 2021 (2021: £64,602). In 2022, we are showing losses on investment assets of £202,618 (2021: gains of £247,080) consisting of £20,524 realised and £182,094 unrealised losses.

Balance sheet

The balance sheet remains strong with net assets of £6,260,564 (2021: £6,733,651). Cash balances were £26,398 (2021: £54,318) with an overdraft facility of £361,817.

In 2022, £253,281 was invested in fixed assets. This included £162,351 for patient equipment, and £70,114 for website development. Profits on disposal of assets comprised £360,776, with profits on the sale of five divisional properties equating to £334,849, and the remaining profits relating to vehicle disposals on assets fully depreciated.

Donations and legacies

Donations and legacies amounted to £922,208 and account for 11% of the Charity's total incoming resources (2021: £1,697,720 - 22%). No grants over £5,000 were received by divisions in 2022 (2021: one grant over £5,000).

Donations and legacies are generated through donations, via fundraising by our volunteers at a local level throughout Wales, and through our dedicated fundraising department who secure income from trusts and foundations, legacies, and other sources. During 2022, we faced strong competition for funding from trusts and foundations, and as many sources of funding were heavily oversubscribed we saw a reduction in successful applications. We also saw the end of all the Covid-19 support, which had helped support the Charity during that difficult period.

The cost of generating this income, described as 'expenditure on raising funds', was £598,231 (2021: £455,162), and includes the cost of the Marketing and PR Team which supports the wider needs of the organisation. The direct cost of raising funds was £465,622 (2021: £220,852), an increase of 111%.

Provision of First Aid and Youth Development

The provision of first aid duties across Wales, training of first aid in the local communities and various revenue grants received, has produced an income for the year of £1,022,260 (2021: £537,692). This area includes the activity of the Charity's extensive youth programmes. Expenditure in this area for 2022 was £2,086,407 (2021: £1,641,074).

Ambulance and transport services

The performance in this area was strong again, with income 14% higher than the previous year. Total income for 2022 was £4,371,117 (2021: £3,833,342), with 93% of total revenue attributable to work conducted for WAST (2021: 85% of work).

First Aid training

One of the core activities of the Charity is the teaching of first aid. This activity is conducted on a commercial and charitable basis. The figures under this category in the financial statements are from the commercial business and show a net surplus of 288,766 (2021: £207,098 surplus).

First Aid Products

The supplies function in the Charity aims to sell first aid products externally to generate surplus funds for charitable use. The sale of supplies was transferred to St John Ambulance (England) in 2022 with us receiving a rebate for items sold in Wales, which enabled us to concentrate on the commercial training side of the business and still receive an income from supplies. Income fell 40% in 2022 to £44,370 (2021: £74,057), including the rebate relating to 2022 of £3,865.

RESERVES POLICY

In line with best practice, the Charity and group reviews its policy for holding reserves on an annual basis.

At 31 December 2022, the funds of the group are as follows:

	£'000
Restricted income funds	1,367
Unrestricted income funds	
Fixed asset property reserve	2,607
Revaluation reserve	470
Heritage assets valuation reserve	115
Other charitable funds	1,702
Total Charity funds	6,261

Restricted income funds are those funds for which use is specifically restricted; they are not available for the general purposes of the Charity.

Unrestricted income funds are funds which are available for use, however, some funds may only be realised by the disposal of assets. These include the Fixed Asset Property Reserve, the Revaluation Reserve and the Heritage Assets Valuation reserve.

The remaining unrestricted income funds are those which are readily available for use and include 'Other Charitable Funds'.

Free Reserves

The Trustees consider that it is important to maintain adequate free reserves to ensure the future viability of the Charity, but equally, to ensure that in the event that the Charity's long-term viability is in doubt, that we are able to meet our obligations and commitments to those individuals and organisations that work in partnership with us, particularly our staff, volunteers and suppliers.

SJAC relies heavily on four main revenue streams – healthcare services (PTS) contracts, commercial training and supplies, first aid duties at events and fundraising. Of these, only PTS contracts provide any longer-term certainty in terms of income, as we seek to develop fixed term contracts of a duration that will provide better financial security. Commercial training, supplies and events have contracts, but none to a level which provide long term security. Similarly, fundraising's income by its very nature is insecure, cannot be guaranteed and can potentially be significantly impacted by changes in the economic environment. Indeed, many charities are already finding it more challenging to raise funds via grants and donations.

With this in mind, the Trustees consider that it is prudent to maintain a level of reserves that would ensure that in the event of serious difficulty or business continuity issues, SJAC would be able to function for a set period. The different areas of the business have been considered separately, but the Trustees require the ongoing operations of SJAC to be protected for up to six months, allowing time and opportunity for alternative solutions to be sought or in the very worst case, the 'wind-up' of operations. SJAC would seek to ensure therefore, that we increase our free reserves to reach a level of approximately £2m.

To calculate the optimum level of reserves, we have applied different calculations to our 'trading activities' than to our charitable activity and the Trustees have taken a cautious approach.

Where our charitable operations are concerned, we wish to ensure that we have no less than six months of expenditure available. SJAC would seek to safeguard the important contribution its volunteers make to society and the communities of Wales. Having these funds available should ensure our ability to do so.

Free reserves at the end of 2022 are £1.52m (2021: £1.95m).

St John Ambulance Cymru

Governance & Risk Management

STRUCTURE, GOVERNANCE AND MANAGEMENT

Organisational Structure

The Charity is based in Wales with its national headquarters in Cardiff and trades under the name St John Ambulance Cymru. It previously operated under the name St John Cymru.

The Priory Chapter (the 'Board', the 'Board of Trustees' or the 'Board of Directors') is the supreme governing and legislative body of the Charity and of all affairs of the Charity within Wales, under the Sovereign Head and the Grand Prior.

The Charity is one of 11 autonomous Priories that form The Most Venerable Order of The Hospital of St John of Jerusalem (the 'Order' or the 'Order of St John').

The Charity is governed by its Articles of Association and these incorporate the rules, which were approved by the Grand Prior of the Order on 23 October 1999, under the authority of the Order's Royal Charter and Statutes. The Articles of Association were comprehensively reviewed, and became the Charity's Governing Document on 29 January 2016. The Regulations of the Charity underwent further review, taking into account the outcomes of the Governance Review, as a result of which the Articles were updated again on 18 March 2022.

The Charity will appoint Trustees on the recommendation of an Appointment Panel to the Board. The Regulations of the Charity set out the process for the recruitment of Trustees and the membership of the Committees.

All operations of the Charity occur directly within that entity during both the current and prior years. The Charity has one trading subsidiary, Maindy Estates Limited (No. 516242), which is wholly owned and whose principal activity is that of property ownership. In addition, the Charity had the following dormant subsidiaries, each of which is wholly owned and has been non-trading throughout both the current and prior years:

- St. John Ambulance in Wales (Priory for Wales) (No. 5071232)
- St. John Wales Patient Transport Limited (No. 5071126)
- St. John Wales Training Company Limited (No. 3318160)
- Order of St. John Priory for Wales Trustee Corporation Limited (2968029)

The Charity is organised into seven regions with approximately 80 divisions operating across Wales. The principal activities are:

- Recruitment and training of members of the public in first aid and care.
- Provision of First Aiders at public events.
- Training of young people from the age of five - teaching them first aid, care and general citizenship skills.
- The relief of sickness and the protection and preservation of public health, through the provision to health authorities, hospitals and others, of services including the carriage of patients and other transport requirements.

Governance

The governing body of the Charity is the Chapter. The members of the Chapter are also Trustees of the Charity for the purpose of the Charities Act 2011. The number of Trustees shall be not less than ten but unless otherwise determined by the Charity in general meetings, shall not be subject to any maximum.

The Board meets at least four times per year and is chaired by the Prior. The Board, also subject to the regulations of the Charity, appoints standing committees, as appropriate, to assist the Board.

Management

The Trustees are responsible for setting strategies and policies and for ensuring that these are implemented. The Charity now operates with seven Standing Committees of the Board, with three supporting committees or panels focussing on specific areas of work. The committees established to assist the Board are as set out below.

OUR BOARD OF TRUSTEES

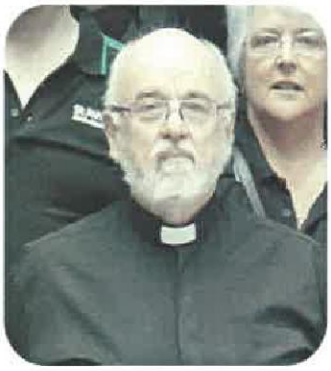


Sir Paul Williams OBE KStJ DL

Prior for Wales (Chair of the Board) and Chair of Honours & Awards Committee

Sir Paul completed a successful and distinguished career as an NHS Manager spanning 45 years, serving as a Chief Executive of three NHS Trusts, chair and member of numerous National Committees and culminating as CEO NHS Wales and Director-General for Health and Social Services, Welsh Government and is a Past President of the Institute of Health Care Management. He has been a member of independent health and social care think tank the Bevan Commission since 2013.

Sir Paul was appointed Officer of the Order of the British Empire (OBE) in 2000 for services to the NHS in Wales, was High Sheriff for the County of South Glamorgan in 2007/08, appointed a Deputy Lord Lieutenant in 2010 and knighted in the 2011 Birthday Honours. He was appointed Chancellor in 2011 and Prior for Wales in 2017.



Reverend Desmond Kitto MBE KStJ JP

Acting Chancellor (Vice Chair of the Board) and Chair of People Committee

Des has spent 60 years as a member of SJAC, becoming a trustee in 2017. He has spent his professional career in both private and public sectors, e.g. University College Cardiff, progressing to be UK Sales and Marketing Manager in a laboratory supplies company. He joined Mid Glamorgan Health Authority as Commercial Manager and was seconded to Merthyr Tydfil Local Health Board as Lead Public and Patient Involvement Manager. Des is currently Chief Officer at the Board of Community Health Councils in Wales, heading the Senior Management Team. He was a founding trustee of Wales Air Ambulance in 1999. He is an ordained minister and has been a Justice of the Peace for 25 years.



Richard Paskell MBE CStJ

Chief Volunteer

Richard is a serving police officer and has been a trustee since 2017. He has a passion for volunteering and it has played a key part in his life, dedicating over twenty-six years at numerous agencies and charitable organisations, notably a decade with both the Scout Association and Mountain Rescue England and Wales. In 2019 he was appointed as our Chief Volunteer. Richard has championed the voice of the volunteers, working alongside them on the frontline, building trust, and enhancing communication between the Board and the membership.



Reverend Canon David Morris CStJ

Priory Dean and Chair of Pro Fide Committee

Originally from the Rhondda Valley, David has been an Anglican priest for over ten years serving parishes in Merthyr Tydfil, Cardiff and the Vale of Glamorgan. He is currently the Director of Ministry for the Diocese of Bangor. David has been a chaplain within SJAC for ten years and currently serves as Dean of the Welsh Priory. As Dean, he is responsible for nurturing and sustaining the Christian ethos of the organisation and providing pastoral care to all staff and volunteers through chaplaincy provision. David joined the Board in 2020.



Emily Bristow OStJ

Chair of Digital & Data Committee

As Head of Customer Success for UK multinational software corporation Blue Prism, Emily has worked with many major customers to help make the most of their digital workforce. Previously, Emily was the UK Head of Intelligent Automation at the global IT consulting firm CGI before joining Blue Prism in June 2018. Emily has more than 10 years' experience across a variety of IT and operational roles. Emily's first encounter with SJAC was when she joined the charity as a Badger in Gwent in the 1990s. Her involvement with the Charity has come full circle as she became a trustee in February 2021 and is Board lead on digital and data development and compliance.



Caryn Cox CStJ

Chancellor Designate and Chair of Clinical Advisory Panel

Caryn has over 30 years' experience in health care and social care across the NHS, local government, World Health Organisation, the EU and within the private sector. In her current role as a consultant in public health in the NHS in Wales and England, with a specialism in communicable diseases/ health protection, she has been playing a key part in the Covid-19 pandemic response in Wales and England. She has been involved with St John for over 40 years, starting as a member of St John Ambulance in England in childhood. She has been a trustee of St John Ambulance Cymru since 2017 and chairs the Clinical Advisory Panel. In June 2023, Caryn was appointed as the next Chancellor for Wales.



Professor Colonel Kevin Davies MBE RRC CStJ TD DL PhD RN

Chair of Audit, Risk & Governance Committee

Kevin is a Professor of Nursing with an interest in disaster and pre-hospital care. He is Vice Chair of WAST and Colonel Commandant at Queen Alexandra's Royal Army Nursing Corps (QARANC). He has extensive international experience in Japan, China, South Korea and is a former Honorary Fellow at Hong Kong Polytechnic University. He served in Bosnia, Kosovo, Iraq and Afghanistan and was awarded the Royal Red Cross. Previously an Emergency Department Charge Nurse and nurse educator, Kevin has led international Masters' programmes and supervises/examines at Masters and PhD level. Very focussed on enhancing opportunities for young people to access career opportunities in health care, he has links with the RCN on the evolving Prince of Wales Nursing Cadet Scheme on behalf of SJAC and RHQ QARANC.



Andrew Mitchell CStJ

A longstanding civil servant, Andrew joined the St John Ambulance Cymru Board of Trustees in 2017 and brings his experience of volunteering - having been a St John Ambulance Cymru member for 36 years – along with his Civil Service experience and standards. He is currently a VAT Manager, having fulfilled various roles within HMRC - the most rewarding of which for him was the 15 years spent in Learning and Development with responsibility for the introduction and delivery of Tax Credits. He is a member of the Chartered Management Institute. Andrew believes community, family and friends are the bedrock of our society.



James O'Connor OStJ FCA CEnv MRSC

Chair of Finance & Resources Committee and Acting Chair of Property Panel

James joined the not-for-profit sector in 2016 after over a decade with PwC, the world's largest firm of professional advisors. A Fellow of the Institute of Chartered Accountants, James brings his experience of governance, risk management and stakeholder alignment to SJAC where he has served as a trustee since early 2021. James is currently Director of Corporate Finance at Pobl Group, Wales' largest housing association, where he oversees the strategic treasury approach for the loan and capital markets portfolio to fund the development of more homes for people in need. He is also a non-executive board member for organisations supporting vulnerable people and collaborative development of sustainable communities of energy-efficient new homes.



Nick Stork FCA

Chair of Investment Panel

Nick, a Fellow of the Institute of Chartered Accountants, became a trustee at SJAC in early 2021. With over 25 years corporate finance and banking experience behind him, Nick is now New Investments Fund Manager at Development Bank of Wales. Dealing with large corporate and SME businesses on a daily basis, Nick is no stranger to advising businesses on their funding requirements both domestically and internationally.



Shereen Williams MBE OStJ DL

A trustee of SJAC since 2018, Shereen is currently the Chief Executive Officer of the Local Democracy and Boundary Commission for Wales (LDBCW). Prior to taking up the post with LDBCW in January 2019, she worked in local government for nearly a decade. As a local government officer, Shereen worked across East Gwent, managing teams responsible for the delivery of strategic Priorities including migration, preventing violent extremism, equalities and community cohesion. Shereen has been a community activist for 15 years and has an interest in race and diversity matters, cohesion, and inclusion. She currently sits as a magistrate in Gwent and is a Board member of the Institute of Welsh Affairs.



Helen Willson

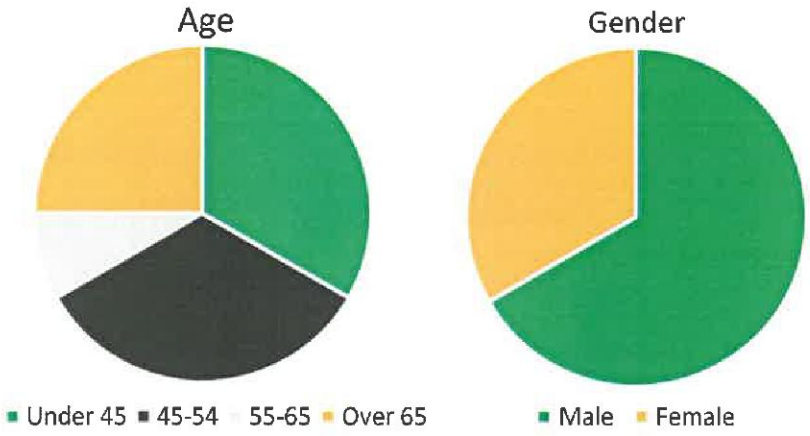
Chair of Fundraising & Engagement Committee

Helen spent 15 years running the Museums and Heritage Service at Caerphilly County Borough Council where she was Principal Museums and Heritage Officer between 2007 and 2017. There, she was responsible for the successful management, development and delivery of the Museums and Heritage Service, its sites, staff and volunteers. With a passion for volunteering, Helen has given her time to support several charitable causes including the Cub Scouts and her local PTA. In her current role, Helen is responsible for leading on volunteering and participation for the National Trust in Wales and has brought her third sector expertise of volunteer-based charities to the Board since February 2021.



BOARD DIVERSITY

The enormous diversity across our organisation is one of our great strengths. We are committed to creating an inclusive culture, and believe that multiple perspectives result in more meaningful, strategic decisions, and greater Board diversity and inclusion is a priority for SJAC. We aim to cultivate a broad spectrum of demographic attributes and characteristics to positively influence decision-making.



Trustees are appointed for a three-year term and may be reappointed for a second three-year term, after which they leave the Board after a maximum of six years, except in the case of taking up appointment as Prior, Chancellor or Priory Dean, in which case up to a further six years in such office is permitted up to an overall maximum of 12 years.

Current average Trustee tenure:

5.1 years



STANDING COMMITTEES

Audit, Risk & Governance Committee

The Audit, Risk and Governance Committee reviews the effectiveness of internal financial controls and risk management systems, along with the clarity and completeness of disclosures in the financial statements of the Charity and its subsidiaries. The Committee will also consider risks presented from the Clinical Assurance Panel. Furthermore, the committee will consider Governance arrangements and will provide detailed assurance to Chapter around the implementation of the Governance Review recommendations. The committee meets a minimum of four times per year and is chaired by a Trustee.

Finance & Resources Committee

The Finance and Resources Committee meets a minimum of four times per year and is chaired by a Trustee with professional financial experience and qualifications. Its purpose is to provide financial oversight of the organisation and reports directly to Chapter. Membership includes both Trustees and independent members.

People Committee

The People Committee provides assurance to the Board regarding the Charity's responsibilities to all matters relating to volunteers, staff and organisational development. It also maintains a strategic overview of the Charity's people arrangements with a view of ensuring that these are designed to provide a positive environment for both colleagues and volunteers. The committee meets four times per year and is chaired by a Trustee. Membership includes Trustees and an Independent Committee Member.

Honours & Awards Committee

The Honours and Awards Committee meets at least twice per year and recommends admissions to and promotions within the Order below the rank of Knight and Dame, the award of Priory Votes of Thanks and the award of the Life Saving Medal or a Certificate of Honour of the Order. It can also make nominations for Civil Honours and Awards and promotions to Knight or Dame. The committee is chaired by the Prior. Membership includes Trustees and independent members.

Fundraising & Engagement Committee

The Fundraising & Engagement Committee exercises strategic oversight of fundraising strategy, policy and practice, ensuring fundraising activities are in keeping with the purpose, values and culture of the Charity. The committee also has governance oversight of communications and engagement activity to further raise the profile of the Charity and publicise the charitable impact and public benefit. Membership includes a minimum of two Trustees, Chair of The Eye Hospital Committee and independent external members. The Committee meets 4 times per year and is chaired by a Trustee.

Pro Fide Committee

The Pro Fide Committee has replaced the Ecclesiastical Committee and was refreshed during 2021 holding its first meeting as the Pro Fide Committee in September 2021. It advises the Prior on all spiritual and ecclesiastical matters pertaining to the Charity. It also takes note of guidance issued by the Prelate through Grand Council. The committee approves forms of service and prayers used by the Charity. Membership includes the Archbishop of Wales, and the Priory's representative on the St John College of Deans. The Committee meets twice per year and is chaired by the Dean of the Priory.

SUPPORTING COMMITTEES/PANELS

Investment Panel

The Investment Panel, which meets twice per year, is primarily responsible for recommending to the Trustees an overall investment strategy for the Charity, appointing and monitoring the performance of investment managers on their behalf and ensuring that the Charity complies with all statutory requirements in respect of investments. The Committee is chaired by a Trustee and reports to Chapter through the Finance Committee.

St John Eye Hospital Committee

The Eye Hospital Committee's primary objective is to fundraise for the St John Eye Hospital in Jerusalem. The Committee meets at least six times per year. The Committee is chaired by the Hospitaller.

Property Panel

The Property Panel provides advice and guidance to officers, as well as considering recommendations for disposal and acquisition of property. It further supports the Charity in relation to ensuring governance of its subsidiary Maindy Estates Limited. The Committee is chaired by a Trustee.



EXECUTIVE LEADERSHIP TEAM

The Key Management Personnel to whom Trustees delegated day-to-day management of the Charity in 2022, were:



Andy Jones MStJ FCIPD

Interim Chief Executive

Andy became Interim Chief Executive in November 2022 after joining as Director of People and Organisational Development in August 2019, having previously worked in various not-for-profit organisations and held senior positions in the NHS.

A Fellow of the CIPD, Andy has a breadth of strategic experience including managing large-scale change programmes. He is passionate about strengthening engagement, workplace health and the Charity's equality, excellence and is a key influencer in creating a place where our people can grow, realise their own potential and achieve success.



Darren Pritchard FCCA

Director of Finance & Corporate Services

Darren was appointed as our Director of Finance & Corporate Services in September 2020, after over a decade working within third-sector senior financial management. He is a qualified Fellow of the ACCA with over 30 years of financial experience.

Darren has overseen development across the business that has led to better value for money and more effective use of resources, making more money available to front-line activities and furthering the mission and objectives.



Benjamin Savage MStJ

Chief Operating Officer

Ben joined as Chief Operating Officer in June 2021 from St John Ambulance in England, where he was first a volunteer, then Ambulance Operations Manager for Greater Manchester and latterly Head of Planning & Programmes for Event Planning.

Having led and implemented major improvement programmes in his previous roles and working and volunteering on the front line across the pandemic, Ben's passion for patient care and enhancing community services has been a constant of his career.



David Monk MStJ FInstLM MBA

Clinical Director

David joined SJAC at the beginning of January 2023 with a broad background in urgent and emergency care. David has held senior leadership roles in the NHS since 2008. A paramedic by profession, David has worked in clinical roles since 1997. David has been a volunteer with St John Ambulance in England for 22 years. David holds an MBA and is a fellow of the Institute of Leadership and Management.

David's role includes clinical leadership and oversight of all our activity. Working closely with clinical, quality and safety leads, his focus is on strengthening the Charity's clinical governance and developing the clinical management and leadership model to support operational service delivery.

RISK MANAGEMENT

SJAC has an integrated Risk Management Framework within which it operates, ensuring that all significant risks are identified and assessed, controls are introduced, and remedial action taken. The Framework dictates that the risks and associated mitigating actions are monitored monthly by the senior management team, reported quarterly to the Audit, Risk and Governance Committee and in turn to the Board, where necessary.

The Risk Register is revised and reviewed quarterly by the Audit, Risk and Governance Committee. The Register takes account of best practice guidelines issued by the Charity Commission and forms an essential element of SJAC's governance arrangements. Good risk management provides the organisation with increased confidence in achieving its desired outcomes, constrains threats to acceptable levels and assists in taking informed decisions about exploiting opportunities.

The primary risk to the Charity for 2022, is its continued financial recovery following the pandemic, compounded by the significant inflationary pressures which gave rise during the second half of the year, the charity's increased running costs, further compounded by societal hardship levels, impacting fundraising.

The principal risks faced by the Charity are:

- **liquidity risk** - ensuring sufficient cash availability to fund our ongoing charitable operations whilst not depleting investment reserves;
- **financial stability risk** - building predictable and sustainable financial surplus positions following the disruptive years of the pandemic;
- **clinical risk** - maintaining the right oversight to ensure clinical care delivered continues to be excellent;
- **safeguarding risk** - continuing to protect children and vulnerable adults with the right culture, controls and oversight;
- **regulatory risk** - ensuring compliance with changing regulations around the services we deliver, the information we hold and manage, and the regulatory bodies to which we are accountable;
- **cyber risk** - vigilance against the risk of incursion, disruption, fraud or data loss; and
- **fleet risk** - ensuring the right ongoing investment is made in our vehicles and drivers to ensure safe and efficient operation.

Policy Modernisation

During 2022, a roadmap for policy modernisation was agreed, spanning 2022 and 2023. All is on track, with the following policies developed and approved via the People Committee and signed off by the Audit, Risk and Governance Committee:

- **Performance Development Review – "Our Business, Our Discussion, Your Future"**
- **Sickness at Work**
- **Homeworking/Agile working – "The agility to Deliver"**
- **Anti-Slavery and Human Trafficking**
- **Social Media**
- **Welsh Language**
- **Family Friendly (Maternity, Paternity, Adoption & Parental Leave)**

Pay and Remuneration of Key Management Personnel

Heading into 2022, the Board had sponsored the need to undertake a full review of pay and reward, considered vital to ensuring:

- **equal pay – a commitment to equality of opportunity to ensure current and future colleagues receive equal pay for like work;**
- **job evaluation – to achieve a demonstrably fair system of job evaluation that is transparent, objective, bias-free and which equips the business to deliver its goals;**
- **rewarding contribution – commitment to objective performance management and to recognising and rewarding excellence through pay and positive leadership and management; and**
- **benchmarking – to ensure regular reviews of the job market to ensure our pay ranges remain competitive.**

This review represented a significant strategic objective, underpinned by a large work programme, which aside from salaries, included a review of employee benefits, annual leave, maternity and other key provisions. In essence this programme was the total reward package to ensure the charity is able to recruit and retain talent whilst driving and incentivising performance.

From 1 April, the charity uplifted salaries to ensure compliance with the National Minimum/Living Wage for a number of staff within Ambulance Services and its National Headquarters.

The full review of the Charity's pay and reward framework concluded in September, its findings and recommendations were received by the Executive Leadership Team and subsequently Chapter Board during October. A limited range of enhancements were agreed, fully costed and were incorporated into the 2023 consolidated budget. This first phase in the review of pay and reward is congruent with Strategy 2025 "Putting People First", where any further enhancements will need to be considered within the Charity's financial health, resilience and levels of affordability but where we will continually strive to extend levels of pay and reward, regularly benchmarking to ensure the Charity remains competitive when seeking to attract and retain talent.

The overall package of pay and reward agreed was understandably restricted by the financial position but nevertheless enabled the following:

- **new salary structure;**
- **increased contractual annual leave;**
- **additional flexibility;**
- **enhanced 'family friendly' allowances; and**
- **additional salary sacrifice schemes.**

Within the above:

- **new agile and homeworking policy launched – performance based on output, increased flexibility in how work is completed;**
- **'purchase' of additional annual leave enabled – salary sacrifice allows employees to purchase up to an additional 10 annual leave days each year;**
- **Unpaid leave permitted – ability to request up to 10 x unpaid leave days per year; and**
- **Increased flexibility with contracts – part-time working, job share, annualised hours, compressed hours.**

REFERENCE AND ADMINISTRATIVE DETAILS

Name
The Priory for Wales of the Most Venerable Order of the Hospital of St John of Jerusalem

Other operating names
St John Ambulance Cymru

Registration numbers
Company – 05071073
Charity – 250523

Address: Priory House, Beignon Close, Ocean Way, Cardiff, CF24 5PB
Telephone: 0300 2011 999
Website: www.sjacymru.org.uk

TRUSTEES/DIRECTORS (Chapter)

Sir Paul Williams, Prior	
Gareth Chapman, Chancellor	Resigned 20 August 2022
Revd Desmond Kitto	Acting Chancellor from 27 August 2022
Richard Paskell, Chief Volunteer	
Revd Canon David Morris, Priory Dean	
Andrew Mitchell	
Caryn Cox	
Shereen Williams	
Emily Bristow	
Caryn Cox	
Prof Kevin Davies	
Andrew Mitchell	
James O'Connor	
Nicholas Stork	
Shereen Williams	
Helen Willson	

COMPANY SECRETARY

Darren Pritchard

ADDITIONAL OFFICERS OF THE PRIORY

Dr Robert Broughton, Archivist/Librarian
John Petrie, Director of Ceremonies
Dr Akram Baig, Hospitaller

SUB PRELATES

The Most Revd John Davies, former Archbishop of Wales
The Most Rev George Stack, Archbishop of Cardiff

STANDING COMMITTEES

Audit, Risk & Governance Committee

Chair - Prof Kevin Davies	
Gareth Chapman	Resigned 20 August 2022
Caryn Cox	
James O'Connor	
Nicholas Stork	

Finance & Resources Committee

Chair – James O'Connor	
Emily Bristow	Resigned 9 May 2022
Gareth Chapman	Resigned 20 August 2022
Derek Howell, Independent Member	Resigned 15 November 2022
Revd Desmond Kitto	Appointed 27 August 2022
Nicholas Stork	

People Committee

Chair – Revd Desmond Kitto
Richard Paskell
Emily Bristow
Helen Willson
Andrew Mitchell
Richard Paskell
Helen Willson

Fundraising & Engagement Committee

Chair – Helen Willson
Prof Kevin Davies
Andrew Mitchell
Revd David Morris
Alison Pritchard, Independent Member
Shereen Williams
Andrew Mitchell

Digital & Data Committee

Chair – Emily Bristow
Revd Desmond Kitto
James O'Connor
Shereen Williams
James O'Connor
Helen Willson

Pro Fide Committee

Chair – Revd Canon David Morris
The Rt Revd Gregory Cameron, Independent Member
Revd Ian Howells, Independent Member
Revd Canon Sarah Jones, Independent Member
The Very Revd Dr S Rowland Jones, Independent Member
Revd Desmond Kitto
The Very Revd Dr S Rowland Jones, Independent Member
Fr Jordan Spencer, Independent Member

Honours And Awards Committee

Chair – Sir Paul Williams
Gareth Chapman — Resigned 20 August 2022
Caryn Cox
Prof Kevin Davies
Sheila Davies, Independent Member
Colin Jones, Independent Member
David Melding, Independent Member
Richard Paskell
Prof Kevin Davies
Peter Vaughan, Independent Member
Sheila Davies, Independent Member



SUPPORTING COMMITTEES & PANELS

Eye Hospital Committee

Chair - Dr Akram Baig	
Richard Baxter	
Moawia Bin-Sufyan	
Sian Burke	
Lyn Clifton-Davies	
Iona David	
Diane Davies	
Michael Flanagan	
Ruth Lewis	
Richard Paskell	
Granville Thomas	
Maria Thomas	
Richard Thomas	
Matthew Keats	Appointed 22/10/22
Paul O'Shea	Appointed 22/10/22
David Peters	Appointed 22/10/22

Investment Panel

Chair – Nicholas Stork	
James O'Connor	
Christopher Davies, Independent Member	
Jon Lloyd, Independent Member	

Property Panel

Chair – Gareth Chapman	Resigned 20 August 2022
James O'Connor	Chair from 21 August 2022
David Davies, Independent Member	
Brian Fraser, Independent Member	Resigned 12 June 2022
Carwyn Griffiths, Independent Member	
Andrew Mitchell	
Richard Paskell	
Andrew Mitchell	
Nicholas Stork	

David Davies, Independent Member
Carwyn Griffiths, Independent Member

BANKERS
Barclays Bank PLC, 1-3 Windsor Place, Cardiff CF10 3BX

SOLICITORS
Blake Morgan LLP, One Central Square, Cardiff CF10 1FS

INVESTMENT MANAGERS
Brewin Dolphin Ltd, 5 Callaghan Square, Cardiff CF10 5BT

INDEPENDENT AUDITORS
Azets Audit Services, Ty Derw, Lime Tree Court, Cardiff Gate Business Park, Cardiff CF23 8AB

RESPONSIBILITIES OF THE BOARD OF DIRECTORS
For the year ended 31 December 2022

The Trustees (who are also directors of The Priory for Wales of the Most Venerable Order of the Hospital of St John of Jerusalem for the purposes of company law) are responsible for preparing the Trustees' report (incorporating the directors' report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the Group, and of the income and expenditure of the charitable group 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 Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards 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.

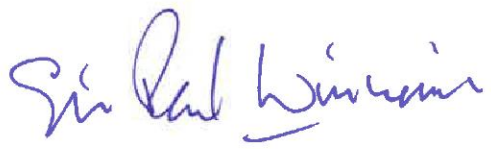
The Trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the Group, 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 auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on 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.

Approved by the Board of Directors on 23 June 2023 and signed on its behalf by:



Sir Paul Williams, OBE, KStJ, DL
Prior for Wales and Chair of the Board

St John Ambulance Cymru

Independant Auditors' Report

INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF THE PRIORY FOR WALES OF THE MOST VENERABLE ORDER OF THE HOSPITAL OF ST JOHN OF JERUSALEM
For the year ended 31 December 2022

Opinion

We have audited the financial statements of The Priory for Wales of the Most Venerable Order of the Hospital of St John of Jerusalem (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2021 which comprise the consolidated Statement of Financial Activities, the consolidated and parent Balance Sheet, the consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- Give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2021, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs [UK]) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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.

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 group or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Trustees annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. 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 course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. 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 in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the Trustees' report (incorporating the strategic report and directors report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The strategic report and the directors report including the Trustees report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report included within the Trustees report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of directors' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 33, the Trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees 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 group and parent 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 group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and report in accordance with this Act.

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 auditor's 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.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations; and
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Azets Audit Services 17-08-2023

Andrew Howells
(Senior Statutory Auditor)

For and on behalf of Azets Audit Services
Chartered Accountants and Statutory Auditor
Tŷ Derw, Lime Tree Court, Cardiff Gate Business Park, Cardiff, CF23 8AB

St John Ambulance Cymru

Financial Statements

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating an income and expenditure account)
Year ended 31 December 2022

	Note	Unrestricted funds £	Restricted funds £	Total funds 2022 £	Total funds 2021 £
Income and endowments from:					
Donations and legacies	4	623,842	298,366	922,208	1,697,720
Other trading activities	6	144,231	-	144,231	99,770
Investments	7	72,058	-	72,058	64,602
		840,131	298,366	1,138,497	1,862,092
Charitable activities					
Provision of first aid and youth development	5,8	978,140	44,120	1,022,260	537,692
Ambulance and transport services	5	4,299,317	71,800	4,371,117	3,833,342
First aid training	5	1,668,252	-	1,668,252	1,372,770
First aid products	5	44,370	-	44,370	74,057
		6,990,079	115,920	7,105,999	5,817,861
Total income and endowments		7,830,210	414,286	8,244,496	7,679,953
Expenditure on:					
Raising funds	9	551,562	46,669	598,231	455,162
Charitable activities					
Provision of first aid and youth development	8,10	1,776,217	310,190	2,086,407	1,641,074
Ambulance and transport services	10	4,677,900	81,443	4,759,343	4,214,168
First aid training	10	1,361,531	17,955	1,379,486	1,165,672
First aid products	10	30,356	-	30,356	97,455
		7,846,004	409,588	8,255,592	7,118,369
Governance	10	21,950	-	21,950	16,413
Total expenditure		8,419,516	456,257	8,875,773	7,589,944
Net gains/(losses) on investments					
Realised gains/(losses) on investment assets	18	(20,493)	-	(20,493)	45,800
Unrealised gains/(losses) on investment assets	18	(182,094)	-	(182,094)	201,280
Net income/(expenditure)		(791,893)	(41,971)	(833,864)	337,089
Transfers between funds		(14,898)	14,898	-	-
Other recognised gains/losses:					
Profit on sale of assets		360,776	-	360,776	26,558
Net movement in funds		(446,015)	(27,073)	(473,088)	363,647
Reconciliation of funds					
Total funds brought forward	27,28	5,339,568	1,394,083	6,733,651	6,370,004
Total funds carried forward	28,29	4,893,553	1,367,010	6,260,563	6,733,651

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating an income and expenditure account)
Year ended 31 December 2022

All activities are continuing.

Other recognised gains and losses for the current and the prior financial year have been shown in the statement of financial activities and, accordingly, no separate statement of total recognised gains and losses is presented.

There are no movements in funds other than as stated above.

CONSOLIDATED BALANCE SHEET
As at 31 December 2022

	Note	2022 £	2022 £	2021 £	2021 £
Fixed assets:					
Heritage assets	15		**114,730**		114,730
Intangible assets	16		**162,825**		111,143
Tangible assets:					
Freehold and leasehold properties	17a		**3,943,615**		4,124,192
Vehicles, equipment, computers and other	17b		**351,183**		313,958
Investments	18		**2,106,174**		2,311,555
			6,678,527		6,975,578
Current assets:					
Stock	19	**330**		497	
Debtors	20	**1,588,868**		1,178,697	
Investments	21	**4,029**		4,029	
Cash at bank and in hand		**26,398**		54,318	
		1,619,625		1,237,541	
Liabilities:					
Creditors: amounts falling due within one year	22	**(1,969,655)**		(1,267,490)	
Net current liabilities			**(350,030)**		(29,949)
Total assets less current liabilities			**6,328,497**		6,945,629
Creditors: amounts falling due after more than one year	23		**(67,934)**		(211,978)
Net assets			**6,260,563**		6,733,651
The funds of the Charity:					
Restricted income funds	27,29		**1,367,010**		1,391,084
Unrestricted income funds					
Other charitable funds	28,29		**1,701,812**		2,000,781
Fixed asset property reserve	28,29		**2,606,791**		2,637,976
Revaluation reserve	28,29		**470,220**		589,080
Heritage assets valuation reserve	28,29		**114,730**		114,730
Total Charity funds			**6,260,563**		6,733,651

The notes on pages 44 – 73 form part of the financial statements.

The financial statements were approved by the Board on 23 June 2023 and were signed on its behalf by:

Sir Paul Williams, Chair

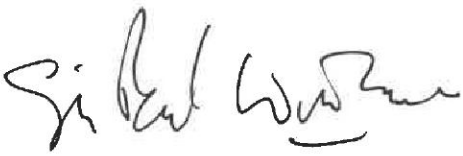
Mr James O'Connor, Trustee

CHARITY BALANCE SHEET
As at 31 December 2022

	Note	2022 £	2022 £	2021 restated £	2021 restated £
Fixed assets:					
Heritage assets	15		**114,730**		114,730
Intangible assets	16		**162,825**		111,143
Tangible assets:					
Freehold and leasehold properties	17a		**3,743,615**		3,924,192
Vehicles, equipment, computers and other	17b		**351,183**		313,958
Investments:					
Quoted investments	18		**2,106,174**		2,311,555
Other investments	18		**57,189**		57,189
			6,535,716		6,832,767
Current assets:					
Stock	19	**330**		497	
Debtors	20	**1,600,549**		1,189,743	
Investments	21	**4,029**		4,029	
Cash at bank and in hand		**24,014**		52,945	
		1,628,922		1,247,214	
Liabilities:					
Creditors: amounts falling due within one year	22	**(2,022,431)**		(1,320,319)	
Net current liabilities			**(393,509)**		(73,105)
Total assets less current liabilities			**6,142,207**		6,759,662
Creditors: amounts falling due after more than one year	23		**(67,934)**		(211,978)
Net assets			**6,074,273**		6,547,684
The funds of the Charity:					
Restricted income funds	27,29		**1,367,010**		1,391,084
Unrestricted income funds					
Other charitable funds	28,29		**1,715,522**		2,014,814
Fixed asset property reserve	28,29		**2,599,291**		2,630,476
Revaluation reserve	28,29		**277,720**		396,580
Heritage assets valuation reserve	28,29		**114,730**		114,730
Total Charity funds			**6,074,273**		6,547,684

The notes on pages 44 – 73 form part of the financial statements.

The financial statements were approved by the Board on 23 June 2023 and were signed on its behalf by:



Sir Paul Williams, Chair



Mr James O'Connor, Trustee

CONSOLIDATED CASH FLOW STATEMENT
Year Ended 31 December 2022

	Note	2022 £	2021 £
Cash (expended on)/generated from operating activities	30	**(472,166)**	39,645
Finance costs	30	**(23,610)**	(11,226)
Net cash (used in)/provided by operating activities		**(495,776)**	28,419
Cash flows from investing activities:			
Dividends, interest and rents from investments	18	**72,058**	64,602
Purchase of tangible fixed assets	17a/b	**(183,167)**	(53,852)
Purchase of intangible fixed assets	16	**(70,114)**	(120,109)
Proceeds from sale of investments		**250,076**	392,248
Purchase of investments		**(247,280)**	(381,173)
Proceeds from sale of tangible fixed assets		**419,407**	26,558
Net cash provided by/(used in) investing activities		**240,980**	(71,726)
Cash flows from financing activities:			
Repayments of asset purchased via finance lease		**(10,551)**	(12,179)
Repayments of mortgages ending 2024		**(39,774)**	(39,738)
Repayments of loans		**(84,616)**	(56,250)
Cash inflows from new borrowing	24	**-**	273,750
(Decrease)/increase in cash in the year	31	**(134,941)**	165,583
Change in cash and cash equivalents in the year	31	**(389,737)**	122,276
Cash and cash equivalents at 1 January		**58,347**	(63,929)
Cash and cash equivalents at 31 December	31	**(331,390)**	58,347

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2022

1. ACCOUNTING POLICIES

The following accounting policies have been used consistently in dealing with items which are considered material in relation to the Charity's financial statements.

Charity Information

The Charity is a company limited by guarantee incorporated in England and Wales. The registered office is Priory House, Beignon Close, Ocean Way, Cardiff, CF24 5PB.

Basis of Preparation

The accounts have been prepared in accordance with the Charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The Charity is a Public Benefit Entity as defined by FRS102.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The Group has taken advantage of the exemption to not prepare a separate Statement of Financial Activities ('SOFA') and Cash Flow Statement for the Charity.

The financial statement are prepared in British pounds sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest pound.

Going Concern

The Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. The going concern basis of accounting has therefore continued to be used in preparing the annual financial statements.

Accounting by charities

The Charity has availed itself of paragraph 3(3) of Schedule 4 of the Companies Act and has adapted the Companies Act formats to reflect the special nature of the Charity's activities.

Accounting treatment of subordinate organisations

The financial statements represent the consolidated financial position of the Group. This includes the results of St John Wales Training Company Limited, St John Ambulance in Wales (Priory for Wales), St John Wales Patient Transport Services, Order of St John Priory for Wales Trustee Corporation Ltd and Maindy Estates Limited, all 100% subsidiaries of the Charity. All the subsidiary entities except for Maindy Estates Ltd are dormant.

The financial statements are consolidated on a line-by-line basis and cover the consolidated financial position and transactions of all companies controlled by the Charity. All intra-group transactions are eliminated on consolidation.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2022

ACCOUNTING POLICIES (continued)

Income recognition
Course income is recognised at the time the course is run. Course income received in advance is treated as deferred income. Income from patient transport services and first aid cover is recognised when the service is provided. Supplies income is recognised when the goods are despatched. Fundraising and all other income is recognised in the statement of financial activities when the Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income consists of the invoiced value (excluding VAT) of goods sold/supplied to third parties and members.

No amounts are included in the financial statements for services donated by volunteers.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the bank.

Sponsorship income is credited to the SOFA in the year in which it is due.

Grants
Grants for the purchase of equipment and towards the initial setting up of projects are credited in full to the various activities in furtherance of the Charity's objects in the year in which they are received. Grants that provide core funding, or are of a general nature provided by government and charitable foundations, are recorded as voluntary income. Grants received specifically for goods and services to be provided as part of charitable activities are recorded against the activity to which they relate.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the Charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Capital grants are released to the SOFA in the year of receipt.

Fixed assets relating to capital grants are capitalised, and depreciation charged is offset against the grant income, in a restricted fund.

Bequests
Bequests are credited to the income and expenditure account when the Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Expenditure
Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs in relation to generating income such as fundraising activities
- Expenditure on charitable activities includes all costs relating to the furtherance of the Charity's objectives as stated in the Trustees' report

Governance costs comprise audit fees.

Irrecoverable VAT
Irrecoverable VAT incurred due to the use of the partial exemption method is allocated across all activities as a finance support cost.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2022

ACCOUNTING POLICIES (continued)

Redundancy and termination payment policy
Redundancy and termination payments are made in line with the legislation in place at the time. There is no contractual obligation to make any payments beyond the statutory payments.

Heritage assets
Heritage assets were valued at market value on 6 April 2016. No depreciation is charged due to them having an indefinite life.

Intangible fixed assets
Intangible fixed assets comprise software purchased which will be amortised over its estimated useful life, which is considered to be four years.

Tangible fixed assets
Tangible fixed assets are stated at historic purchase cost less accumulated depreciation. Cost includes the original purchase price of the asset and the costs attributable to bringing the asset to working condition for its intended use. Freehold land is not depreciated.

The following rates are used for the depreciation of the asset over its useful life:

Freehold properties	2%
Motor vehicles	14%
First Aid equipment	20%
Computers	25%
Other	20%

The Charity's capitalisation policy is that all single assets or group purchase of related assets costing £5,000 or more are capitalised. This policy was reviewed in 2016.

The freehold and leasehold properties were professionally revalued in 1996.

The Group treats freehold land that is held for capital appreciation, rental income or both, as investment properties. Investment properties are not depreciated and are instead carried at their fair values based on market value determined by the Trustees at each reporting date. These fair values are based upon advice given by Mr. David Davies (FRICS), a member of the Order.

Investments
Investments held as fixed assets are a form of basic financial instrument and are initially recognised at transaction value. They are subsequently measured at fair value as at the balance sheet date using the closing quoted market price.

Investments are stated at mid-market value in accordance with the SORP. Realised and unrealised gains and losses on disposal and revaluation of investments are taken to the SOFA.

Other investments represent unlisted investments in subsidiary companies and are stated at cost less any provision for impairment.

Debtors
Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Stock
Stock is stated at the lower of cost and net realisable value. Cost is determined on a first in first out basis.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2022

ACCOUNTING POLICIES (continued)

Cash and cash equivalents

Cash comprises cash in bank and in hand. Cash equivalents are short-term, highly liquid investments with a maturity of less than 90 days that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value.

Creditors and provisions

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Deferred and accrued income

Income received in advance is treated as deferred income. Income received in arrears is treated as accrued income.

Liabilities policy

Liabilities are recognised in the SOFA as they become payable.

Operating leases

Rental costs under operating leases are charged to the profit and loss account in equal annual amounts over the period of the leases.

Fund accounting

Unrestricted funds are those available for use at the discretion of the Trustees in furtherance of the general objects of the Charity, which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

A fixed asset property reserve reflects the funds already invested in property.

Restricted funds are those which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for a particular purposes. The cost of raising and administering such funds is charged against the specific fund. The aim and use of each restricted fund is set out in note 27.

Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2022

ACCOUNTING POLICIES (continued)

Classification of financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the Charity after deducting all of its liabilities.

Basic financial liabilities

Basic financial liabilities, including creditors, bank loans and loans from fellow Group undertakings that are classified as debt, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Pension scheme

The pension scheme utilised by the Charity is a Scottish Widows defined contribution workplace pension scheme. Pension costs charged to the Statement of Financial Activities (SOFA) represent contributions payable by the Charity to the pension scheme during the year.

2. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

In the application of Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3. TAXATION STATUS

The Charity is a company limited by guarantee and is a registered charity. The Charity is subject to the taxation relief applicable to charities except for a small amount of non-primary trading income.

The sole active subsidiary, Maindy Estates Limited (all other subsidiaries being dormant), is subject to Corporation Tax. No current tax charge arose in the period as tax losses from previous periods have been offset against the current year profit incurred by Maindy Estates Limited.

Taxation

As a registered charity, The Priory for Wales of the Most Venerable Order of the Hospital of St John of Jerusalem is entitled to the exemption from taxation in respect of income and capital gains received with sections 478-489 of the Corporation Tax Act 2010 and section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects purposes only.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2022

4. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds £	Restricted funds £	Total funds 2022 £	Total funds 2021 £
Donations, legacies and similar incoming resources	**584,902**	**296,632**	**881,534**	1,668,943
Oblation fees and members donations	**38,940**	**-**	**38,940**	28,421
St John of Jerusalem Eye Hospital	**-**	**1,734**	**1,734**	356
	623,842	**298,366**	**922,208**	1,697,720

5. INCOME FROM CHARITABLE ACTIVITIES

	Grants £	Other income £	Total funds 2022 £	Total funds 2021 £
Provision of first aid and youth development	**44,120**	**978,140**	**1,022,260**	537,692
Ambulance and transport services	**71,800**	**4,299,317**	**4,371,117**	3,833,342
First aid training	**-**	**1,668,252**	**1,668,252**	1,372,770
First aid products	**-**	**44,370**	**44,370**	74,057
	115,920	**6,990,079**	**7,105,999**	5,817,861

6. INCOME FROM OTHER TRADING ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds 2022 £	Total funds 2021 £
Income from property	**108,812**	**-**	**108,812**	74,185
Fundraising events	**12,475**	**-**	**12,475**	-
Sundry sales	**22,944**	**-**	**22,944**	25,585
	144,231	**-**	**144,231**	99,770

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2022

7. INCOME FROM INVESTMENTS

	Unrestricted funds £	Restricted funds £	Total funds 2022 £	Total funds 2021 £
Securities	**72,058**	-	**72,058**	64,602

8. PROVISION OF FIRST AID AND YOUTH DEVELOPMENT

	Unrestricted funds £	Restricted funds £	Total funds 2022 £	Total funds 2021 £
Income				
Events	**939,683**	-	**939,683**	325,779
Vaccination centres	**23,442**	-	**23,442**	126,921
Youth activities	-	**44,120**	**44,120**	84,993
Community training	**15,015**	-	**15,015**	-
	978,140	**44,120**	**1,022,260**	537,693
Expenditure				
Events and transport	**574,055**	-	**574,055**	353,621
Vaccination centres	**3,418**	-	**3,418**	32,474
Youth activities	**35,808**	**82,128**	**117,936**	104,359
Community training	**126,384**	**39,404**	**165,788**	125,966
Running divisions	**823,989**	**179,048**	**1,003,037**	844,246
Indirect support costs (see note 10)	**212,563**	**9,610**	**222,173**	180,408
	1,776,217	**310,190**	**2,086,407**	1,641,074

9. EXPENDITURE ON RAISING FUNDS

	Staff £	Deprec-iation £	Direct £	Other £	Support costs £	Total 2022 £	Total 2021 £
Cost of raising funds	**274,996**	-	**185,362**	**5,264**	**132,609**	**598,231**	455,162

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2022

10. EXPENDITURE ON CHARITABLE ACTIVITIES

	Staff £	Deprec-iation £	Direct £	Other £	Support costs £	Total 2022 £	Total 2021 £
Charitable activities							
Provision of first aid and youth development	**663,399**	**172,251**	**978,619**	**49,965**	**222,173**	**2,086,407**	1,641,074
Ambulance and transport services	**2,925,909**	**54,532**	**701,538**	**178,424**	**898,940**	**4,759,343**	4,214,167
First aid training	**833,248**	-	**169,998**	**25,678**	**350,562**	**1,379,486**	1,165,672
First aid products	-	-	**30,223**	**133**	-	**30,356**	97,454
Governance costs	-	-	-	**21,950**	-	**21,950**	16,413
Total charitable activities	**4,422,556**	**226,783**	**1,880,378**	**276,150**	**1,471,675**	**8,277,542**	7,134,780
Total resources expended	**4,697,552**	**226,783**	**2,065,740**	**281,414**	**1,604,284**	**8,875,773**	7,589,942

A further £59,504 of depreciation and amortisation for the Charity is allocated to support costs, therefore total depreciation amounts to £286,287.

Governance costs comprise audit fees.

	2022 £	2021 £
The above costs include		
Fees payable for the audit	**21,950**	16,413
Fees payable to the auditors for other services	**-**	-
Operating lease rentals – equipment	**1,253**	4,402
Operating lease rentals – vehicles	**7,288**	-
Operating lease rentals – property	**39,750**	39,750
Investment management fees	**10,881**	11,075

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2022

11. ANALYSIS OF SUPPORT COSTS

Total resources expended (see note 10) include all support costs, which comprise:

	Management £	Finance £	Information technology £	Facilities £	Total 2022 £	Total 2021 £
Cost of generating funds	**25,837**	**25,208**	**10,385**	**71,179**	**132,609**	104,111
Provision of first aid and youth development	**58,134**	**56,718**	**31,168**	**76,153**	**222,173**	180,408
Ambulance and transport services	**439,234**	**428,538**	**31,168**	-	**898,940**	818,493
First aid training	**90,431**	**88,228**	**31,168**	**140,735**	**350,562**	283,487
First aid products	-	-	-	-	-	15,765
	613,636	**598,692**	**103,889**	**288,067**	**1,604,284**	1,402,264

Management and finance costs have been allocated based on full-time equivalent employees.

Information technology costs have been allocated to key areas of activity on an equal split basis.

Facilities costs have been allocated based on floor space.

12. ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES, AND THE COST OF KEY MANAGEMENT PERSONNEL

Group and Charity	2022 £	2021 £
Staff costs		
Wages and salaries	**5,013,832**	4,261,461
Social security costs	**418,470**	333,535
Other pension costs	**272,442**	157,594
Pension payments to ex-employees	**5,286**	5,208
	5,710,030	4,757,798

The Trustees did not receive any emoluments in respect of their services to the Charity (2021: £nil). Travel expenses of £3,568 were paid to four Trustees during the year (2021: £2,495 was paid to three Trustees).

There were four employees (2021: two employees) earning over £60,000 per annum excluding pension contributions with three falling into the earnings band of £60,000 - £70,000 and one in the band £100,000 to £110,000. Pension contributions of £8,742 were paid in respect of these employees.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2022

12. ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES, AND THE COST OF KEY MANAGEMENT PERSONNEL (continued)

The organisation continues to make a voluntary payment in lieu of pension to one ex-employee; the last agreement to make such payments was undertaken in 1986. The pensioner is over 90 years of age.

The key management personnel of the Group and parent charity are as detailed in the Trustees' report. The total employee benefits (including salary, employer's national insurance, pension, benefits in kind and termination payments) of the key management personnel of the Charity were £339,456 (2021: £392,008).

Termination payments totalling £45,638 were paid for the year (2021: £88,263).

13. STAFF NUMBERS

Group and Charity

The average headcount for the year was :-

Fundraising (cost of raising funds)	8
Provision of first aid, transport and youth development	18
Ambulance and transport services	136
First aid training	30
Administration and finance	28

The average monthly number of employees by function, calculated on the basis of full-time equivalents, was:

	2022	2021
	No.	No.
Fundraising (cost of raising funds)	**8**	2
Provision of first aid and youth development	**18**	14
Ambulance and transport services	**136**	123
First aid training	**28**	21
First aid products	**-**	1
Administration and finance	**25**	26
	215	187

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2022

14. SUBSIDIARY UNDERTAKINGS

The Charity owns 100% of the share capital of Maindy Estates Limited and St John Wales Training Company Limited. It directly controls St John Ambulance in Wales (Priory for Wales) and St John Wales Patient Transport Services, both of which are companies limited by guarantee and not having share capital. These consolidated financial statements incorporate the financial statements of the Charity and subsidiary undertakings.

All of the above named subsidiaries are incorporated in the United Kingdom. The activities of the subsidiaries are as follows:

Maindy Estates Limited (Company Reg No. 516242): Property ownership and management.

St John Wales Training Company Limited (Company Reg No. 3318160): The company has been dormant since 1 January 2020.

St John Ambulance in Wales (Priory for Wales) (Company Reg No. 05071232): The charity has been dormant since 1 April 2013.

St John Wales Patient Transport Services (Company Reg No. 05071126): The charity has been dormant since 1 April 2013.

A summary of the trading results for the years ended 31 December 2022 and 31 December 2021 of Maindy Estates Limited is shown below.

Summary profit and loss account

	Maindy Estates Limited	
	2022	2021
	£	£
Turnover	**3,095**	2,855
Costs of sales and administrative expenses	**(2,772)**	(3,761)
Operating profit / (loss)	**323**	(906)
Profit / (loss) on ordinary activities before and after tax	323	(906)

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2022

14. SUBSIDIARY UNDERTAKINGS (continued)

Summary balance sheet

	St John Wales Training Company Limited		Maindy Estates Limited	
	2022	2021	**2022**	2021
	£	£	£	£
Fixed assets	**-**	-	**200,000**	200,000
Current assets	**57,129**	57,129	**2,889**	1,513
Creditors: amounts falling due within one year	**-**	-	**(16,539)**	(15,486)
Net assets	**57,129**	57,129	**186,350**	186,027
Aggregate share capital and reserves	**57,129**	57,129	**186,350**	186,027

St John Wales Training Company Ltd has been dormant since 1 January 2020.

St John Ambulance in Wales (Priory for Wales) and St John Patient Transport Services, companies limited by guarantee and not having any share capital, have remained dormant since 1 April 2013 and hold no assets or liabilities.

15. HERITAGE ASSETS

The Charity has a number of heritage assets, which include a collection of works of art and objects of historical interest relating to the Order. The collection includes artefacts from the Order dating back to the eleventh century and forms a unique record of the history of the Order and St John Ambulance.

A valuation was carried out during 2016 by Bonhams 1793 Limited. The total heritage assets were valued at a market value of £87,880. No depreciation has been charged due to their having an indefinite life, and there has been no impairment.

In 2017, there was an addition to Heritage Assets of a WW1 Bullnose Morris Field Ambulance, gifted by our former Prior, Mr Dan Clayton Jones.

The values of heritage assets at 31 December 2022 are:

	£
Fine art	**45,000**
Heritage ambulance	**26,850**
Arms and armour	**15,000**
Silver	**12,280**
Textiles	**8,500**
Furniture	**6,000**
Books, maps, manuscripts and historical photographs	**600**
European sculpture and works of art	**500**
	114,730

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2022

16. INTANGIBLE ASSETS

All intangible fixed assets are held for charitable use.

Group and Charity	Software £	Total £
Cost or valuation		
At 1 January 2022	**200,171**	**200,171**
Additions	**70,114**	**70,114**
At 31 December 2022	**270,285**	**270,285**
Depreciation and impairment		
At 1 January 2022	**89,028**	**89,028**
Charge for the year	**18,432**	**18,432**
At 31 December 2022	**107,460**	**107,460**
Net book value		
At 31 December 2022	**162,825**	**162,825**
At 31 December 2021	111,143	111,143

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2022

17. TANGIBLE FIXED ASSETS

All tangible fixed assets within the Group are held for charitable use.

a) **Properties**

Group	Freehold properties £	Investment properties £	Leasehold properties £	Total £
Cost or valuation				
At 1 January 2022	**4,528,613**	**200,000**	**1,227,812**	**5,956,425**
Disposals	**(102,488)**	**-**	**-**	**(102,488)**
At 31 December 2022	**4,426,125**	**200,000**	**1,227,812**	**5,853,937**
Depreciation and impairment				
At 1 January 2022	**1,427,030**	**-**	**405,203**	**1,832,233**
Charge for the year	**90,130**	**-**	**31,813**	**121,943**
Disposals	**(43,854)**	**-**	**-**	**(43,854)**
At 31 December 2022	**1,473,306**	**-**	**437,016**	**1,910,322**
Net book value				
At 31 December 2022	**2,952,819**	**200,000**	**790,796**	**3,943,615**
At 31 December 2021	3,101,583	200,000	822,609	4,124,192

Comparable amounts determined according to the historical cost convention

Group	Freehold properties £	Investment properties £	Leasehold properties £	Total £
Cost	**3,425,410**	**7,500**	**1,401,581**	**4,834,491**
Disposals	**(14,684)**	**-**	**-**	**(14,684)**
Accumulated depreciation	**(887,792)**	**-**	**(562,869)**	**(1,450,661)**
Net book value				
At 31 December 2022	**2,522,934**	**7,500**	**838,712**	**3,369,146**
At 31 December 2021	2,587,220	7,500	875,028	3,469,748

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2022

17. TANGIBLE FIXED ASSETS (CONTINUED)

a) Properties (continued)

Analysis of land and buildings at cost or valuation as at 31 December 2022

Group	Freehold properties £	Investment properties £	Leasehold properties £	Total £
At cost	3,410,726	7,500	1,401,581	4,819,807
At valuation	1,015,399	192,500	(173,769)	1,034,130
	4,426,125	200,000	1,227,812	5,853,937

Charity	Freehold properties £	Leasehold properties £	Total £
Cost or valuation			
At 1 January 2022	4,528,613	1,227,812	5,756,425
Disposals	(102,488)	-	(102,488)
At 31 December 2022	4,426,125	1,227,812	5,653,937
Depreciation and impairment			
At 1 January 2022	1,427,030	405,203	1,832,233
Charge for the year	90,130	31,813	121,943
Disposals	(43,854)	-	(43,854)
At 31 December 2022	1,473,306	437,016	1,910,322
Net book value			
At 31 December 2022	2,952,819	790,796	3,743,615
At 31 December 2021	3,101,583	822,609	3,924,192

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2022

17. TANGIBLE FIXED ASSETS (CONTINUED)

a) Properties (continued)

Comparable amounts determined according to the historical cost convention

Charity	Freehold properties £	Leasehold properties £	Total £
Cost	3,425,410	1,401,581	4,826,991
Disposals	(14,684)	-	(14,684)
Accumulated depreciation	(887,792)	(562,869)	(1,450,661)
Net book value			
At 31 December 2022	2,522,934	838,712	3,361,646
At 31 December 2021	2,587,220	875,028	3,462,248

Analysis of land and buildings at cost or valuation as at 31 December 2022

Charity	Freehold properties £	Leasehold properties £	Total £
At cost	3,410,726	1,401,581	4,812,307
At valuation	1,015,399	(173,769)	841,630
	4,426,125	1,227,812	5,653,937

The freehold and leasehold properties were revalued by DTZ Debenham Thorpe, Chartered Surveyors, at an open market value basis at December 1996. All valuations have been made in accordance with the RICS appraisal and valuation manual. The Charity has not revalued the properties on adoption of FRS 102, and that valuation has been accounted for on deemed cost.

Investment properties were valued as at 31 December 2012 by Mr. D Davies FRICS on the basis of the market value for grazing land, except certain small plots which have building potential - these have been valued at current market value. Mr. Davies is a member of the Order.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2022

17. TANGIBLE FIXED ASSETS (CONTINUED)

b) Vehicles, equipment, computers and other

Group and Charity	Motor vehicles £	Computers £	Other £	Total £
Cost				
At 1 January 2022	**1,819,501**	**85,945**	**88,805**	**1,994,251**
Additions	**-**	**15,702**	**167,465**	**183,167**
Disposals	**(103,435)**	**-**	**-**	**(103,435)**
At 31 December 2022	**1,716,066**	**101,647**	**256,270**	**2,073,983**
Depreciation				
At 1 January 2022	**1,531,559**	**80,122**	**68,612**	**1,680,293**
Charge for the year	**104,893**	**5,090**	**35,959**	**145,942**
Disposals	**(103,435)**	**-**	**-**	**(103,435)**
At 31 December 2022	**1,533,017**	**85,212**	**104,571**	**1,722,800**
Net book value				
At 31 December 2022	**183,049**	**16,435**	**151,699**	**351,183**
At 31 December 2021	287,942	5,823	20,193	313,958

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2022

18. INVESTMENTS

Group and Charity	2022	2021
	£	£
Investments		
Market value at 1 January 2022	**2,311,557**	2,075,552
Additions	**247,280**	381,173
Disposals	**(250,076)**	(392,248)
Realised gains/(losses) on investment assets	**(20,493)**	45,800
Unrealised losses on investment assets	**(182,094)**	201,280
Market value at 31 December 2022	**2,106,174**	2,311,557
Historic cost at 31 December 2022	**1,854,895**	1,834,797

Subsidiary holdings

	Group		Charity	
	2022	2021	2022	2021 restated
	£	£	£	£
Cost at 1 January 2022	-	-	**100,060**	100,060
Impairment	-	-	**(42,871)**	(42,871)
Net book value at 31 December 2022	-	-	**57,189**	57,189

Other investments consist solely of shares held in subsidiary companies.

A provision has been made in the Charity against the holding in St John Wales Training Company Ltd to reflect the irrecoverable residual value.

The Trustees believe that the carrying value of the other investments is supported by their underlying net assets.

As at 23 June 2023 the value of the investment portfolio was £2,110,698.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2022

18. INVESTMENTS (continued)

Investments at market value comprised:

Group and Charity

	Pooled investment vehicles £	Direct investment £	Total 2022 £	Total 2021 £
Fixed interest				
United Kingdom	**79,172**	**81,765**	**160,937**	147,489
Global	**197,581**	-	**197,581**	169,916
Equities				
United Kingdom	**122,994**	**400,903**	**523,897**	602,866
Europe	**101,168**	-	**101,168**	154,335
Global	**810,095**	-	**810,095**	943,241
Alternatives				
Property				
Global	**47,370**	-	**47,370**	51,069
Cash and deposits				
United Kingdom	-	**41,142**	**41,142**	50,022
Market value at 31 December 2022	**1,582,364**	**523,810**	**2,106,174**	2,311,556

Detailed below are the material investments within the investment portfolio held by the Charity:

Holdings	Holding name	Value as at 31 December 2022 £
27,605	Fidelity ICAV Quality Income UCITS ETF USD	**185,402**
2,835	Vanguard Funds Plc S&P 500 UCITS ETF USD	**171,445**
103,560	JP Morgan Fund ICVC US Equity Inc C2 GBP	**163,831**
121,020	BNY Mellon Asian Income U	**137,721**
58,675	Blackrock Contl Eurp Inc D	**101,168**
2,630	XTrackers II GBL INFLT LKD BD UETF 3D GBP	**62,466**
690	Vanguard Inv Series Plc US Gvmt Bond Idx GBP	**61,397**
54,760	Jupiter Japan Inc Fund U2 GBP	**58,035**

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2022

19. STOCK

	2022	2021
	£	£
Group		
Training equipment and aids	**330**	497

20. DEBTORS

	Group		Charity	
	2022	2021	**2022**	2021
	£	£	£	£
Trade debtors	**1,452,944**	1,107,385	**1,452,439**	1,107,245
Amounts owed by group undertakings	**-**	-	**12,186**	11,186
Prepayments and accrued income	**135,924**	71,312	**135,924**	71,312
	1,588,868	1,178,697	**1,600,549**	1,189,743

21. CURRENT ASSET INVESTMENTS

The investments comprise funds deposited with Charities Official Investment Fund (COIF).

22. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2022	2021	**2022**	2021 restated
	£	£	£	£
Mortgages and loans (Note 24)	**145,079**	125,425	**145,079**	125,425
Bank overdraft	**361,817**	-	**361,817**	-
Trade creditors	**330,607**	302,550	**330,607**	300,632
Other creditors and accruals	**448,056**	468,023	**445,647**	466,823
Taxation and social security	**532,536**	233,677	**532,536**	233,677
Deferred income	**151,560**	127,264	**149,616**	126,082
Finance leases (Note 24)	**-**	10,551	**-**	10,551
Amounts owed to Group undertakings	**-**	-	**57,129**	57,129
	1,969,655	1,267,490	**2,022,431**	1,320,319

Deferred income for the current year includes £149,616 of invoices raised in 2022 for 2023 course fees. These will be released in 2023.

Deferred income in 2021 included £126,082 of invoices raised in 2021 for 2022 course fees. These were released in 2022.

23. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

Group and Charity	2022 £	2021 £
Mortgages (Note 24)	**18,814**	58,915
Government loan (Note 24)	**49,120**	153,063
	67,934	211,978

24. LOANS AND OTHER BORROWINGS

Group and Charity	2022 £	2021 £
Mortgages	**60,129**	99,903
Maturity of financial liabilities		
In one year or less, or on demand	**41,315**	40,988
In more than one year, but not more than two years	**18,814**	40,988
In more than two years, but not more than five years	**-**	17,927

The above figures comprise two mortgages with original principal sums of £450,000 and £180,000. Both mortgages are secured on properties, are payable in monthly instalments, and carry fixed interest rates of 2.25% and 3.25% above Bank of England base rate.

	2022 £	2021 £
Finance Leases		
Within one year	**-**	10,551

Loans comprise a Third Sector Resilience Fund (TSRF) loan of £25,000 from Welsh Government and a Resilience and Recovery Fund (RRF) loan of £200,000 from Social Investment Business FM Ltd under the Government's Coronavirus Business Interruption Loan Scheme.

The TSRF loan incurs interest at the rate of 3% and is repayable by 2032.

The RRF loan incurs interest at the rate of 6.5% and is repayable by 2024.

	2022 £	2021 £
Loans		
Within one year	**103,764**	84,437
In more than one year	**49,120**	153,063

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2022

25. FINANCIAL COMMITMENTS

a) Financial commitments

At 31 December 2022, commitments under operating leases were as follows:

	2022	2021
Motor vehicles	**£**	£
Leases which expire in:		
Less than one year	**29,151**	-
One to two years	**29,151**	-
Two to five years	**22,762**	-

	2022	2021
Property	**£**	£
Leases which expire in:		
Less than one year	**41,000**	14,833
One to two years	**30,917**	7,500
Two to five years	**7,500**	-

	2022	2021
Office equipment	**£**	£
Leases which expire in:		
Less than one year	**2,501**	1,253
One to two years	**1,868**	1,036
Two to five years	**1,373**	403

26. FINANCIAL INSTRUMENTS

	2022	2021
	£	£
Carrying amount of financial assets		
Investments measured at fair value	**2,106,174**	2,311,555
Debt instruments measured at amortised cost	**1,483,371**	1,165,732
	3,589,545	3,477,287
Carrying amount of financial liabilities		
Measured at amortised cost	**(1,456,064)**	(893,135)

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2022

27. RESTRICTED FUNDS

Group and Charity	At 1 January 2022 £	Transfer to/(from) unrestricted £	Income £	Expend-iture £	At 31 December 2022 £
Buildings	897,136	-	22,525	(30,532)	889,129
Medical vehicles	159,678	-	5,000	(41,655)	123,023
Community care	1,987	-	-	(1,000)	987
Local and sundry funds	187,622	58,370	146,621	(106,862)	285,751
Volunteer development and welfare	74,540	(40,472)	76,606	(86,370)	24,304
Training funds	70,121	-	18,000	(52,167)	35,954
Overseas projects	-	-	1,734	(1,734)	-
Employment funds	-	-	143,800	(135,938)	7,862
	1,391,084	17,898	414,286	(456,258)	1,367,010

Group and Charity	At 1 January 2021 £	Income £	Expend-iture £	At 31 December 2021 £
Buildings	927,668	-	(30,532)	897,136
Medical vehicles	209,283	-	(49,605)	159,678
Community care	1,987		-	1,987
Local and sundry funds	175,437	79,848	(64,663)	187,622
Volunteer development and welfare	41,156	230,781	(197,397)	74,540
Training funds		452,170	(382,049)	70,121
Overseas projects	-	356	(356)	-
Employment funds	-	126,588	(126,588)	-
	1,355,531	889,743	(851,190)	1,391,084

These funds represent:

- **Buildings** – funds specifically raised for capital purchases of buildings used in furtherance of SJAC's charitable objectives and towards improvements and maintenance of existing buildings.
- **Medical vehicles** – funds raised for the purchase of ambulances and other transport vehicles, and for the maintenance of existing vehicles.
- **Community care** – funds given for specific community care and community response projects.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2022

27. RESTRICTED FUNDS (continued)

- **Local and sundry funds** - funds relating to local units for meeting the costs of specific activities and running costs.
- **Volunteer development and welfare** – comprises funds for youth and adult volunteer activities.
- **Training funds** – funds to support and develop training programmes and activities.
- **Overseas projects** – funds to support the St John Eye Hospital in Jerusalem.
- **Employment funds** – funds to support jobs and staff.

28. ANALYSIS OF NET ASSETS BETWEEN FUNDS

2022	Other charitable funds £	Designated funds £	Fixed asset property reserve £	Revaluation reserve £	Heritage assets reserve £	Restricted funds £	Total funds £
Group							
Heritage assets	-	-	-	-	114,730	-	114,730
Tangible fixed assets	79,918	-	2,606,791	470,220	-	1,137,869	4,294,798
Intangible fixed assets	103,562	-	-	-	-	59,263	162,825
Investment assets	2,106,174	-	-	-	-	-	2,106,174
Current assets	1,449,747	-	-	-	-	169,878	1,619,625
Current liabilities	(1,969,655)	-	-	-	-	-	(1,969,655)
Long-term liabilities	(67,934)	-	-	-	-	-	(67,934)
At 31 December 2022	1,701,812	-	2,606,791	470,220	114,730	1,367,010	6,260,563
Charity							
Heritage assets	-	-	-	-	114,730	-	114,730
Tangible fixed assets	79,918	-	2,599,291	277,720	-	1,137,869	4,094,798
Intangible fixed assets	103,562	-	-	-	-	59,263	162,825
Investment assets	2,163,363	-	-	-	-	-	2,163,363
Current assets	1,459,044	-	-	-	-	169,878	1,628,922
Current liabilities	(2,022,431)	-	-	-	-	-	(2,022,431)
Long-term liabilities	(67,934)	-	-	-	-	-	(67,934)
At 31 December 2022	1,715,522	-	2,599,291	277,720	114,730	1,367,010	6,074,273

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2022

28. ANALYSIS OF NET ASSETS BETWEEN FUNDS (continued)

2021

	Other charitable funds £	Designated funds £	Fixed asset property reserve £	Revaluation reserve £	Heritage assets reserve £	Restricted funds £	Total funds £
Group							
Heritage assets	-	-	-	-	114,730	-	114,730
Tangible fixed assets	22,844	-	2,637,976	589,080	-	1,188,250	4,438,150
Intangible fixed assets	28,108	-	-	-	-	83,035	111,143
Investment assets	2,311,555	-	-	-	-	-	2,311,555
Current assets	1,117,742	-	-	-	-	119,799	1,237,541
Current liabilities	(1,267,490)	-	-	-	-	-	(1,267,490)
Long-term liabilities	(211,978)	-	-	-	-	-	(211,978)
At 31 December 2021	2,000,781	-	2,637,976	589,080	114,730	1,391,084	6,733,651
Charity restated							
Heritage assets	-	-	-	-	114,730	-	114,730
Tangible fixed assets	22,844	-	2,630,476	396,580	-	1,188,250	4,238,150
Intangible fixed assets	28,108	-	-	-	-	83,035	111,143
Investment assets	2,368,744	-	-	-	-	-	2,368,744
Current assets	1,127,415	-	-	-	-	119,799	1,247,214
Current liabilities	(1,320,319)	-	-	-	-	-	(1,320,319)
Long-term liabilities	(211,978)	-	-	-	-	-	(211,978)
At 31 December 2021	2,014,814	-	2,630,476	396,580	114,730	1,391,084	6,547,684

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2022

29. TOTAL FUNDS

2022

	Other charitable funds £	Designated funds £	Fixed asset property reserve £	Revaluation reserve £	Heritage assets reserve £	Restricted funds £	Total funds £
Group							
At 1 January 2022	**2,000,781**	**-**	**2,637,976**	**589,080**	**114,730**	**1,391,084**	**6,733,651**
Net movement in funds	**(298,969)**	**-**	**(31,185)**	**(118,860)**	**-**	**(24,074)**	**(473,088)**
At 31 December 2022	**1,701,812**	**-**	**2,606,791**	**470,220**	**114,730**	**1,367,010**	**6,260,563**
Charity							
At 1 January 2022	**2,014,814**	**-**	**2,630,476**	**396,580**	**114,730**	**1,391,084**	**6,547,684**
Net movement in funds	**(299,292)**	**-**	**(31,185)**	**(118,860)**	**-**	**(24,074)**	**(473,411)**
At 31 December 2022	**1,715,522**	**-**	**2,599,291**	**277,720**	**114,730**	**1,367,010**	**6,074,273**

2021

	Other charitable funds £	Designated funds £	Fixed asset property reserve £	Revaluation reserve £	Heritage assets reserve £	Restricted funds £	Total funds £
Group							
At 1 January 2021	1,617,311	-	2,662,518	619,914	114,730	1,355,531	6,370,004
Net movement in funds	383,470	-	(24,542)	(30,834)	-	35,553	363,647
At 31 December 2021	2,000,781	-	2,637,976	589,080	114,730	1,391,084	6,733,651
Charity restated							
At 1 January 2021	1,730,438	-	2,655,069	427,364	114,730	1,355,531	6,283,132
Net movement in funds	284,376	-	(24,593)	(30,784)	-	35,553	264,552
At 31 December 2021	2,014,814	-	2,630,476	396,580	114,730	1,391,084	6,547,684

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2022

30. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Group 2022 £	2021 £
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	**(473,088)**	363,647
Adjustments for:		
Depreciation charges	**267,885**	274,792
Amortisation charges	**18,432**	11,114
Profit on sale of fixed assets	**(360,776)**	(26,558)
Finance cost	**23,610**	11,226
Losses/(gains) on investments	**202,587**	(247,080)
Dividends, interest and rents from investments	**(72,058)**	(64,602)
Decrease in stocks	**167**	10,837
Increase in debtors	**(410,171)**	(155,277)
Increase/(decrease) in creditors	**331,246**	(138,454)
Net cash generated by / (used in) operating activities	**(472,166)**	39,645

31. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2022 £	2021 £
Cash in hand	**26,398**	54,318
Short term deposit accounts	**4,029**	4,029
Overdraft facility repayable on demand	**(361,817)**	-
Total cash and cash equivalents	**(331,390)**	58,347

32. ANALYSIS OF CHANGES IN NET FUNDS

	Opening balance £	Cash-flows £	Interest changes £	Other non-cash changes £	Balance carried forward £
Cash	**54,318**	**(385,999)**	**(3,738)**	**-**	**(335,419)**
Cash equivalents	**4,029**	**-**	**-**	**-**	**4,029**
	58,347	**(385,999)**	**(3,738)**	**-**	**(331,390)**
Loans falling due within one year	**(125,425)**	**141,219**	**(16,829)**	**(144,044)**	**(145,079)**
Loans falling due after more than one year	**(211,978)**	**-**	**-**	**144,044**	**(67,934)**
Finance lease obligations	**(10,551)**	**10,758**	**(207)**	**-**	**-**
Total	**(289,607)**	**(234,022)**	**(20,774)**	**-**	**(544,403)**

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2022

33. POST BALANCE SHEET EVENTS

Property with a net book value of £36,643 was sold on 17 March 2023 for £504,525, realising a profit on disposal of £453,307.

34. RELATED PARTY TRANSACTIONS

Due to the nature of the Charity's operations and its Trustee membership being drawn from a broad cross-section of the business community, it is inevitable that transactions may take place with organisations in which a Trustee of the Charity may have an interest.

Professor Kevin Davies is a Trustee on the Board and is Vice Chair of the WAST, which is a customer, however he has no direct involvement in procurement decisions and absents himself from Board meetings when matters pertaining to WAST are being discussed.

James O'Connor is a Trustee on the Board and is the Director of Corporate Finance at Pobl Group Ltd, which is a supplier, however he has no direct involvement in their pricing decisions.

35. CAPITAL COMMITMENTS

There were no capital commitments at the year-end (2021: £214,394).

36. PRIOR YEAR ADJUSTMENT

The 2021 comparative financial statements have been restated to recognise the impairment of £42,871 in the value of the parent's holding in the St John Wales Training Company Ltd subsidiary. In addition, the total funds of the Charity had been mis-stated by inclusion of the Training Company's funds of £57,129 within the Charity's funds.

The impact of these adjustments on the Group Statement of Financial Affairs in 2022 is £nil.

The adjustments have been applied retrospectively to the Charity's unrestricted funds for 2021, resulting in the comparative total funds of the Charity being reduced by £100,000. The adjustments have a £nil effect on the Group accounts as they are removed on consolidation.

37. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

	Note	Unrestricted funds £	Restricted funds £	Total funds 2021 £
Income and endowments from:				
Donations and legacies	4	1,001,504	696,216	1,697,720
Other trading activities	6	99,770	-	99,770
Investments	7	64,602	-	64,602
		1,165,876	696,216	1,862,092
Charitable activities	5			
Provision of first aid and youth development	8	452,699	84,993	537,692
Ambulance and transport services		3,724,808	108,534	3,833,342
First aid training		1,372,770	-	1,372,770
First aid products		74,057	-	74,057
		5,624,334	193,527	5,817,861
Total income and endowments		6,790,210	889,743	7,679,953
Expenditure on:				
Raising funds	9	412,204	42,958	455,162
Charitable activities				
Provision of first aid and youth development	8,10	1,209,913	431,161	1,641,074
Ambulance and transport services	10	3,888,349	325,819	4,214,168
First aid training	10	1,114,924	50,748	1,165,672
First aid products	10	96,950	505	97,455
		6,310,136	808,233	7,118,369
Governance	10	16,413	-	16,413
Total expenditure		6,738,753	851,191	7,589,944
Net gains/(losses) on investments				
Realised gain/(loss) on investment assets	18	45,800	-	45,800
Unrealised gain/(loss) on investment assets	18	201,280	-	201,280
Net income/(expenditure)		298,537	38,552	337,089
Other recognised gains/losses:				
Profit on sale of assets		26,558	-	26,558
Net movement in funds		325,095	38,552	363,647
Reconciliation of Funds				
Total funds brought forward	27,28	5,014,473	1,355,531	6,370,004
Total funds carried forward	28,29	5,339,568	1,394,083	6,733,651

St John Ambulance Cymru

www.sjacymru.org.uk

Registered in England and Wales.
Charity number 250523. Company number 5071073.

@SJACymru

THE PRIORY FOR WALES OF THE MOST VENERABLE ORDER OF THE HOSPITAL OF ST JOHN OF JER

England & Wales - Charity number 250523

Accounts

Company registration number: 05071073
Charity registration number: 250523

THE PRIORY FOR WALES OF THE MOST VENERABLE ORDER OF THE HOSPITAL OF ST JOHN OF JERUSALEM

Report and Consolidated Financial Statements

31 December 2021

REPORT AND FINANCIAL STATEMENTS 2021

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THE PRIORY FOR WALES OF THE MOST VENERABLE ORDER OF THE HOSPITAL OF ST JOHN OF JERUSALEM

TRUSTEES' REPORT INCORPORATING STRATEGIC REPORT
For the year ended 31 December 2021

The Priory for Wales of the Most Venerable Order of the Hospital of St John of Jerusalem (the 'Charity') is a company limited by guarantee having no share capital, and trades under the name of St John Ambulance Cymru ('SJAC').

The Trustees are pleased to present their annual Trustees' report together with the consolidated financial statements of the group of companies controlled by the Charity (the 'Group') for the year ended 31 December 2021 ('2021' or the 'year') which are also prepared to meet the requirements for a directors' report and accounts as set out in the Companies Act 2006 (the 'Companies Act').

The financial statements have been prepared in accordance with the accounting policies set out in note 1 in the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" ('Charities SORP' or the 'SORP') (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

The objects of St John Ambulance Cymru (SJAC) are the relief of persons in sickness, distress, suffering or danger; and the rendering of aid to the sick, wounded or disabled.

The vision of SJAC is 'First Aid for everyone, anytime, anywhere' and the Charity is working towards its mission to 'Save lives and enhance the health and wellbeing of the communities in Wales.'

In shaping this vision, and in producing the strategic direction, the Trustees have at all times considered the Charity Commission's guidance on public benefit, giving clear regard to 'Public Benefit: the Public Benefit Requirement - PB1', and have ensured that as a Charity, we meet both the 'Benefit Aspect' and the 'Public Aspect'.

Throughout 2021, our strategic vision for the organisation in 2025 ('Strategy 2025') and the underlying Strategic Plan 2022-2025 to deliver Strategy 2025 started taking shape, as the Charity began to recover from the pandemic and the significant financial impact it had brought.

Activity during the year continued to be primarily directed towards ongoing Covid-19 response and supporting the financial resilience of the charity. In addition to ensuring financial resilience and sustainability throughout 2021, Trustees and the SLT held a virtual time out session which enabled them to stand back and review all areas of activity, in order to ensure the charity's objectives and financial sustainability were maintained and developed.

This work further informed our strategy development, as did the ongoing challenges brought by the pandemic.

Towards the end of 2021, the Board supported by the executive team, worked towards a final draft of Strategy 2025, focusing on an ambitious future for the Charity prioritising four key strategic areas,

- **Increasing our Impact** to see more lives saved across Wales
- **Developing a supportive, learning culture**, putting people first and embracing and increasing diversity
- **Increasing opportunity for income generation** to ensure financially sustainable growth
- **Supporting the delivery of the St John Global Strategy**

Good Management and Strong Corporate Governance were key considerations in the development of the strategy. SJAC continued to work through the recommendations arising from the governance review completed towards the end of 2019, and any ongoing recommendations arising from the review are now incorporated into the charity's strategic objective to be 'Well Governed, Well Led', through investment in our governance and leadership.

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 a key provider of children and young people's personal and professional development across Wales, 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 the delivery of the St John Global Strategy

It was further recognised that whilst not a standalone strategic priority, the Charity would clearly set out its commitment to sustainability and to continually reducing our impact on the environment. This commitment was instead embedded throughout all strategic priorities and outcomes for Strategy 2025.



Our commitment to sustainability

St John Ambulance Cymru are 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.

In addition, the Charity's increasing collaboration with St John International (SJI) and the Priories and establishments of our global organisation should be further emphasised, and reflect the strategy recently launched by SJI which naturally influences our own, as well as highlighting and prioritising our responsibility to be directly involved in supporting the delivery of the worldwide strategy for the Order of St John.

Finally, it was agreed that our membership at large should have the opportunity to engage with the Charity to consider, discuss and provide feedback and comment on the proposals and to this end, Strategy 2025 was agreed to be distributed internally to our St John Ambulance Cymru people, volunteers and staff, early in 2022.

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 Priory 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



The Strategy 2025 will be launched to the public on St Johns Day in June 2022.

A key factor in the development of the Charity's strategy is the consideration of the external environment in which charities are operating. Political, regulatory and demographic changes, as well as public perception of charities are ever more demanding and complex, and it is vital that SJAC meets these demands and expectations. SJAC's values are enshrined in the motto For the faith and in the service of humanity"; and Trustees demand that the highest standards are upheld and are able to bear the closest scrutiny.

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"

The modernisation of the Articles of Association was concluded at the end of 2021, with formal adoption taking place in March 2022. The charity is proud to see a key element of modernisation being the gender neutralisation of its governing documents, further strengthening our intent to be a non-discriminatory, transparent and inclusive organisation. The charity's regulations are now being updated to reflect the modernised Articles and will be completed and implemented in 2022.

VOLUNTARY HELP AND GIFTS IN KIND

SJAC is a volunteer organisation, and we rely heavily on our volunteers to enable us to work towards the achievement of our vision to ensure 'First Aid for everyone, any time, anywhere. The Trustees are very grateful for their dedication and commitment, and for relentlessly and selflessly pursuing the achievement of our objectives through providing first aid at events and by training others in first aid, in order that more lives may be saved.

In 2021, SJAC volunteers were still unable to undertake most normal volunteering activity and duties due to Covid-19, yet still carried out over 157,476 unpaid hours (2020 – 75,856) supporting our Covid-19 response as well as training sessions with volunteers (particularly with a view to upskilling to support our Covid-19 response) and supporting our members including young people. In addition, at the end of the summer we were pleased to see some events returning at which our volunteers once again provided first aid support.

In addition to these usual activities, our volunteers also provided over 10,000 supporting the mass vaccination centres set up to protect the nation from the Covid-19 virus.

If these hours had been paid at the 23+ National Living Wage rate of £8.91 per hour, the cost to the community would have been approx. £1,403,111 (2020 – £675,877). However, it should be recognised that this does not represent the 'real' savings made to our National Health Service in Wales.

ACHIEVEMENTS & PERFORMANCE

Throughout 2021, SJAC was still impacted by the pandemic in terms of ability to deliver services as usual. However, despite the challenges, the Charity continued to support local communities as well as the National Health Service, primarily in terms of ambulance support and support to vaccination centres.

As restrictions began to ease, we were once again able to continue training people in first aid and other life-saving skills.

2021 saw SJAC continue its programme of modernisation which had commenced in 2020, with both a rebrand from St John Cymru to St John Ambulance Cymru, the implementation of a new volunteer structure with increased leadership, and the conclusion of the restructuring of the executive leadership team.

In addition, in January 2021, we were pleased to recruit four new Trustees onto our Board, undertaking a transparent recruitment process with a clear focus to bring further diversity to the skills, expertise and experience of our Trustees and also ensuring that we were able to increase the number of women in leadership roles in the organisation. Through the process of recruiting Trustees, we were also able to invite a number of individuals to sit as independent members on our committees and panels, supporting the work of the Board. We are particularly grateful to Derek Howell, our Trustee who retired in June 2021 having served an additional year to facilitate an appropriate period for us to recruit new Trustees, given the challenges presented by the pandemic.

In February 2021, we concluded the consultation process to restructure the executive team which had commenced just prior to the initial lockdown in 2020. This restructure resulted in the implementation of a reduced and streamlined executive leadership team, reducing the number of executive roles and the appointment mid-year of a new Chief Operating Officer. The restructure resulted in a redundancy situation for two members of staff.

In late August, SJAC embarked upon an organisation-wide census intended to provide us with a rich vein of intelligence in terms of our adult members and how we better align these to support our current and planned operations, and which was planned to further inform our recruitment strategy aligned to our planned outcomes and required outputs to increased delivery of community-based services.

This would allow our future recruitment to be more targeted and aligned to the needs of the organisation, ensuring newly interested people see an increased number and choice of roles for which they will receive a generic induction along with a more specific on-boarding dependent upon their role.

All of these key activities contributed to our priorities for 2021, which were focused on:

- Financial Recovery Strategy
- Organisational Development / Workforce
- Operational Service Review

Financial Recovery Strategy

In 2020, we developed a strategy to see the charity both recover from the significant financial impact of the pandemic and also move to a more financially sustainable position to see our important work continue long into the future.

This was to involve considerable work to review our existing business models ensuring they are up to date and fit for purpose.

This work commenced in 2021 with a view to bringing urgent stability following the losses realised in 2020 and was also used to inform the development of Strategy 2025, our vision and plan for the charity's future.

In 2021, we are reporting the charity's first significant surplus in ten years. We consider this to be a considerable accomplishment, particularly given the significant deficit realised due to the pandemic. The primary reason for the surplus in 2021 is the receipt of grant funding made available through Welsh Government funding streams, designed to support charities to regroup and refocus following the pandemic.

Due to successful funding applications, SJAC were able to support the development of:

- An additional 10 First Responder groups across Wales in partnership with the Welsh Ambulance Service Trust
- Mass recruitment across Wales to support our response to the Mass Vaccination Centres
- A digital training platform to ensure ongoing life-saving training was available, throughout the pandemic and beyond

Organisational Development/Workforce

There were several key programmes of work planned for 2021, including a comprehensive review of pay and reward, which was carried over from 2020 due to the pandemic.

Much of this sizeable project was undertaken during 2021, but the start was delayed, again due to an increase in our Covid-19 response, particularly in relation to mass recruitment due to our involvement in and support of the mass vaccination programme in Wales. As a result, whilst this remained a key priority, it will be concluded in 2022.

In addition to the review of pay and reward, other key projects included the introduction of a Leadership and Management Development programme, in support of our plans to develop a framework for leadership and management development across the organisation. The initial phase of this programme is specifically supporting staff into leadership roles, but we are continuing to work on the development and rollout of the in-house People Management Skills for Managers programme which will further support all levels of management, fully inclusive of the Charity's volunteers, encompassing a blend of face to face and on-line learning.

We also took further steps towards the Corporate Health Standard, and in June 2021 registered our intent to achieve it, ensuring that we invest in and prioritise our people, providing assurance that St John Ambulance Cymru provides a safe and positive environment.

Operational Service Review

Our Operational Service Review began during late summer, as we strove to modernise and streamline our activities so that we could build capacity for growth and resilience into our existing models of delivery.

In addition, the reviews of our operational services also informed and directed our strategy development, playing a key role in shaping Strategy 2025 which will take us into the future.

Key Operational Activity

SJAC's activity is split into three key operational areas. These are:

Healthcare Services	(including Medical Support at Events, Ambulance and Transport Services, Volunteer Operations)
Training	(including Community & Volunteer Training, as well as seeking to further our objects via commercial training)
Children & Young People	

Healthcare Services

SJAC continued its support of Welsh communities in the fight to control and mitigate the effects of the pandemic, volunteers and staff were able to offer support across of range of activities, meaning the effects were felt across community sectors.

Ambulance Services

SJAC operates across Wales, providing Urgent Care Services and Non-Emergency Patient Transport in partnership with the Welsh Ambulance Service NHS Trust (WAST) and Health Boards.

In 2021, this regular activity continued, but was enhanced through our increased support to Welsh communities through the supply of ambulances and crew throughout the year, which included a blended workforce of volunteer and staff crews providing an unprecedented amount of support in the sum of 156,000 ambulance crew hours (2020 – 141,000), up on the previous year by 15,000 hours.

SJAC attended and/or conveyed 26,600 patients during 2021 (2020 – 26,760) which was down very slightly on the previous year despite the additional hours. This is most likely indicative of the additional pressures being managed across the health system in Wales.

The following quality kite marks were reassessed and maintained for the Ambulance Operation in 2020:

ISO9001- Quality Management System
ISO14001- Environmental Management
ISO18001 – Occupational Health and Safety Management

These standards are a crucial tool for managing the business and are integral to all activity. Maintaining them requires investment and a large amount of work in regard to adherence and auditing, both internally and externally, but the benefits are significant.

These externally accredited standards provide a level of assurance for the business practices within the service. These help to ensure the standards remain high and ensuring a high quality service for patients, service users and customers remain at the forefront of activity.

Community Support Services

Falls Support

The innovative falls response service with WAST continued to grow throughout the year, before being formally contracted for services across Wales in September. This is testament to the value of the service to WAST and the hard work and dedication of the SJAC volunteers and staff.

In 2021, SJAC responded to 4,357 calls (2020 – 4,437) and were able to deal with 2,557 on scene without needing to call for a 999 ambulance (2020 – 2,685), thus allowing that resource to be allocated to the higher-grade emergency calls. This represents a huge saving in front line emergency ambulance time.

Mental Health Conveyance

In April 2021, the National Collaborative Commissioning Unit began a national pilot with SJAC for the provision of transport services across Wales for persons who require immediate mental health support at a place of treatment.

During the pilot, 728 patients were transported by one of the four ambulances on 24hr standby across Wales. The availability of the dedicated service provided by SJAC meant that patients had their wait times reduced by 81%.

Vaccination Support

A dedicated recruitment of volunteers to staff this initiative took place in 2020 and commenced in January 2021 through to the end of the year and into 2022

SJAC volunteers were deployed across three Health Board areas in Wales including Health Care Professionals who were vaccinating supported by 167 Vaccination Care Volunteers and a team of support staff members. The role included ensuring the members of the public were safe and the flow through the centres was maintained to manage the numbers required.

In total, SJAC volunteers undertook 2,198 shifts accumulating nearly 11,000 hours of service (2020 – 75,856 hours).

Training

Community Training

The pandemic still had a huge impact on Community training for 2021 meaning community training had been closed for most of the year with online courses being the focus. During 2021 we have trained 8,534 people (2020 – 5,800) with the majority during September to November when restrictions had eased.

Community training was still able to run 'Save a life September' this year where 3,514 people were trained, majority of whom being school students and demonstrations that were carried out in St David's Centre Cardiff. We also ran courses in line with 'World restart a heart day' training just over 1,600 in a two-week period.

As a direct result of having to alter provision for the pandemic, there is a New eLearning platform now up and running with three awareness courses available for the public and community groups to complete.

SJAC continues to sit on the 'Save a Life Cymru" committee, which is the organisation formed to deliver the Government direction that first aid should be on the curriculum for schools in Wales.

Internal Training

Maintaining the provision of responsive training for SJAC volunteers has been key to the successful delivery of the projects within the community that have been delivered, including ambulance provision and event cover as the lockdowns eased and events began to return.

SJAC volunteers and staff are highly training in a range of skills and knowledge to assist where they are needed. During 2021, 6,338 course places were filled with SJAC personnel in order to deliver services within their communities (2020 – 6,963).

Commercial Training

Commercial training continued to be affected throughout 2021, although as restrictions eased, the number of people seeking training increased. The service continued throughout the year with reduced capacity in buildings and classrooms to accommodate social distancing, mask wearing and changes to the method of training to reduce the risk of infection.

This ever-changing dynamic required the team to be flexible and responsive throughout the year, constantly monitoring Government guidance and reassessing risk to ensure that SJAC could deliver life saving first aid training to as many people as was safe.

10,490 people were trained across the commercial service in 2021 adding to the overall total as below.

Total number of people trained by category:

	2021 No.	2020 No.
Internally trained people	6,388	6,963
Community trained personnel	8,534	5,800
Commercial trained people	10,490	9,700
Total number of people trained in 2021	**25,412**	22,463

Children & Young People

St John Ambulance Cymru continues to provide many opportunities and development programmes centred on first aid knowledge and life-saving skills for children and young people aged 5-25 years. We are dedicated to developing ambitious, capable young people. In a fast-changing work and social environment, our children and young people programmes are evolving, developing skills in communication, leadership, co-operation and forming foundational values in citizenship, compassion and empathy, promoting a caring connection.

Our vision is to continue to build a high-quality programme, underpinned by a high level of leadership, recognising our responsibilities to offer children and young people opportunities to develop their knowledge and skills in not only life-saving first aid but also personal/social skills to enable them to grow in confidence as they transition from being a child, through adolescence to young adulthood. Within this, the Charity continues to build age-appropriate activities to enable continual feedback and recognition as a golden thread to our programmes, whether that be Sovereign, Amalfi and Grand Prior.

Our National Young People's Committee and the representation of our young people at Board ensures a multitude of platforms which provide an insight into the views and opinions of children and young people across Wales, ensuring all young members have the opportunity to comment and influence the development of SJAC programmes, ensuring the needs of their colleagues are being voiced and met.

Youth Membership

After healthy growth in the years before the pandemic, lockdowns limited the ability of our Children and Young People to meet during significant portions of 2020 and 2021. Work is underway to support engagement levels and sense of belonging across these groups as they resume regular in-person activities.

Prior to the grant funding made available by Welsh Government (see NVYO below), we aimed for a 25% increase in young people across the grant period. When the lockdown started and we had to close our divisional buildings, the Charity later closed registration whist we needed to shift our focus to concentrate on the health and wellbeing of our existing members and secondly, we were unable to provide the training and support needed to enable new members to be inducted into the organisation.

However, we are pleased with the increase over the grant period, considering the pandemic and the impact this had.

Young people active as of 31st March 2020	Young people active as of 31st March 2021	Young people active as of 31st March 2022	Increase across whole grant period
1,473	1,655	1,725	17%

National Voluntary Youth Organisation Grant (NVYO)

During 2021, the Charity continued to improve the development of its offer to Children and Young People, assisted by the Welsh Government grant allocation of £168,546 over two years which ended on 31st March 2022. The grant underpins our aspirations to further improve people's access to high quality programmes of activities, with a key focus on youth leadership and how we outreach to increase opportunities for people regarded as living in areas from poor socio-economic, deprived backgrounds, expanding our diversity to encompass the disabled, those with additional learning needs and Looked After Children (LAC). We remain committed to strengthening the involvement of Children and Young People in leadership and decision making at SJAC and to increase the offering and uptake of accredited training and programmes for young people and youth volunteers.

Prior to the grant held, the Charity had no training programme available but have since created four units on our e-learning platform, the aim to train 200 volunteers during the two-year grant period.

Course title	Numbers trained before grant period	Number trained as of 31st March 2021	Number trained as of 30th Sept 2021	Total number trained at the end of the grant period
Children's rights	-	90	138	**185**
Differentiation	-	90	121	**159**
Encouraging positive behaviour	-	92	125	**172**
Growth mindset	-	67	101	**141**

During Summer 2021, we created a *'have your say'* module within the Grand Prior award programme for Young People, which includes youth voice, participation and advocating for rights. Young people participated in the design and development of this work, and we partnered with the Children's Commissioner office to develop the content.

Youth Leadership

Prior to the start of the grant period, whilst many of our youth leaders are qualified to work with children and young people in various capacities through being qualified teachers, learning support assistants, doctors, nurses, etc., our Youth Leaders were previously not qualified in Youth Work level 2 or above. In response, the Charity has been working with Adult Learning Wales to train and qualify a group of youth leaders in Youth Work Level 2 and now level 3, with further courses planned throughout 2022.

Our own Youth Leader Development Programme (YLDP) is designed to qualify leaders to deliver our programme internally. This is redesigned into a 4-tiered approach, to enable progression with learning and development, in addition to ensuring leaders at various levels have the most appropriate training for their role.

Target for 2021 – 2022 YLDP was 120. For Youth Work level 2 (+), the target was 24.

Programme	Take up in 2020-2021	Take up in 2021-2022	Total for entire grant period (until 31st March 2022)
YLDP	33	33	**66**
Youth Work (Level 2+)	It was not available in this period	17	**17**

Increase offering/take-up of accredited training and programmes to young people

During 2021, the Charity has continued to increase and enhance its accredited first aid related training, in addition to ensuring younger members' access to the Duke of Edinburgh Award Scheme (DofE). During early 2021, the Charity appointed a national Duke of Edinburgh Award Co-ordinator, the Scheme now written into our new Grand Prior Programme, and which was made available to young people when we returned from lockdown restrictions.

Our young adults are now linked with our national training department to ensure they have access to accredited First Aid (and associated) courses.

Programme	2020-21	2021-22	Total over the grant period	Target
DofE	15 enrolled 4 qualified	24 enrolled 3 qualified	58 due to qualify 7 qualified	136
First Aid (BFA, IFA, EFA, PTA, ETA)	82 qualified	229 enrolled 157 qualified	244 qualified	150

Development of modern approach to the Badger and Cadet Curriculum



There are significant long-term challenges facing children and young people in Wales such as poverty, health, and wellbeing. In response, the Children and Young People Directorate has already embarked on a significant process of change to transform the Badger and Cadet offer. The programme and its extensive content are currently being redeveloped with the full engagement and participation of our younger members to introduce new subjects, graphics, certificates and badges.

Our Super Badger Programme is aimed at children aged 5-10 years old, providing opportunities, experiences and learning in an engaging, safe and nurturing environment in which children can learn social and lifesaving skills. The education programme strives to: -

- Build personal development
- Build confidence
- Encourage participation
- Empower Children and Young People
- Promote citizenship
- Teach first aid
- Teach and develop skills
- Help Children and Young People make friends
- Be bilingual
- Have fun!

Older Cadets become fully operational at events

Towards the end of 2021, the decision was reached to enable our older cadets to increase their operational responsibilities, without the need to be overly supervised when attending events.

This was partly born from feedback via the Charity's National Young People's Committee, who had collated the views of cadets across the organisation. These views overwhelmingly requested that 16-17 year olds be granted more freedom and responsibility at events, in line with how the government treats them. In response, it was acknowledged that the existing requirement for cadets 16-17 to be chaperoned was impracticable and unrealistic, not least affecting their experience and hampering their preparedness for duty following their eighteenth birthday.

The Charity fully supports the need for our cadets to gain increased exposure, learning and acquisition of new skills, whilst also ensuring this age group is afforded an appropriate level of trust and respect, consistent with their level of maturity, their ability to support events based on their training, skills and readiness, so that age is no longer the sole determinant.

Prince of Wales Nursing Cadet Scheme

SJAC and the Royal College of Nursing (RCN) entered into a working collaboration focusing on the RCN Prince of Wales Nursing Cadet Scheme (POWNCS) which seeks to provide a transformational learning experience to improve the skills and abilities of those who undertake the programme. The scheme aims to inspire young people, particularly those from diverse backgrounds, by giving them access to opportunities for academic study and hands-on experience in the healthcare sector.

It combines 105 hours of guided experiential learning with clinical observational placements within the local healthcare area .Once they have successfully completed the foundation phase, they will be offered a guaranteed interview for a Healthcare Support Worker position and depending on their level of education, cadets will be eligible to undertake further study at diploma and ultimately, degree level. The Scheme has been funded by Health Education and Improvement Wales, who have recently announced funding for future cohorts, following the first in 2019/20 and the second and third during 2020/21.

The scheme is set out in the way of learning modules which the cadets complete and submit for marking which allows feedback and reflection. The programme includes 70 hours of learning which is tutor led, 40 hours of guided learning, 20 hours of clinical observation placement within a health care environment and 10 hours of self-directed learning.

Due to the impact of Covid-19 which significantly impeded, making any face-to-face elements of the scheme impossible. Within six weeks, the RCN project team had taken the scheme online and were trialling cohorts with Army Cadet Force Wales and SJAC over Microsoft Teams. Everything from application forms to workbooks and session delivery became digital and contactless. Online workspaces were created on the RCN learning platform, allowing cadets to download modules and upload work for marking. This linked with the HEIW website to offer career resources and work experience placement information. The pandemic further prevented placements with the Health Board's hospitals.

The focus throughout 2021 -2022 has therefore been to enable all Cadets to complete via `mop up' days have been facilitated at North and South Wales, with St John trainers supporting cadet learning across the remaining practical modules, including areas such as infection control and manual handling. Hosted by the RCN, supported by SJAC, these days were highly successful, tutors marking cadet work books . Once cadets have completed their hours within their nursing placement, cadets will achieve full completion of the Scheme and confirmed graduates.

A total of 39 SJAC cadets enrolled on the Scheme across the three cohorts, a mixture of current members and external. Natural attrition means not all will complete but that the National POWNCS Officer, in partnership with the central NHQ Children & Young People Department and RCN are continuing to work closely with these cadets to maximise retention, completion and graduation. This partnership is also establishing regional POWNCS Co-ordinators across Wales, recruitment of which will be undertaken jointly with the involvement of the RCN, who will also be strengthening attraction to these roles via their own database of registered nurses.

Fundraising Activities & Performance

A target of £1,791,107 was set for fundraising income in 2021. We achieved income of £1,782,713 (2020 - £1,550,662) including grant funding for the year, 0.5% below budget.

Priorities during the year followed 2020, seeing an ongoing shift due to the Covid-19 pandemic with a reduction in Community and Events fundraising and greater focus on individual giving and grants. This was mainly due to restrictions in place but also due to the grant funding made available to support charities to survive through the pandemic. Costs directly attributable to fundraising were lower than budgeted due to this shift and reduced staffing within the team.

Fundraising continued to be recognised as a key area for significant improvement within the organisation and significant improvements have been made, including the development of our Fundraising Strategy which included recommendations for the development of the fundraising function and team.

During the year, the charity progressed through a restructuring of the department in order to see clear investment in staffing with a view to allowing the fundraising function to realise it's potential. This process saw a new Head of Fundraising role created and appointed to in December, with the new member of staff due to start in 2022. The remainder of the structure was also approved for investment, with a view to commencing recruitment in 2022. The importance of ensuring a robust process to restructure meant that it was critical to allow sufficient time for a consultation process with existing staff, of which there were two for the majority of the year. During the year, we continued to save costs related to fundraising in all areas. Part of this saving can be attributed to the reduced staff team.

Fundraising income throughout 2021 was still generated through individual donors administered by a paid third-party fundraiser organisation with which we have a written agreement. Our third-party fundraiser is registered with the Fundraising Regulator and follows the required standards for collecting money and the sharing of data. We work closely with the organisation and share information and receive regular reports on their work which were reviewed by our Appeal Manager.

Fundraising through the channel of trusts and foundations was successful in securing emergency and Covid-19 related funding. This included securing grants from the Voluntary Service Recovery Fund, Third Sector Resilience Fund and Volunteering Recovery Grant Fund, alongside Non-domestic Rates Grants for some of our properties which had to remain closed during lockdowns. During the period, we worked with a fundraising consultancy to provide additional resource and capacity whilst our fundraising team remained depleted, and their support was primarily directed to supporting with these applications.

We are registered with the Fundraising Regulator and work in line with the Code of Fundraising Practice across our fundraising function.

No complaints in relation to Fundraising were received in 2021. There were no instances of non-compliance with the Code of Fundraising Practice.

FINANCIAL PERFORMANCE

During 2021, SJAC was faced with managing the ongoing uncertainty the Covid-19 pandemic imposed on the charity and was required to maintain low costs and limit expenditure while accessing government Covid-19 support, due to the continuing impact of operating on a reduced income basis.

The charity did however manage to achieve a surplus of £364k, (2020 - £998k deficit) which was supported through a large improvement in the performance of investments during the year and the start of recovery for the charity following the lifting of national lockdown restrictions.

Income was higher than the previous year due to the ability to undertake further activities during parts of the year which afforded us some recovery; we also received additional income related to Covid-19 business support. Total income in 2021 was £7,680k, which was a £1,793k increase on the previous year (2020 - £5,887k).

Events income was £326k, up from £161k in 2020. However, this figure was still significantly lower than previous years, where this income would normally generate circa £1m in income for the charity.

Commercial training income totalled £1,373k, which was £653k above the prior year (2020 - £720k). Ongoing social distancing rules imposed on our classroom activities meant lower than average fill levels and attendance, however this was an improvement on the previous year where there were full restrictions on any on site activity for much of 2020.

Planned community fundraising and fundraising events continued to be significantly affected during 2021, due to lockdown restrictions and the this meant redeployment of many volunteers to support frontline initiatives, such as actively supporting the Covid-19 vaccination programme.

Our Healthcare Services (Ambulance/PTS support) saw ongoing increases in income generated throughout 2021 due to the significant demand for services. Based on 2020, the increase in income in Ambulance / PTS support saw growth of 18% to £3,833k (2020 - £3,329k). The contribution to cover overhead equated to 23% (2020 - 38%).

In addition, SJAC continued to utilise the government Job Retention Scheme (furlough) as well as taking other actions to review the cost base and reduce overheads wherever possible, cutting non-essential costs to ensure that we operated as efficiently as possible. .

Overall, the Group is reporting a surplus of £363,647 for 2021 (2020 - £998,030) including unrealised gains on investment assets of £201,280 (2020 - £88,517).

The surplus also included £286k attributable to depreciation and amortisation, with £145k directly relating to the depreciation of our fleet of vehicles, and £122k relating to property.

Investment income overall, which includes interest earned, was higher in 2021 at £64,602 (2020 - £56,894). In 2021, we are showing gains on investment assets of £247,080 (2020 – losses of £11,949) consisting of £45,800 realised and £201,280 unrealised gains.

Balance sheet

The balance sheet remains strong with net assets of £6,733,652 (2020 – £6,370,004). Cash balances have increased by £122,482.

In 2021, £173,961 was invested in fixed assets - £37,000 for online First Aid course development, £43,033 to upgrade the volunteer management system, £17,854 for lifeboat GPS equipment, £35,998 to acquire a new hall, and £40,076 for website development (all except the new hall was funded). Profits on disposal of assets comprised £26,558 profits on the sale of seven vehicles, all of which had been fully depreciated and were divested as part of our ongoing fleet review.

Donations and legacies

Donations and legacies amounted to £1,697,720 and account for 22% of the Charity's total incoming resources (2020 - £1,494,777 - 25%). One grant over £5,000 was received by divisions in 2021, for £15,700, covering volunteer training for the Ferryside Marine Division (2020 - one grant over £5,000).

Donations and legacies are generated through donations, via fundraising by our volunteers at a local level throughout Wales, and through our dedicated fundraising department who secure income from trusts and foundations, legacies, and other sources. We were however affected by restrictions during 2021 which did impact on our ability to generate funds as many of our divisional premises remained closed during a large part of the year. Therefore, the monies accessed from Welsh Government funding were fundamental to our sustainability during this time.

The cost of generating this income, described as 'expenditure on raising funds', was £455,162 (2020 - £448,947), and includes the cost of the marketing and PR team which supports the wider needs of the organisation. The direct cost of raising funds was £220,852 (2020 - £217,726), an increase of 1%.

Provision of First Aid and Youth Development

The provision of First Aid duties across Wales, training of First Aid in the local communities and various revenue grants received, has produced an income for the year of 537,692 (2020 - £220,644). This area of activity also covers support at vaccination centres and the Charity's extensive youth programme. Expenditure in this area for 2021 was £1,641,074 (2020 - £1,936,594).

Ambulance and transport services

The performance in this area was strong again, with income 18% higher than the previous year. Total income for 2021 was £3,833,342 (2020 – £3,238,569), with 85% of total revenue attributable to work carried out for the Welsh Ambulance Services NHS Trust (2020 – 82% of work).

First Aid training

One of the core activities of the Charity is the teaching of First Aid. This activity is carried out on a commercial and charitable basis. The figures under this category in the financial statements are from the commercial business and show a net surplus of £207,098 (2020 - £261,391 deficit).

First Aid Products

The Supplies function in the Charity aims to sell First Aid products externally to generate surplus funds for charitable use. External sales rose by 24% in 2021 to £74,057 (2020 - £59,601).

RESERVES POLICY

In line with best practice, the Charity and group reviews its policy for holding reserves on an annual basis.

As at 31st December 2021, the funds of the group are as follows:

	£'000
Restricted income funds	1,361
Unrestricted income funds	
Fixed asset property reserve	2,638
Revaluation reserve	589
Heritage assets valuation reserve	115
Other charitable funds	2,031
Total Charity funds	6,734

Restricted income funds are those funds for which use is specifically restricted; they are not available for the general purposes of the charity.

Unrestricted income funds are funds which are available for use, however, some funds may only be realised by the disposal of assets. These include the Fixed Asset Property Reserve, the Revaluation Reserve and the Heritage Assets Valuation reserve.

The remaining unrestricted income funds are those which are readily available for use and include 'Other Charitable Funds'.

Free Reserves

The Trustees consider that it is important to maintain adequate free reserves to ensure the future viability of the charity, but equally, to ensure that in the event that the charity's long-term viability is in doubt, that we are able to meet our obligations and commitments to those individuals and organisations that work in partnership with us, particularly our staff, volunteers and suppliers.

SJAC relies heavily on four main revenue streams – Healthcare Services (Patient Transport Service PTS) contracts, Commercial Training & Supplies, First Aid duties at Events and Fundraising. Of these, only PTS contracts provide any longer-term certainty in terms of income, as we seek to develop fixed term contracts of a duration that will provide better financial security. Commercial Training & Supplies and Events have contracts, but none to a level which provide long term security. Similarly, 'Fundraising' income by its very nature is insecure and not guaranteed and can potentially be significantly impacted by changes in the economic environment. Indeed, many charities are already finding it more challenging to raise funds via grants and donations.

With this in mind, the Trustees consider that it is prudent to maintain a level of reserves that would ensure that in the event of serious difficulty or business continuity issues, SJAC would be able to function for a set period. The different areas of the business have been considered separately, but the Trustees require the ongoing operations of SJAC to be protected for up to six months, allowing time and opportunity for alternative solutions to be sought or in the very worst case, the 'wind-up' of operations. SJAC would seek to ensure therefore, that we increase our free reserves to reach a level of approximately £2m.

To calculate the optimum level of reserves, we have applied different calculations to our 'trading activities' than to our charitable activity and the Trustees have taken a cautious approach.

Where our charitable operations are concerned, we wish to ensure that we have no less than six months of expenditure available. SJAC would seek to safeguard the important contribution its volunteers make to society and the communities of Wales. Having these funds available should ensure our ability to do so.

During the 2020 financial year, primarily due to the significant impact of the Covid-19 pandemic, all prior year Designated Funds were released while focus was put on financial stability of the Charity through the implementation of a Financial Recovery Plan and refresh of the current business model.

Free reserves at the end of 2021 are £1.95m (2020 - £1.51m).

RISK

SJAC has an integrated Risk Management Framework within which it operates, ensuring that all significant risks are identified and assessed, controls are introduced, and remedial action taken. The Framework dictates that the risks and associated mitigating actions are monitored monthly by the senior management team, and reported quarterly to the Audit, Risk & Governance Committee and in turn to the Board, where necessary.

The Risk Register is revised and regularly reviewed by the Audit, Risk & Governance Committee. The Register takes account of best practice guidelines issued by the Charity Commission and forms an essential element of SJAC's governance arrangements. Good risk management provides the organisation with increased confidence in achieving its desired outcomes, constrains threats to acceptable levels and assists in taking informed decisions about exploiting opportunities.

The primary risk to the Charity for 2021, is due to the ongoing impact of Covid-19 and the financial difficulty it has brought. However, Covid-19 has also amplified other risks that the organisation has already recognised, either due directly to the health and well-being implications, or because of the impact on workload and staffing.

The other principal challenges recognised by SJAC are:

- Ensuring we maintain our Duty of Care to the people we treat and to all our stakeholders, including our volunteers, particularly relevant considering Covid-19
- A need to improve financial stability in an increasingly difficult fiscal environment – again, particularly so given the impact of Covid-19

The principal risks faced by the Charity are as follows:

- liquidity risk - ensuring sufficient cash availability to fund our ongoing charitable operations whilst not depleting investment reserves
- financial stability risk - building predictable and sustainable financial surplus positions following the disruptive years of the pandemic
- clinical risk - maintaining the right oversight to ensure clinical care delivered continues to be excellent
- safeguarding risk - continuing to protect children and vulnerable adults with the right culture, controls and oversight
- regulatory risk - ensuring compliance with changing regulations around the services we deliver, the information we hold and manage, and the regulatory bodies to which we are accountable
- cyber risk - vigilance against the risk of incursion, disruption, fraud or data loss
- fleet risk - ensuring the right ongoing investment is made in our vehicles and drivers to ensure safe and efficient operation

PLANS FOR FUTURE PERIODS

As SJAC prepared to enter 2022, it was clear that a key part of our activity at least in the early part of the year, would be ongoing support to the Covid-19 response in Wales, as we continued to support the mass vaccination centres. We were also continuing to provide increased levels of support to the Welsh Ambulance Service Trust whilst demand on their services remained high in part due to the pandemic.

However, during 2021, a significant amount of work had been put into developing plans for 2022, including the ongoing development of our Strategy 2025, which would outline our overarching ambitions to 2025, as well as directly influencing our operational plan for the year.

Whilst the Strategy 2025 remained a work in progress at the year end, it was agreed that early in 2022 we should engage with our entire membership on the direction of Strategy 2025, in order to ensure that they had time and opportunity to consider and contribute to our medium to long-term plans and increasing buy-in and engagement with the vision of the charity.

In the meantime, whilst the development of the strategy was planned to be ongoing throughout the early part of 2022, there were some clear strategic priorities set for the year:

- Development of the Strategic Plan 2022-2025 to support the delivery of the overarching strategic vision set out in Strategy 2025
- Modernisation of the organisational structures, adding resource and creating capacity to allow effective focus on delivery of the strategic priorities, even whilst they may be further tweaked following engagement with our membership

- Development of a new layer of senior leadership with the introduction of Heads of Service across all critical areas
- Further plans for ongoing financial recovery from the impact of the pandemic, recognising that whilst 2021 would see a positive out-turn for the year and an operational surplus, there was still considerable recovery required in order to replenish our now heavily depleted reserves
- Conclusion of the pay and reward review which commenced in 2021

2022 will be a critical year for the Charity, as we work through our key strategic priorities, further developing in order to ensure that we are ready for the exciting future ahead of us and enabling us to increase our impact across Wales.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Organisational Structure

The Charity is based in Wales with its national headquarters in Cardiff and trades under the name St John Ambulance Cymru. It previously operated under the name St John Cymru.

The Priory Chapter (the 'Board', the 'Board of Trustees' or the 'Board of Directors') is the supreme governing and legislative body of the Charity and of all affairs of the Charity within Wales, under the Sovereign Head and the Grand Prior.

The Charity is one of 11 autonomous Priories that form The Most Venerable Order of The Hospital of St John of Jerusalem **(the 'Order' or the 'Order of St John').**

The Charity is governed by its Articles of Association and these incorporate the rules, which were approved by the Grand Prior of the Order on 23 October 1999, under the authority of the Order's Royal Charter and Statutes. The Articles of Association were comprehensively reviewed, and became the Charity's Governing Document on 29th January 2016. The Regulations of the Charity were due for further review during 2020, taking into account the outcomes of the Governance Review, however this review was placed on hold due to the pandemic and subsequently to allow time for the Articles to be reviewed and updated in 2021. The Regulations will now be reviewed and updated in 2022.

The Charity will appoint Trustees on the recommendation of an Appointment Panel to the Board. The Regulations of the Charity set out the process for the recruitment of Trustees and the membership of the Committees.

All operations of the Charity occur directly within that entity during both the current and prior years. The Charity has one trading subsidiary, Maindy Estates Limited (No. 516242), which is wholly owned and whose principal activity is that of property ownership. In addition, the Charity had the following dormant subsidiaries, each of which is wholly owned and has been non-trading throughout both the current and prior years:

- St. John Ambulance in Wales (Priory for Wales) (No. 5071232)

- St. John Wales Patient Transport Limited (No. 5071126)

- St. John Wales Training Company Limited (No. 3318160)

- Order of St. John Priory for Wales Trustee Corporation Limited (2968029)

The Charity is organised into seven regions with approximately 120 divisions operating across Wales. The principal activities are:

- Recruitment and training of members of the public in First Aid and Care.
- Provision of First Aiders at public events.
- Training of young people from the age of five - teaching them First Aid, care and general citizenship skills.

- The relief of sickness and the protection and preservation of public health, through the provision to health authorities, hospitals and others, of services including the carriage of patients and other transport requirements.

Governance

The governing body of the Charity is the Chapter. The members of the Chapter are also Trustees of the Charity for the purpose of the Charities Act 2011. The number of Trustees shall be not less than ten but unless otherwise determined by the Charity in general meetings, shall not be subject to any maximum.

The Board meets at least four times per year and is chaired by the Prior. The Board, also subject to the regulations of the Charity, appoints standing committees, as appropriate, to assist the Board.

Management

The Trustees are responsible for setting strategies and policies and for ensuring that these are implemented. The Charity now operates with seven Standing Committees. It is further supported by additional 'advisory' committees.

Currently the committees established to assist the Board are as set out below.

STANDING COMMITTEES

- **Audit, Risk & Governance Committee**

The Audit, Risk & Governance Committee reviews the effectiveness of internal financial controls and risk management systems and the clarity and completeness of disclosures in the financial statements of the Charity and its subsidiaries. The Committee will also consider risks presented from the Clinical Assurance Panel. Furthermore, the Committee will consider Governance arrangements and will provide detailed assurance to Chapter around the implementation of the Governance Review recommendations. The Committee meets four times per year minimum and is chaired by a Trustee.

- **Finance Committee**

The Committee meets four times per year minimum and is chaired by a Trustee with professional financial experience and qualification. Its purpose is to provide financial oversight of the organisation and reports directly to Chapter. Membership includes Trustees and independent members.

- **People Committee**

The People Committee provides assurance to the Board regarding the Charity's responsibilities to all matters relating to volunteers, staff and organisational development. It also maintains a strategic overview of the Charity's people arrangements with a view to ensuring that these are designed to provide a positive environment for both colleagues and volunteers. The committee meets four times per year and is chaired by a Trustee. Membership includes Trustees and independent members.

- **Honours and Awards Committee**

The Honours and Awards Committee meets at least twice per year and recommends admissions to and promotions within the Order below the rank of Knight and Dame, the award of Priory Votes of Thanks and the award of the Life Saving Medal or a Certificate of Honour of the Order. It can also make nominations for Civil Honours and Awards and promotions to Knight or Dame. The Committee is chaired by the Prior. Membership includes Trustees and independent members.

- **Impact and Fundraising Committee**

During 2019, a new Committee was formed to consider the Charity's Impact and ensure that Trustees maintained oversight of Fundraising and Fundraising practices. Membership includes minimum of two Trustees, Chair of The Eye Hospital Committee and independent external members. The Committee meets 4 times per year and is chaired by a Trustee.

- **Pro Fide Committee**

The Pro Fide Committee has replaced the Ecclesiastical Committee and was refreshed during 2021 holding its first meeting as the Pro Fide Committee in September 2021. It advises the Prior on all spiritual and ecclesiastical matters pertaining to the Charity. It also takes note of guidance issued by the Prelate through Grand Council. The Committee approves forms of service and prayers used by the Charity. Membership includes the Archbishop of Wales, and the Priory's representative on the St John College of Deans. The Committee meets twice per year and is chaired by the Dean of the Priory.

- Digital and Data Committee - NEW

The Digital and Data Committee has been formed to support the charity through its Digital development, modernising the use of IT and ensuring information governance. The terms of reference will be finalised during 2022.

SUPPORTING COMMITTEES/PANELS:

- Investment Panel

The Investment Panel, which meets twice per year, is primarily responsible for recommending to the Trustees an overall investment strategy for the Charity, appointing and monitoring the performance of investment managers on their behalf and ensuring that the Charity complies with all statutory requirements in respect of investments. The Committee is chaired by a Trustee and reports to Chapter through the Finance Committee.

- Clinical Assurance Panel

The Committee provides advice to the senior management team and assurance around clinical governance matters to Chapter through Audit, Risk & Governance Committee. The Committee meets four times per year and is chaired by a Trustee with clinical expertise. Membership includes three Trustees, National Advisers/Officers and members of the Senior Management Team. This committee is due for review through 2021.

- St John Eye Hospital Committee

The Eye Hospital Committee's primary objective is to fundraise for the St John Eye Hospital in Jerusalem. The Committee meets at least six times per year. The Committee is chaired by the Hospitaller.

- Property Panel

The Property Panel provides advice and guidance to officers, as well as considering recommendations for disposal and acquisition of property. It further supports the Charity in relation to ensuring governance of its subsidiary Maindy Estates Limited. The Committee is chaired by the Chancellor.

Recruitment, Induction and Training of Trustees

In February 2021, following a comprehensive recruitment process towards the end of 2020, four new Trustees were appointed to the Board.

Derek Howell retired from his position as Trustee in June 2021, having served one additional year to provide opportunity for SJAC to undertake the process of recruitment which had been delayed due to the pandemic.

SJAC ensures appropriate induction and training for all new and existing Trustees. Upon initial appointment all Trustees are provided with a comprehensive documentation pack and suitable training is arranged.

In June 2021, an externally facilitated session took place, focusing on the roles and responsibilities of Trustees, ensuring that all Trustees including those recently appointed were clear and up to date in their understanding of their roles.

In addition, a wider Board development programme is currently being considered for implementation throughout 2022.

The process for the recruitment, induction and training of Trustees will be incorporated into the updated Regulations of the charity.

Executive Leadership Team

The Key Management Personnel to whom Trustees delegated day-to-day management of the Charity in 2021, were:

Helen Smith	Chief Executive Officer	
Andy Jones	Director of People and Organisational Development	
Darren Pritchard	Director of Finance and Corporate Services	
Benjamin Savage	Chief Operating Officer	commenced 01/06/21
Jon Phillips	Director of Training	redundant 28/02/21
James Shaughnessy	Director of Operations	redundant 30/09/21

Pay and Remuneration of Key Management Personnel

The arrangements for pay and benefits for all staff, including key management, are set out in the St John Ambulance Cymru Remuneration Policy and Procedure.

The Board sponsored the need to undertake a full review of Pay and Reward, which commenced during 2021, considered vital to ensuring: -

- Equal pay – a commitment to equality of opportunity to ensure current and future colleagues receive equal pay for like work.
- Job evaluation – to achieve a demonstrably fair system of job evaluation that is transparent, objective, bias-free and which equips the business to deliver its goals.
- Rewarding contribution – commitment to objective performance management and to recognising and rewarding excellence through pay and positive leadership and management.
- Benchmarking – to ensure regular reviews of the job market to ensure our pay ranges remain competitive.

This review represents a significant strategic objective, underpinned by a large work programme, which aside from salaries, includes a review our existing contract of employment to ensure it is fully modern and fit for purpose, employee benefits, annual leave, maternity and other key provisions, in essence the total reward package to ensure the Charity is able to recruit and retain talent whilst driving and incentivising performance.

In the interim, the Charity uplifted salaries to ensure compliance with the National Minimum/Living Wage from 1st April 2021 for a number of staff within Ambulance Services and its National Headquarters

NHS & Social Care bonus payment

In August 2021, the Welsh Government extended its eligibility criteria which enabled those staff, working in a role directly involved in the delivery of care or support for the NHS, to receive the bonus payment, which applied to the majority of our staff working within the Charity's Patient Transport Service who have continued to provide front-line care and support during difficult circumstances throughout the thick of the pandemic.

Leadership & management development

On 16th June 2021, the Charity launched its Leadership & Management development programme, designed in collaboration with Cardiff & The Vale College, geared to achieve specific learning outcomes relevant to the needs of our business and in line with people's development, a number of cohorts successfully completed their ILM Level 3 and 5.

This programme, employer sponsored whilst enabling staff time to attend, was provided free the £70,669 tuition fees were funded by the Apprenticeship Levy.

This represents a further key step to ensure our people can all grow in a safe and structured way, ensuring we properly invest to further release everyone's potential whilst enabling the business to better align our talent and support succession planning.

The development and rollout of the in-house People Management Skills for Managers programme will further support all levels of management, fully inclusive of the Charity's volunteers, which encompasses a blend of face to face and on-line learning.

Corporate Health Standard

During June 2021, the Charity registered its intent to achieve the Corporate Health Standard, to ensure we continue to prioritise and invest in our people to ensure a positive work environment that is also healthy, free from harm, where support is available, and which allows our people to be themselves. The journey to achieve the Standard will further monitor, evaluate and review all the essential components of health and well-being in the workplace, ensuring we can assess progress and identify further areas for improvement.

UK Government `Kickstart Scheme'

Throughout 2021, a number of new colleagues commenced via the Government's `Kickstart Scheme', ensuring participants receive structured development to assist future employability, whilst providing much needed support throughout key departments, placements within the HR Team, the Order, Procurement, Training, Patient Transport and Finance.

Volunteer Membership Census

During August 2021, a significant engagement exercise was launched – *"Membership Census 2021 – Where we are, where do we want to be and how will we get there."*, designed to help the Charity further understand what our volunteers need, how they feel and how we can best support them so that we move forward together.

The Census delved deeper into understanding people's motivation for volunteering and how the Charity can help improve the volunteering experience, whilst delivering the best possible service within our communities. In doing so, it examined people's motivation, experiences, what they enjoy, what frustrates and to consider any existing barriers, also seeking feedback on the Charity's culture and values, leadership and management, communication and engagement, relevance and standard of volunteer training.

The feedback from Census 2021 has and will continue to inform our strategic commitment to *"Putting People First"* so as to enable the charity to further attract, invest, develop and retain our volunteers.

TRUSTEES' REPORT INCORPORATING STRATEGIC REPORT
For the year ended 31 December 2021

REFERENCE AND ADMINISTRATIVE DETAILS

Name
The Priory for Wales of the Most Venerable Order of the Hospital of St John of Jerusalem

Other operating names
St John Ambulance Cymru

Registration numbers
Company - 05071073
Charity - 250523

Address: Priory House, Beignon Close, Ocean Way, Cardiff, CF24 5PB
Telephone: 0300 2011 999
Website: www.sjacymru.org.uk

TRUSTEES/DIRECTORS (Chapter) –

Sir Paul Williams, Prior	
Gareth Chapman, Chancellor	
Richard Paskell, Chief Volunteer	
Revd Canon David Morris, Priory Dean	
Derek Howell	Retired 24/06/21
Andrew Mitchell	
Revd Desmond Kitto	
Prof Kevin Davies	
Caryn Cox	
Shereen Williams	
Emily Bristow	Appointed 12/02/21
James O'Connor	Appointed 26/02/21
Nicholas Stork	Appointed 12/02/21
Helen Willson	Appointed 12/02/21

COMPANY SECRETARY

Helen Smith	Resigned 12/02/21
Darren Pritchard	Appointed 12/02/21

ADDITIONAL OFFICERS OF THE PRIORY

Dr. Robert Broughton, Archivist/Librarian
John Petrie, Director of Ceremonies
Dr Akram Baig, Hospitaller

SUB PRELATES

The Most Revd John Davies, former Archbishop of Wales
The Most Rev George Stack, Archbishop of Cardiff

STANDING COMMITTEES

AUDIT AND RISK COMMITTEE

Chair - Prof Kevin Davies	
Gareth Chapman	
Caryn Cox	
James O'Connor	
Nicholas Stork	
Derek Howell	Retired 24/06/21

FINANCE COMMITTEE

Chair – James O'Connor	
Gareth Chapman	
Nicholas Stork	
Emily Bristow	
Derek Howell	Retired June 2021; reappointed as independent member September 2021

PEOPLE COMMITTEE

Chair – Revd Desmond Kitto	
Richard Paskell	
Emily Bristow	
Helen Willson	
Andrew Mitchell	

IMPACT & FUNDRAISING COMMITTEE

Chair – Helen Willson	
Prof Kevin Davies	
Revd David Morris	
Shereen Williams	
Andrew Mitchell	
Alison Pritchard	Independent Member

DIGITAL & DATA COMMITTEE (established 2021)

Chair – Emily Bristow	
Revd Desmond Kitto	
Shereen Williams	
James O'Connor	
Helen Willson	

PRO FIDE COMMITTEE

Chair – Revd Canon David Morris	
Revd Desmond Kitto	
The Very Revd Dr S Rowland Jones	Independent Member
The Rt Revd Gregory Cameron	Independent Member
Revd Canon Sarah Jones	Independent Member
Revd Ian Howells	Independent Member
Fr Jordan Spencer	Independent Member
Helen Smith	

HONOURS AND AWARDS COMMITTEE

Chair – Sir Paul Williams	
Gareth Chapman	
Richard Paskell	
Prof Kevin Davies	

Caryn Cox	
David Melding	Independent Member
Colin Jones	Independent Member
Peter Vaughan	Independent Member
Sheila Davies	Independent Member
Helen Smith	

SUPPORTING COMMITTEES:

EYE HOSPITAL COMMITTEE

Chair - Dr A Baig	
Mrs I David	
Mrs D Davies	
Mr M Flanagan	
Mrs R Lewis	
Mrs M Thomas	
Mr G Thomas	
Mr M Bin-Sufyan	
Mr R Thomas	
Mr R Baxter	
Mr N Board	
Mrs S Burke	

INVESTMENT PANEL

Chair – Nicholas Stork	
James O'Connor	
Derek Howell	Retired 24/06/21
Christopher Davies	Independent Member
Jon Lloyd	Independent Member

PROPERTY PANEL

Chair – Gareth Chapman	
Richard Paskell	
Andrew Mitchell	
James O'Connor	
Nicholas Stork	
Derek Howell	Retired 24/06/21
Brian Fraser	Independent Member
David Davies	Independent Member
Carwyn Griffiths	Independent Member

CLINICAL ADVISORY PANEL

Chair – Caryn Cox	
Prof Kevin Davies	
Revd Desmond Kitto	
Dr Rachael Collier	Independent Member
Mat Hill	Resigned 10/21
Jane Collier	Independent Member
Yvonne Price	Independent Member
Richard McKeand	Independent Member
Dr Edward Roberts	Independent Member
Gwyneth Ratcliffe	Independent Member
Anthony Jenkins	Independent Member

BANKERS
Barclays Bank PLC, 1-3 Windsor Place, Cardiff CF10 3BX

SOLICITORS
Blake Morgan LLP, One Central Square, Cardiff CF10 1FS

INVESTMENT MANAGERS
Brewin Dolphin Ltd, 5 Callaghan Square, Cardiff CF10 5BT

INDEPENDENT AUDITORS
Azets Audit Services, Ty Derw, Lime Tree Court, Cardiff Gate Business Park, Cardiff CF23 8AB

St John
Cymru - Wales

RESPONSIBILITIES OF THE BOARD OF DIRECTORS
For the year ended 31 December 2021

The Trustees (who are also directors of The Priory for Wales of the Most Venerable Order of the Hospital of St John of Jerusalem for the purposes of company law) are responsible for preparing the Trustees' report (incorporating the directors' report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the income and expenditure, of the charitable group 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 Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards 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 maintaining proper accounting records which 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 the group 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 auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on 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.

Approved by the Board of Directors on 6 July 2022 and signed on its behalf by:

Sir Paul Williams

Sir Paul Williams, Prior

INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF THE PRIORY FOR WALES OF THE MOST VENERABLE ORDER OF THE HOSPITAL OF ST JOHN OF JERUSALEM
For the year ended 31 December 2021

Opinion

We have audited the financial statements of The Priory for Wales of the Most Venerable Order of the Hospital of St John of Jerusalem (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2021 which comprise the consolidated Statement of Financial Activities, the consolidated and parent Balance Sheet, the consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2021, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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.

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 group's or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. 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 course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. 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 in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the strategic report and directors report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors report including the trustees report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report included within the trustees report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 27, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees 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 groups and parent 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 group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and report in accordance with this Act.

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 auditor's 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.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx. This description forms part of our auditor's report

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF THE PRIORY FOR WALES OF THE MOST VENERABLE ORDER OF THE HOSPITAL OF ST JOHN OF JERUSALEM
For the year ended 31 December 2021



28-7-2022

Sarah Case FCA DChA

(Senior Statutory Auditor)

For and on behalf of Azets Audit Services

Chartered Accountants

Statutory Auditor

Ty Derw

Lime Tree Court

Cardiff Gate Business Park

Cardiff

CF23 8AB

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating an income and expenditure account)
Year ended 31 December 2021

	Note	Unrestricted funds £	Restricted funds £	Total funds 2021 £	Total funds 2020 £
Income and endowments from:					
Donations and legacies	4	**1,001,504**	**696,216**	**1,697,720**	1,494,777
Other trading activities	6	**99,770**	**-**	**99,770**	96,590
Investments	7	**64,602**	**-**	**64,602**	56,894
		1,165,876	**696,216**	**1,862,092**	1,648,261
Charitable activities	5				
Provision of first aid and youth development	8	**452,699**	**84,993**	**537,692**	220,644
Ambulance and transport services		**3,724,808**	**108,534**	**3,833,342**	3,238,569
First aid training		**1,372,770**	**-**	**1,372,770**	720,202
First aid products		**74,057**	**-**	**74,057**	59,601
		5,624,334	**193,527**	**5,817,861**	4,239,016
Total income and endowments		**6,790,210**	**889,743**	**7,679,953**	5,887,277
Expenditure on:					
Raising funds	9	**412,204**	**42,958**	**455,162**	448,947
Charitable activities					
Provision of first aid and youth development	8,10	**1,209,913**	**431,161**	**1,641,074**	1,936,594
Ambulance and transport services	10	**3,888,349**	**325,819**	**4,214,168**	3,422,593
First aid training	10	**1,114,924**	**50,748**	**1,165,672**	981,593
First aid products	10	**96,950**	**505**	**97,455**	67,530
		6,310,136	**808,233**	**7,118,369**	6,408,310
Governance	10	**16,413**	**-**	**16,413**	23,488
Total expenditure		**6,738,753**	**851,191**	**7,589,944**	6,880,745
Net gains / (losses) on investments					
Realised gain on investment assets	18	**45,800**	**-**	**45,800**	(100,466)
Unrealised gain on investment assets	18	**201,280**	**-**	**201,280**	88,517
Net income / (expenditure)		**298,537**	**38,552**	**337,089**	(1,005,417)
Other recognised gains/losses:					
Profit on sale of assets		**26,558**	**-**	**26,558**	7,387
Net movement in funds		**325,095**	**38,552**	**363,647**	(998,030)
Reconciliation of funds					
Total funds brought forward	27,28	5,014,473	1,355,531	6,370,004	7,368,034
Total funds carried forward	28,29	**5,339,568**	**1,394,083**	**6,733,651**	6,370,004

All activities are continuing.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating an income and expenditure account)
Year ended 31 December 2021

Other recognised gains and losses for the current and the prior financial year have been shown in the statement of financial activities and, accordingly, no separate statement of total recognised gains and losses is presented.

The surplus for the year for Companies Act purposes comprises the net surplus for the year of £90,009 (2020: net deficit of £993,468) and realised gains on investments of £45,800 (2020: £100,466 losses), totalling a surplus of £135,809 (2020: £1,093,934 deficit).

There is no material difference between the net deficit for the financial year stated above and the historical costs equivalent.

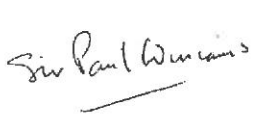
There are no movements in funds other than as stated above.

The notes on pages 37 -68 form part of the financial statements.

CONSOLIDATED BALANCE SHEET
As at 31 December 2021

	Note	2021 £	2021 £	2020 £	2020 £
Fixed assets:					
Heritage assets	15		**114,730**		114,730
Intangible assets	16		**111,143**		2,148
Tangible assets:					
Freehold and leasehold properties	17a		**4,124,192**		4,210,101
Vehicles, equipment, computers and other	17b		**313,958**		448,989
Investments	18		**2,311,555**		2,075,550
			6,975,578		6,851,518
Current assets:					
Stock	19	**497**		11,334	
Debtors	20	**1,178,697**		1,023,420	
Investments	21	**4,029**		4,235	
Cash at bank and in hand		**54,318**		26,890	
		1,237,541		1,065,879	
Liabilities:					
Creditors: amounts falling due within one year	22	**(1,267,489)**		(1,417,439)	
Net current liabilities			**(29,948)**		(351,560)
Total assets less current liabilities			**6,945,630**		6,499,958
Creditors: amounts falling due after more than one year	23		**(211,978)**		(129,954)
Net assets			**6,733,652**		6,370,004
The funds of the Charity:					
Restricted income funds	27,29		**1,360,770**		1,355,531
Unrestricted income funds					
Other charitable funds	28,29		**2,031,096**		1,617,310
Designated funds	28,29		**-**		-
Fixed asset property reserve	28,29		**2,637,976**		2,662,519
Revaluation reserve	28,29		**589,080**		619,914
Heritage assets valuation reserve	28,29		**114,730**		114,730
Total Charity funds			**6,733,652**		6,370,004

The financial statements on pages 32 - 68 were approved by the Board of Trustees on 6 July 2022.
Signed on behalf of the Board of Trustees





Sir Paul Williams, Chair **Mr James O'Connor, Trustee**

The notes on pages 37 – 68 form part of the financial statements.

CHARITY BALANCE SHEET
As at 31 December 2021

	Note	2021 £	2021 £	2020 £	2020 £
Fixed assets:					
Heritage assets	15		**114,730**		114,730
Intangible assets	16		**111,143**		2,148
Tangible assets:					
Freehold and leasehold properties	17a		**3,924,192**		4,010,101
Vehicles, equipment, computers and other	17b		**313,958**		448,989
Investments:					
Quoted investments	18		**2,311,555**		2,075,550
Other investments	18		**100,060**		100,060
			6,875,638		6,751,578
Current assets:					
Stock	19	**497**		11,334	
Debtors	20	**1,189,743**		1,035,101	
Investments	21	**4,029**		4,235	
Cash at bank and in hand		**52,945**		25,765	
		1,247,214		1,076,435	
Liabilities:					
Creditors: amounts falling due within one year	22	**(1,263,189)**		(1,414,927)	
Net current liabilities			**(15,975)**		(338,492)
Total assets less current liabilities			**6,859,663**		6,413,086
Creditors: amounts falling due after more than one year	23		**(211,978)**		(129,954)
Net assets			**6,647,685**		6,283,132
The funds of the Charity:					
Restricted income funds	27,29		**1,360,770**		1,355,531
Unrestricted income funds					
Other charitable funds	28,29		**2,145,129**		1,730,438
Designated funds	28,29		**-**		-
Fixed asset property reserve	28,29		**2,630,476**		2,655,069
Revaluation reserve	28,29		**396,580**		427,364
Heritage assets valuation reserve	28,29		**114,730**		114,730
Total Charity funds			**6,647,685**		6,283,132

The financial statements on pages 32 - 68 were approved by the Board of Trustees on 6 July 2022.
Signed on behalf of the Board of Trustees

Sir Paul Williams

J. O'Connor

Sir Paul Williams, Chair **Mr James O'Connor, Trustee**

The notes on pages 37 - 68 form part of the financial statements.

CONSOLIDATED CASH FLOW STATEMENT
Year Ended 31 December 2021

	Note	2021 £	2020 £
Cash generated from / (expended on) operating activities	30	**39,645**	(295,563)
Finance costs	30	**(11,226)**	(18,099)
Net cash provided by/(used in) operating activities		**28,419**	(313,662)
Cash flows from investing activities:			
Dividends, interest and rents from investments	18	**64,602**	56,894
Purchase of tangible fixed assets	17a/b	**(53,852)**	(30,885)
Purchase of intangible fixed assets	16	**(120,109)**	-
Proceeds from sale of investments		**392,248**	713,601
Purchase of investments		**(381,173)**	(702,200)
Proceeds from sale of tangible fixed assets		**26,558**	7,387
Net cash (used in) / provided by investing activities		**(71,726)**	44,797
Cash flows from financing activities:			
Repayments of asset purchased via finance lease		**(12,179)**	(35,690)
Repayments of mortgages ending 2024		**(39,738)**	(18,924)
Repayments of loans		**(56,250)**	-
Cash inflows from new borrowing	24	**273,750**	20,000
Increase/(decrease) in cash in the year	31	**165,583**	(34,614)
Change in cash and cash equivalents in the year	31	**122,276**	(303,479)
Cash and cash equivalents at 1 January		**(63,929)**	239,550
Cash and cash equivalents at 31 December	31	**58,347**	(63,929)

The notes on pages 37 - 68 form part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2021

1. ACCOUNTING POLICIES

The following accounting policies have been used consistently in dealing with items which are considered material in relation to the charity's financial statements.

Charity Information
The Charity is a company limited by guarantee incorporated in England and Wales. The registered office is Priory House, Beignon Close, Ocean Way, Cardiff, CF24 5PB.

Basis of Preparation
The accounts have been prepared in accordance with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The Charity is a Public Benefit Entity as defined by FRS102.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The Group has taken advantage of the exemption to not prepare a separate Statement of Financial Activities and Cash Flow Statement for the Charity.

The financial statement are prepared in British pounds sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest pound.

Going Concern
The Trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. The going concern basis of accounting has therefore continued to be used in preparing the annual financial statements.

Accounting by charities
The Charity has availed itself of paragraph 3(3) of Schedule 4 of the Companies Act and has adapted the Companies Act formats to reflect the special nature of the Charity's activities.

Accounting treatment of subordinate organisations
The financial statements represent the consolidated financial position of the Group. This includes the results of St John Wales Training Company Limited, St John Ambulance in Wales (Priory for Wales), St John Wales Patient Transport Services, Order of St John Priory for Wales Trustee Corporation Ltd and Maindy Estates Limited, all 100% subsidiaries of the Charity.

The financial statements are consolidated on a line-by-line basis and cover the consolidated financial position and transactions of all companies controlled by the Charity. All intra-group transactions are eliminated on consolidation.

Income recognition
Course income is recognised at the time the course is run. Course income received in advance is treated as deferred income. Income from patient transport services and first aid cover is recognised when the service is provided. Supplies income is recognised when the goods are despatched. Fundraising and all other income is recognised in the statement of financial activities when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2021

ACCOUNTING POLICIES (continued)

Income consists of the invoiced value (excluding VAT) of goods sold/supplied to third parties and members.

No amounts are included in the financial statements for services donated by volunteers.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Sponsorship income is credited to the Statement of Financial Activities (the SOFA) in the year in which it is due.

Grants
Grants for the purchase of equipment and towards the initial setting up of projects are credited in full to the various activities in furtherance of the Charity's objects in the year in which they are received. Grants that provide core funding, or are of a general nature provided by government and charitable foundations, are recorded as voluntary income. Grants received specifically for goods and services to be provided as part of charitable activities are recorded against the activity to which they relate.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the Charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Capital grants are released to the SOFA in the year of receipt.

Fixed assets relating to capital grants are capitalised, and depreciation charged is offset against the grant income, in a restricted fund.

Bequests
Bequests are credited to the income and expenditure account when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Expenditure
Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs in relation to generating income such as fundraising activities
- Expenditure on charitable activities includes all costs relating to the furtherance of the charity's objectives as stated in the Trustees' report

Governance costs comprise audit fees.

Irrecoverable VAT
Irrecoverable VAT incurred due to the use of the partial exemption method is allocated across all activities as a finance support cost.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2021

ACCOUNTING POLICIES (continued)

Redundancy and termination payment policy
Redundancy and termination payments are made in line with the legislation in place at the time. There is no contractual obligation to make any payments beyond the statutory payments.

Heritage assets
Heritage assets were valued at market value on 6 April 2016. No depreciation is charged due to their having an indefinite life.

Intangible fixed asssets
Intangible fixed assets comprise software purchased which will be amortised over its estimated useful life, which is considered to be four years.

Tangible fixed assets
Tangible fixed assets are stated at historic purchase cost less accumulated depreciation. Cost includes the original purchase price of the asset and the costs attributable to bringing the asset to working condition for its intended use. Freehold land is not depreciated.

The following rates are used for the depreciation of the asset over its useful life:

Freehold & investment properties	2%
Leasehold properties	over life of lease
Motor vehicles	14%
First Aid equipment	20%
Computers	25%
Other	20%

The Charity's capitalisation policy is that all single assets or group purchase of related assets costing £5,000 or more are capitalised. This policy was reviewed in 2016.

The freehold and leasehold properties were professionally revalued in 1996.

The Charity has not revalued the properties on adoption of FRS 102 so will continue to revalue investment properties periodically, in line with the requirements of accounting standard FRS 102.

Investment properties are those properties that are held either to earn rental income or for capital appreciation or both.

Investment properties are carried at their fair values based on market value determined by the Trustees, based on advice given by Mr. David Davies (FRICS), a member of the Order, at each reporting date.

Investment properties, which are freehold land, are not depreciated.

Investments
Investments held as fixed assets are a form of basic financial instrument and are initially recognised at transaction value and subsequently measured at fair value as at the balance sheet date using the closing quoted market price.

Investments are stated at mid market value in accordance with the SORP. Realised and unrealised gains and losses on disposal and revaluation of investments are taken to the SOFA.

Other investments represent unlisted investments in subsidiary companies and are stated at cost less any provision for impairment.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2021

ACCOUNTING POLICIES (continued)

Debtors
Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Stock
Stock is stated at the lower of cost and net realisable value. Cost is determined on a first in first out basis.

Cash and cash equivalents
Cash comprises cash in bank and in hand. Cash equivalents are short-term highly liquid investments with a maturity of less than 90 days that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value.

Creditors and provisions
Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Deferred and accrued income
Income received in advance is treated as deferred income. Income received in arrears is treated as accrued income.

Liabilities policy
Liabilities are recognised in the SOFA as they become payable.

Operating leases
Rental costs under operating leases are charged to the profit and loss account in equal annual amounts over the period of the leases.

Fund accounting
Unrestricted funds are those available for use at the discretion of the Trustees in furtherance of the general objects of the Charity, which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

A fixed asset property reserve reflects the funds already invested in property.

Restricted funds are those which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The cost of raising and administering such funds is charged against the specific fund. The aim and use of each restricted fund is set out in note 27.

Financial instruments
The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2021

ACCOUNTING POLICIES (continued)

Financial instruments are recognised in the balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets
Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Classification of financial liabilities
Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the Charity after deducting all of its liabilities.

Basic financial liabilities
Basic financial liabilities, including creditors, bank loans and loans from fellow group undertakings that are classified as debt are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Pension scheme
The pension scheme utilised by the Charity is a Scottish Widows defined contribution workplace pension scheme. Pension costs charged to the Statement of Financial Activities (SOFA) represent contributions payable by the Charity to the pension scheme during the year.

2. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

In the application of Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2021

onlythat period, or in the period of the revision and future periods where the revision affects both current and future periods.

3. TAXATION STATUS

The Charity is a company limited by guarantee and is a registered charity. The Charity is subject to the taxation relief applicable to charities except for a small amount of non primary trading income.

The active subsidiary, Maindy Estates Limited, is subject to Corporation Tax. No current tax charge arose in the period as tax losses were incurred by Maindy Estates Limited.

Taxation
As a registered charity, The Priory for Wales of the Most Venerable Order of the Hospital of St John of Jerusalem is entitled to the exemption from taxation in respect of income and capital gains received with sections 478-489 of the Corporation Tax Act 2010 and section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects purposes only.

4. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds £	Restricted funds £	Total funds 2021 £	Total funds 2020 £
Donations, legacies and similar incoming resources	**973,083**	**695,860**	**1,668,943**	1,464,167
Oblation fees and members donations	**28,421**	**-**	**28,421**	29,835
St John of Jerusalem Eye Hospital	**-**	**356**	**356**	775
	1,001,504	**696,216**	**1,697,720**	1,494,777

5. INCOME FROM CHARITABLE ACTIVITIES

	Grants £	Other income £	Total funds 2021 £	Total funds 2020 £
Provision of first aid and youth development	**84,993**	**452,699**	**537,692**	220,644
Ambulance and transport services	**-**	**3,833,342**	**3,833,342**	3,238,569
First aid training	**-**	**1,372,770**	**1,372,770**	720,202
First aid products	**-**	**74,057**	**74,057**	59,601
	84,993	**5,732,868**	**5,817,861**	4,239,016

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2021

6. INCOME FROM OTHER TRADING ACTITIVIES

	Unrestricted funds £	Restricted funds £	Total funds 2021 £	Total funds 2020 £
Income from property	**74,185**	-	**74,185**	81,015
Sundry sales	**25,585**	-	**25,585**	15,575
	99,770	-	**99,770**	96,590

7. INCOME FROM INVESTMENTS

	Unrestricted funds £	Restricted funds £	Total funds 2021 £	Total funds 2020 £
Securities	**64,602**	-	**64,602**	56,894

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2021

8. PROVISION OF FIRST AID AND YOUTH DEVELOPMENT

	Unrestricted funds £	Restricted funds £	Total funds 2021 £	Total funds 2020 £
Income				
Income from events	**325,779**	**-**	**325,779**	160,956
Income from field hospitals	**-**	**-**	**-**	3,804
Income from vaccination centres	**126,921**	**-**	**126,921**	-
Income from youth activities	**-**	**-**	**-**	159
Grant funding	**-**	**84,993**	**84,993**	55,726
Other local and sundry funds	**-**	**-**	**-**	2,699
	452,700	**84,993**	**537,693**	223,344
Expenditure				
Cost of events and transport	**306,182**	**47,439**	**353,621**	294,456
Cost of Covid-19 support	**32,474**	**-**	**32,474**	170,553
Cost of youth activities	**18,616**	**85,743**	**104,359**	144,328
Cost of community training	**21,615**	**104,351**	**125,966**	142,904
Cost of running divisions	**657,904**	**186,342**	**844,246**	992,458
Indirect support costs (see note 9)	**173,122**	**7,286**	**180,408**	191,895
	1,209,913	**431,161**	**1,641,074**	1,936,594

9. EXPENDITURE ON RAISING FUNDS

	Staff £	Deprec-iation £	Direct £	Other £	Support costs £	Total 2021 £	Total 2020 £
Cost of raising funds	**128,928**	**-**	**220,852**	**1,271**	**104,111**	**455,162**	448,947

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2021

10. EXPENDITURE ON CHARITABLE ACTIVITIES

	Staff	Deprec-iation	Direct	Other	Support costs	Total 2021	Total 2020
	£	£	£	£	£	£	£
Charitable activities							
Provision of first aid and youth development	**542,264**	**195,983**	**685,960**	**36,459**	**180,408**	**1,641,074**	1,936,594
Ambulance and transport services	**2,646,998**	**39,569**	**605,923**	**103,184**	**818,493**	**4,214,167**	3,422,593
First aid training	**671,678**	**1,175**	**182,442**	**26,890**	**283,487**	**1,165,672**	981,593
First aid products	**14,161**	**-**	**58,462**	**9,066**	**15,765**	**97,454**	67,530
Governance costs	**-**	**-**	**-**	**16,413**	**-**	**16,413**	23,488
Total charitable activities	**3,875,101**	**236,727**	**1,532,787**	**192,012**	**1,298,153**	**7,134,780**	6,431,798
Total resources expended	**4,004,029**	**236,727**	**1,753,639**	**193,283**	**1,402,264**	**7,589,942**	6,880,745

A further £49,178 of depreciation and amortisation for the Charity is allocated to support costs, therefore total depreciation amounts to £285,906.
Governance costs comprise audit fees.

	2021	2020
	£	£
The above costs include		
Fees payable for the audit	**16,413**	23,488
Fees payable to the auditors for other services	**-**	-
Operating lease rentals – equipment	**4,402**	4,402
Operating lease rentals – property	**39,750**	34,750
Investment management fees	**11,075**	11,402

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2021

11. ANALYSIS OF SUPPORT COSTS

Total resources expended (see note 10) include all support costs, which comprise:

	Manage-ment £	Finance £	Information technology £	Facilities £	Total 2021 £	Total 2020 £
Cost of generating funds	**12,859**	**12,500**	**12,889**	**65,863**	**104,111**	102,905
Provision of first aid and youth development	**45,007**	**43,752**	**38,681**	**52,968**	**180,408**	191,895
Ambulance and transport services	**395,422**	**384,390**	**38,681**	**-**	**818,493**	653,047
First aid training	**67,511**	**65,628**	**30,945**	**119,403**	**283,487**	271,642
First aid products	**3,215**	**3,125**	**7,736**	**1,689**	**15,765**	15,078
	524,014	**509,395**	**128,932**	**239,923**	**1,402,264**	1,234,567

Management and finance costs have been allocated based on full-time equivalent employees at National Headquarters.

Information technology costs have been split on a percentage basis.

Facilities costs have been allocated based on floor space.

12. ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES, AND THE COST OF KEY MANAGEMENT PERSONNEL

Group and Charity	**2021** £	2020 £
Staff costs		
Wages and salaries	**4,261,461**	4,006,428
Social security costs	**333,535**	271,895
Other pension costs	**157,594**	151,198
Pension payments to ex-employees	**5,208**	5,208
	4,757,798	4,434,729

The Trustees did not receive any emoluments in respect of their services to the company (2020: £nil). Travel expenses of £2,495 were paid to three Trustees during the year (2020: £548 was paid to one Trustee).

There were two employees (2020: one employee) earning over £60,000 per annum excluding pension contributions, and falling into the earnings band of £70,000 - £80,000. Pension contributions of £7,620 (2020: £4,270) were paid in respect of these employees.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2021

12. ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES, AND THE COST OF KEY MANAGEMENT PERSONNEL (continued)

The organisation continues to make a voluntary payment in lieu of pension to one ex-employee; the last agreement to make such payments was undertaken in 1986. The pensioner is over 80 years of age.

The key management personnel of the group and parent charity are as detailed in the Trustees' report. The total employee benefits (including salary, employers national insurance, pension and benefits in kind) of the key management personnel of the charity were £392,008 (2020: £325,538).

Termination payments totalling £88,263 were paid for the year (2020: £nil).

13. STAFF NUMBERS

The average headcount for the year was :-

Fundraising (cost of raising funds)	2
Provision of first aid, transport and youth development	15
Ambulance and transport services	127
First aid training	22
First aid products	1
Administration and finance	28

The average monthly number of employees by function, calculated on the basis of full-time equivalents, was:

Group and Charity

	2021	2020
	No.	No.
Fundraising (cost of raising funds)	**2**	2
Provision of first aid and youth development	**14**	16
Ambulance and transport services	**123**	94
First aid training	**21**	21
First aid products	**1**	1
Administration and finance	**26**	24
	187	158

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2021

14. SUBSIDIARY UNDERTAKINGS

The Charity owns 100% of the share capital of Maindy Estates Limited and St John Wales Training Company Limited. It directly controls St John Ambulance in Wales (Priory for Wales) and St John Wales Patient Transport Services, both of which are companies limited by guarantee and not having share capital. These consolidated financial statements incorporate the financial statements of the Charity and subsidiary undertakings.

All of the above named subsidiaries are incorporated in the United Kingdom. The activities of the subsidiaries are as follows:

Maindy Estates Limited (Company Reg No. 516242): Property ownership and management.

St John Wales Training Company Limited (Company Reg No. 3318160): The Company ceased trading on 31 December 2019 and its activities were transferred to the parent company on 1 January 2020.

St John Ambulance in Wales (Priory for Wales) (Company Reg No. 05071232): The Charity has been dormant since 1 April 2013.

St John Wales Patient Transport Services (Company Reg No. 05071126): The Charity has been dormant since 1 April 2013.

A summary of the trading results for the years ended 31 December 2021 and 31 December 2020 of Maindy Estates Limited and St John Wales Training Company Limited is shown below.

Summary profit and loss account

	Maindy Estates Limited	
	2021	2020
	£	£
Turnover	**2.855**	2,627
Costs of sales and administrative expenses	**(3,761)**	(1,013)
Operating (loss) / profit	**(906)**	1,614
(Loss) / profit on ordinary activities before and after tax	**(906)**	1,614

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2021

14. SUBSIDIARY UNDERTAKINGS (continued)

Summary balance sheet

	St John Wales Training Company Limited		Maindy Estates Limited	
	2021	2020	**2021**	2020
	£	£	£	£
Fixed assets	-	-	**200,000**	200,000
Current assets	**57,129**	57,129	**1,513**	1,631
Creditors: amounts falling due within one year				
Costs of sales and administrative expenses	-	-	**(15,486)**	(14,698)
Net assets	**57,129**	57,129	**186,027**	186,933
Aggregate share capital and reserves	**57,129**	57,129	**186,027**	186,933

St John Wales Training Company Ltd became dormant on 1 January 2020.

St John Ambulance in Wales (Priory for Wales) and St John Patient Transport Services, companies limited by guarantee and not having a share capital, have remained dormant since 1 April 2013 and hold no assets or liabilities.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2021

15. HERITAGE ASSETS

The Charity has a number of heritage assets, which include a collection of works of art and objects of historical interest relating to the Order. The collection includes artefacts from the Order dating back to the eleventh century and forms a unique record of the history of the Order and St John Ambulance.

A valuation was carried out during 2016 by Bonhams 1793 Limited. The total heritage assets were valued at a market value of £87,880. No depreciation has been charged due to their having an indefinite life, and there has been no impairment.

In 2017, there was an addition to Heritage Assets of a WW1 Bullnose Morris Field Ambulance, gifted by our former Prior, Mr Dan Clayton Jones.

The values of SJCW heritage assets at 31 December 2021 are:

	£
Fine art	**45,000**
Heritage ambulance	**26,850**
Arms and armour	**15,000**
Silver	**12,280**
Textiles	**8,500**
Furniture	**6,000**
Books, maps, manuscripts and historical photographs	**600**
European sculpture and works of art	**500**
	114,730

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2021

16. INTANGIBLE ASSETS

All intangible fixed assets are held for charitable use.

Group and Charity	Software	Total
	£	£
Cost or valuation		
At 1 January 2021	**80,062**	**80,062**
Additions	**120,109**	**120,109**
At 31 December 2021	**200,171**	**200,171**
Depreciation and impairment		
At 1 January 2021	**77,914**	**77,914**
Charge for the year	**11,114**	**11,114**
At 31 December 2020	**89,028**	**89,028**
Net book value		
At 31 December 2021	**111,143**	**111,143**
At 31 December 2020	2,148	2,148

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2021

17. TANGIBLE FIXED ASSETS

All tangible fixed assets (Group) are held for charitable use.

a) Properties

Group	Freehold properties £	Investment properties £	Leasehold properties £	Total £
Cost or valuation				
At 1 January 2021	**4,492,615**	**200,000**	**1,227,812**	**5,920,427**
Additions	**35,998**	**-**	**-**	**35,998**
At 31 December 2021	**4,528,613**	**200,000**	**1,227,812**	**5,956,425**
Depreciation and impairment				
At 1 January 2021	**1,336,937**	**-**	**373,389**	**1,710,326**
Charge for the year	**90,093**	**-**	**31,814**	**121,907**
At 31 December 2021	**1,427,030**	**-**	**405,203**	**1,832,233**
Net book value				
At 31 December 2021	**3,101,583**	**200,000**	**822,609**	**4,124,192**
At 31 December 2020	3,155,678	200,000	854,423	4,210,101

Comparable amounts determined according to the historical cost convention

Group	Freehold properties £	Investment properties £	Leasehold properties £	Total £
Cost	**3,389,412**	**7,500**	**1,401,581**	**4,798,493**
Additions	**35,998**	**-**	**-**	**35,998**
Accumulated depreciation	**(838,190)**	-	**(526,553)**	**(1,364,743)**
Net book value				
At 31 December 2021	**2,587,220**	**7,500**	**875,028**	**3,469,748**
At 31 December 2020	2,606,029	7,500	911,345	3,524,873

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2021

17. TANGIBLE FIXED ASSETS (continued)

a) Properties (continued)

Analysis of land and buildings at cost or valuation as at 31 December 2021

Group	Freehold properties £	Investment properties £	Leasehold properties £	Total £
At cost	3,425,410	7,500	1,401,581	4,834,491
At valuation	1,103,203	192,500	(173,769)	1,121,934
	4,528,613	200,000	1,227,812	5,956,425

Charity	Freehold properties £	Leasehold properties £	Total £
Cost or valuation			
At 1 January 2021	4,492,615	1,227,812	5,720,427
Additions	35,998	-	35,998
At 31 December 2021	4,528,613	1,227,812	5,756,425
Depreciation and impairment			
At 1 January 2021	1,336,937	373,389	1,710,326
Charge for the year	90,093	31,814	121,907
At 31 December 2021	1,427,030	405,203	1,832,233
Net book value			
At 31 December 2021	3,101,583	822,609	3,924,192
At 31 December 2020	3,155,678	854,423	4,010,101

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2021

17. TANGIBLE FIXED ASSETS (continued)

a) Properties (continued)

Comparable amounts determined according to the historical cost convention

Charity	Freehold properties £	Leasehold properties £	Total £
Cost	**3,389,412**	**1,401,581**	**4,790,993**
Additions	**35,998**	**-**	**35,998**
Accumulated depreciation	**(838,190)**	**(526,553)**	**(1,364,743)**
Net book value			
At 31 December 2021	**2,587,220**	**875,028**	**3,462,248**
At 31 December 2020	2,606,029	911,345	3,517,373

Analysis of land and buildings at cost or valuation as at 31 December 2020

Charity	Freehold properties £	Leasehold properties £	Total £
At cost	**3,425,410**	**1,401,581**	**4,826,991**
At valuation	**1,103,203**	**(173,769)**	**929,434**
	4,528,613	**1,227,812**	**5,756,425**

The freehold and leasehold properties were revalued by DTZ Debenham Thorpe, Chartered Surveyors, at an open market value basis at December 1996. All valuations have been made in accordance with the RICS appraisal and valuation manual. The Charity has not revalued the properties on adoption of FRS 102, and will revalue properties periodically in line with the requirements of accounting standard FRS 102.

Investment properties were valued as at 31 December 2012 by Mr. D Davies FRICS on the basis of the market value for grazing land, except certain small plots which have building potential - these have been valued at current market value. Mr. Davies is a member of the Order.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2021

17. TANGIBLE FIXED ASSETS (continued)

b) Vehicles, equipment, computers and other

Group and Charity	Motor vehicles £	Computers £	Other £	Total £
Cost				
At 1 January 2021	**1,819,501**	**85,945**	**70,951**	**1,976,397**
Additions	**-**	**-**	**17,854**	**17,854**
At 31 December 2021	**1,819,501**	**85,945**	**88,805**	**1,994,251**
Depreciation				
At 1 January 2021	**1,386,608**	**78,067**	**62,733**	**1,527,408**
Charge for the year	**144,951**	**2,055**	**5,879**	**152,885**
At 31 December 2021	**1,531,559**	**80,122**	**68,612**	**1,680,293**
Net book value				
At 31 December 2021	**287,942**	**5,823**	**20,193**	**313,958**
At 31 December 2020	432,893	7,878	8,218	448,989

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2021

18. INVESTMENTS

Group and Charity	2021	2020
	£	£
Investments		
Market value at 1 January 2021	**2,075,552**	2,098,901
Additions	**381,173**	702,200
Disposals	**(392,248)**	(675,980)
Rights/takeovers, etc	**-**	(37,620)
Realised gain/(loss) on investment assets	**45,800**	(100,466)
Unrealised gain on investment assets	**201,280**	88,517
Market value at 31 December 2021	**2,311,557**	2,075,552
Historic cost at 31 December 2021	**1,834,797**	1,720,407

Subsidiary holdings

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
At cost and net book value	-	-	**100,060**	100,060

Other investments consist solely of shares held in subsidiary companies.

The Trustees believe that the carrying value of the investments is supported by their underlying net assets.

Subsequent to the year end the value of the portfolio fell due to the impact of global events including the invasion of Ukraine and resultant impact on energy prices, trade, food and fertiliser supplies, inflation and interest rates. As at 11 May 2022 the value of the investment portfolio was £2,153,086.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2021

18. INVESTMENTS (continued)

Investment at market value comprised:

Group and Charity

	Pooled investment vehicles £	Direct investment £	Total 2021 £	Total 2020 £
Fixed interest				
United Kingdom	**88,481**	**59,008**	**147,489**	188,410
Global	**169,916**	**-**	**169,916**	73,414
Equities				
United Kingdom	**154,059**	**448,807**	**602,866**	640,738
Europe	**154,335**	**-**	**154,335**	147,908
Global	**943,241**	**-**	**943,241**	746,229
Alternatives				
Global	**192,618**		**192,618**	194,269
Property				
United Kingdom	**-**	**-**	**-**	49,081
Global	**51,069**	**-**	**51,069**	
Cash and deposits				
United Kingdom	**-**	**50,022**	**50,022**	35,501
Market value at 31 December 2021	**1,753,719**	**557,837**	**2,311,556**	2,075,550

Detailed below are the material investments held within the investment portfolio held by the charity:

Holdings	Holding name	Value as at 31 December 2021 £
3,195	Vanguard Funds Plc S&P 500 UCITS ETF Inc	**213,077**
30,875	Fidelity UCITS ICA US QUAL Inc	**212,073**
103,560	JP Morgan Funds Ltd US Equity Inc K	**154,407**
80,195	Blackrock FM Ltd Contl Eurp Inc D Units Inc	**154,335**
121,020	BNY Melion FD MNGR ASIAN Inc U	**143,397**
2,630	XTrackers II GBL INFLT LKD BD UETF	**77,032**
54,045	Jupiter UT Mgnrs Japan Inc Z GBP Dis	**64,395**
54,220	Diverse Income TRU ORD GBP	**62,082**
43,535	Link Fund Sol Ltd Gresham HS UK MUL CAP F	**61,489**
3,725	Brown Advisory Fds US Sustainable Growth	**61,388**
3,340	Baillie Gifford American W1 Dis	**57,882**
5,200	Pimco Global Advis Sel UK Inc BD Instl Inc	**52,364**
51,215	Jupiter Unit Managers Strategic Bond X	**51,435**
24,365	Blackrock FM Ltd Ishares Global Prop Secs	**51,069**

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2021

19. STOCK

	2021	2020
	£	£
Group		
Training equipment and aids	**497**	11,334

20. DEBTORS

	Group		Charity	
	2021	2020	**2021**	2020
	£	£	**£**	£
Trade debtors	**1,107,385**	935,425	**1,107,245**	934,920
Amounts owed by group undertakings	**-**	-	**11,186**	12,186
Prepayments and accrued income	**71,312**	87,995	**71,312**	87,995
	1,178,697	1,023,420	**1,189,743**	1,035,101

21. CURRENT ASSET INVESTMENTS

The investments comprise funds deposited with Charities Official Investment Fund (COIF).

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2021

22. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2021	2020	**2021**	2020
	£	£	**£**	£
Mortgages and loans (Note 24)	**125,425**	40,238	**125,425**	40,238
Bank overdraft	**-**	95,055	**-**	95,055
Trade creditors	**302,550**	159,400	**300,632**	159,400
Other creditors and accruals	**468,022**	406,211	**466,822**	405,211
Taxation and social security	**233,677**	537,321	**233,677**	537,321
Deferred income	**127,264**	167,035	**126,082**	165,523
Finance leases (Note 24)	**10,551**	12,179	**10,551**	12,179
	1,267,489	1,417,439	**1,263,189**	1,414,927

Deferred income for the current year includes £126,082 of invoices raised in 2021 for 2022 course fees. These will be released in 2022.

Deferred income in 2020 included £165,523 of invoices raised in 2020 for 2021 course fees. These were released in 2021.

23. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

Group and Charity	**2021**	2020
	£	£
Mortgages (Note 24)	**58,915**	99,403
Finance leases (Note 24)	**-**	10,551
Government loan (Note 24)	**153,063**	20,000
	211,978	129,954

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2021

24. LOANS AND OTHER BORROWINGS

Group and Charity	2021	2020
	£	£
Mortgages	**99,903**	139,641
Maturity of financial liabilities		
In one year or less, or on demand	**40,988**	40,238
In more than one year, but not more than two years	**40,988**	40,238
In more than two years, but not more than five years	**17,927**	59,165
In more than five years	**-**	-

The above figures comprise two mortgages with original principal sums of £450,000 and £180,000. Both mortgages are secured on properties, are payable in monthly instalments, and carry fixed interest rates of 2.25% and 3.25% above Bank of England base rate.

Finance leases are repayable over a total period of five years.

	2021	2020
	£	£
Finance Leases		
Within one year	**10,551**	12,179
In more than one year	-	10,551

Loans comprise two Third Sector Resilience Fund (TSRF) loans of £20,000 and £5,000 from Welsh Government, and a Resilience and Recovery Fund (RRF) loan of £200,000 from Social Investment Business FM Ltd under the Government's Coronavirus Business Interruption Loan Scheme.

The TSRF loans incur no interest if repaid within 24 months. After 24 months, interest will accrue at the rate of 3% and the loans must be repaid within 10 years; payment terms are to be agreed at the end of the 24-month period.

The RRF loan bears no interest for the first 12 months, and 6.5% interest thereafter.

	2021	2020
	£	£
Loans		
Within one year	**84,437**	-
In more than one year	**153,063**	20,000

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2021

25. FINANCIAL COMMITMENTS

a) Financial commitments

At 31 December 2021, commitments under operating leases were as follows:

	2021	2020
Motor vehicles	£	£
Leases which expire in:		
Less than one year	-	1,325

	2021	2020
Property	£	£
Leases which expire in:		
Less than one year	**14,833**	36,083
One to two years	-	7,500

	2021	2020
Office equipment	£	£
Leases which expire in:		
Less than one year	**1,253**	4,100
One to two years	**1,036**	1,253
Two to five years	**403**	1,439

26. FINANCIAL INSTRUMENTS

	2021	2020
	£	£
Carrying amount of financial assets		
Investments measured at fair value	**2,311,555**	2,075,550
Debt instruments measured at amortised cost	**1,165,732**	966,551
	3,477,287	3,042,101
Carrying amount of financial liabilities		
Measured at amortised cost	**(893,135)**	(984,438)

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2021

27. RESTRICTED FUNDS

Group and Charity	At 1 January 2021 £	Income £	Expend-iture £	At 31 December 2021 £
Building purchases and maintenance	927,668	-	(30,532)	897,136
Medical vehicle purchases and maintenance	209,283	-	(49,605)	159,678
Community care	1,987	-	-	1,987
Local and sundry funds	175,437	79,848	(64,663)	187,622
Volunteer development and welfare	41,156	230,781	(197,397)	74,540
Training funds	-	452,170	(382,049)	70,121
Overseas projects	-	356	(356)	-
Employment funds		126,588	(126,588)	-
	1,355,531	889,743	(851,190)	1,391,084

Group and Charity	At 1 January 2020 £	Income £	Expend-iture £	At 31 December 2020 £
Building purchases and maintenance	958,200	-	(30,532)	927,668
Medical vehicle purchases and maintenance	269,938	-	(60,655)	209,283
Community care	4,851	25,725	(28,589)	1,987
Local and sundry funds	136,047	61,508	(22,118)	175,437
Volunteer development and welfare	41,156	54,155	(54,155)	41,156
Overseas projects	-	775	(775)	-
	1,410,192	142,163	(196,824)	1,355,531

These funds represent:

- **Building purchases and maintenance** – funds specifically raised for capital purchases of buildings used in furtherance of SJAC's charitable objectives, and towards the maintenance of existing buildings.

- **Medical vehicle purchases and maintenance** – funds raised for the purchase of ambulances and other transport vehicles, and for the maintenance of existing vehicles.

- **Community care** – donations given for specific community projects, such as the humanitarian trip to India, and baby safe courses for young mothers in Wales.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2021

27. RESTRICTED FUNDS (continued)

- **Local and sundry funds** - funds administered by local units for meeting the costs of specific activities.
- **Volunteer development and welfare** – comprises funds for youth and adult volunteer activities.
- **Training funds** – funds to support and develop training programmes and activities.
- **Medical equipment purchase** – funds to purchase medical equipment to support the first aid work of our volunteers.
- **Overseas projects** – funds to support the St John Eye Hospital in Jerusalem.
- **Employment funds** – funds to support jobs and staff.

28. ANALYSIS OF NET ASSETS BETWEEN FUNDS

2021	Other charitable funds £	Designated funds £	Fixed asset property reserve £	Revaluation reserve £	Heritage assets reserve £	Restricted funds £	Total funds £
Group							
Heritage assets	-	-	-	-	114,730	-	114,730
Tangible fixed assets	53,157	-	2,637,976	589,080	-	1,157,937	4,438,150
Intangible fixed assets	28,109	-	-	-	-	83,034	111,143
Investment assets	2,311,555	-	-	-	-	-	2,311,555
Current assets	1,117,743	-	-	-	-	119,798	1,237,541
Current liabilities	(1,267,489)	-	-	-	-	-	(1,267,489)
Long-term liabilities	(211,978)	-	-	-	-	-	(211,978)
At 31 December 2021	2,031,097	-	2,637,976	589,080	114,730	1,360,769	6,733,652
Charity							
Heritage assets	-	-	-	-	114,730	-	114,730
Tangible fixed assets	53,157	-	2,630,476	396,580	-	1,157,937	4,238,150
Intangible fixed assets	28,109	-	-	-	-	83,034	111,143
Investment assets	2,411,615	-	-	-	-	-	2,411,615
Current assets	1,127,416	-	-	-	-	119,798	1,247,214
Current liabilities	(1,263,189)	-	-	-	-	-	(1,263,189)
Long-term liabilities	(211,978)	-	-	-	-	-	(211,978)
At 31 December 2021	2,145,130	-	2,630,476	396,580	114,730	1,360,769	6,647,685

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2021

28. ANALYSIS OF NET ASSETS BETWEEN FUNDS (continued)

2020

	Other charitable funds £	Designated funds £	Fixed asset property reserve £	Revaluation reserve £	Heritage assets reserve £	Restricted funds £	Total funds £
Group							
Heritage assets	-	-	-	-	114,730	-	114,730
Tangible fixed assets	106,132	-	2,662,519	619,914	-	1,270,525	4,659,090
Intangible fixed assets	2,148	-	-	-	-	-	2,148
Investment assets	2,075,550	-	-	-	-	-	2,075,550
Current assets	980,873	-	-	-	-	85,006	1,065,879
Current liabilities	(1,417,439)	-	-	-	-	-	(1,417,439)
Long-term liabilities	(129,954)	-	-	-	-	-	(129,954)
At 31 December 2020	1,617,310	-	2,662,519	619,914	114,730	1,355,531	6,370,004
Charity							
Heritage assets	-	-	-	-	114,730	-	114,730
Tangible fixed assets	106,132	-	2,655,069	427,364	-	1,270,525	4,459,090
Intangible fixed assets	2,148	-	-	-	-	-	2,148
Investment assets	2,175,610	-	-	-	-	-	2,175,610
Current assets	991,429	-	-	-	-	85,006	1,076,435
Current liabilities	(1,414,927)	-	-	-	-	-	(1,414,927)
Long-term liabilities	(129,954)	-	-	-	-	-	(129,954)
At 31 December 2020	1,730,438	-	2,655,069	427,364	114,730	1,355,531	6,283,132

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2021

29. TOTAL FUNDS

2021

	Other charitable funds £	Designated funds £	Fixed asset property reserve £	Revaluation reserve £	Heritage assets reserve £	Restricted funds £	Total funds £
Group							
At 1 January 2021	**1,617,311**	**-**	**2,662,518**	**619,914**	**114,730**	**1,355,531**	**6,370,004**
Net movement in funds	**413,785**	**-**	**(24,542)**	**(30,834)**	**-**	**5,239**	**363,648**
At 31 December 2021	**2,031,096**	**-**	**2,637,976**	**589,080**	**114,730**	**1,360,770**	**6,733,652**
Charity							
At 1 January 2021	**1,730,438**	**-**	**2,655,069**	**427,364**	**114,730**	**1,355,531**	**6,283,132**
Net movement in funds	**414,691**	**-**	**(24,593)**	**(30,784)**	**-**	**5,239**	**364,553**
At 31 December 2021	**2,145,129**	**-**	**2,630,476**	**396,580**	**114,730**	**1,360,770**	**6,647,685**

2020

	Other charitable funds £	Designated funds £	Fixed asset property reserve £	Revaluation reserve £	Heritage assets reserve £	Restricted funds £	Total funds £
Group							
At 1 January 2020	398,006	2,523,614	2,270,542	650,950	114,730	1,410,192	7,368,034
Net movement in funds	(888,480)	(415,829)	391,976	(31,036)	-	(54,661)	(998,030)
Transfer between funds	2,107,785	(2,107,785)	-	-	-	-	-
At 31 December 2020	1,617,311	-	2,662,518	619,914	114,730	1,355,531	6,370,004
Charity							
At 1 January 2020	455,619	2,523,614	2,263,092	458,400	114,730	1,410,192	7,225,647
Net movement in funds	(832,966)	(415,829)	391,977	(31,036)	-	(54,661)	(942,515)
Transfer between funds	2,107,785	(2,107,785)	-	-	-	-	-
At 31 December 2020	1,730,438	-	2,655,069	427,364	114,730	1,355,531	6,283,132

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2021

30. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Group	
	2021	2020
	£	£
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	**363,647**	(998,028)
Adjustments for:		
Depreciation charges	**274,792**	285,426
Amortisation charges	**11,114**	10,560
(Profit) on sale of fixed assets	**(26,558)**	(7,387)
Finance cost	**11,226**	18,099
(Gains)/losses on investments	**(247,080)**	11,949
Dividends, interest and rents from investments	**(64,602)**	(56,894)
Decrease/(Increase) in stocks	**10,837**	(6,133)
Decrease/(increase) in debtors	**(155,277)**	(54,771)
Decrease/(increase) in creditors	**(138,454)**	501,616
Net cash generated by /(used in) operating activities	**39,645**	(295,563)

31. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2021	2020
	£	£
Cash in hand	**54,318**	26,891
Short term deposit accounts	**4,029**	4,235
Overdraft facility repayable on demand	**-**	(95,055)
Total cash and cash equivalents	**58,347**	(63,929)

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2021

32. ANALYSIS OF CHANGES IN NET FUNDS

	Opening balance £	Cash-flows £	New loans £	Interest changes £	Other non-cash changes £	Balance carried forward £
Cash	(68,164)	125,982	-	(3,500)	-	54,318
Cash equivalents	4,235	(206)	-	-	-	4,029
	(63,929)	125,776	-	(3,500)	-	58,347
Loans falling due within one year	(40,238)	99,247	-	(3,259)	(181,175)	(125,425)
Loans falling due after more than one year	(119,403)	-	(273,750)	-	181,175	(211,978)
Finance lease obligations	(22,730)	12,909	-	(730)	-	(10,551)
Total	(246,300)	237,932	(273,750)	(7,489)	-	(289,607)

33. POST BALANCE SHEET EVENTS

There were no post balance sheet events.

34. RELATED PARTY TRANSACTIONS

Due to the nature of the Charity's operations and its Trustee membership being drawn from a broad cross-section of the business community, it is inevitable that transactions may take place with organisations in which a Trustee of the Charity may have an interest. Professor Kevin Davies is a Trustee on the Board and is also Vice Chair of the Welsh Ambulance Service Trust (WAST), which is a customer, but he has no direct involvement in procurement decisions and absents himself from Board meetings when matters pertaining to WAST are being discussed.

35. CAPITAL COMMITMENTS

There were capital commitments at the year end totalling £214,394 (2020 – Nil). This comprised £60,114 for development of the website and £154,280 for defibrillators to be used at events.

36. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

	Note	Unrestricted funds £	Restricted funds £	Total funds 2020 £
Income and endowments from:				
Donations and legacies	4	**1,408,499**	**86,278**	**1,494,777**
Other trading activities	6	**96,590**	**-**	**96,590**
Investments	7	**56,894**	**-**	**56,894**
		1,561,983	**86,278**	**1,648,261**
Charitable activities	5			
Provision of first aid and youth development	8	**164,759**	**55,885**	**220,644**
Ambulance and transport services		**3,238,569**	**-**	**3,238,569**
First aid training		**720,202**	**-**	**720,202**
First aid products		**59,601**	**-**	**59,601**
		4,183,131	**55,885**	**4,239,016**
Total income and endowments		**5,745,114**	**142,163**	**5,887,277**
Expenditure on:				
Raising funds	9	**448,172**	**775**	**448,947**
Charitable activities				
Provision of first aid and youth development	8,10	**1,758,084**	**178,510**	**1,936,594**
Ambulance and transport services	10	**3,405,054**	**17,539**	**3,422,593**
First aid training	10	**981,593**	**-**	**981,593**
First aid products	10	**67,530**	**-**	**67,530**
		6,212,261	**196,049**	**6,408,310**
Governance	10	**23,488**	**-**	**23,488**
Total expenditure		**6,683,921**	**196,824**	**6,880,745**
Net gains/(losses) on investments				
Realised gain/(loss) on investment assets	18	**(100,466)**	**-**	**(100,466)**
Unrealised gain/(loss) on investment assets	18	**88,517**	**-**	**88,517**
Net income/(expenditure)		**(950,756)**	**(54,661)**	**(1,005,417)**
Other recognised gains/losses:				
Profit on sale of assets		**7,387**	**-**	**7,387**
Net movement in funds		**(943,369)**	**(54,661)**	**(998,030)**
Reconciliation of Funds				
Total funds brought forward	27,28	5,957,842	1,410,192	7,368,034
Total funds carried forward	28,29	**5,014,473**	**1,355,531**	**6,370,004**

THE PRIORY FOR WALES OF THE MOST VENERABLE ORDER OF THE HOSPITAL OF ST JOHN OF JER

England & Wales - Charity number 250523

Accounts

Company registration number: 05071073
Charity registration number: 250523

THE PRIORY FOR WALES OF THE MOST VENERABLE ORDER OF THE HOSPITAL OF ST JOHN OF JERUSALEM

Report and Consolidated Financial Statements

31 December 2020

REPORT AND FINANCIAL STATEMENTS 2020

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THE PRIORY FOR WALES OF THE MOST VENERABLE ORDER OF THE HOSPITAL OF ST JOHN OF JERUSALEM

TRUSTEES REPORT INCORPORATING STRATEGIC REPORT
For the year ended 31 December 2020

The Priory for Wales of the Most Venerable Order of the Hospital of St John of Jerusalem (the 'Charity') is a company limited by guarantee having no share capital, and trades under the name of St John Ambulance Cymru ('SJAC').

The trustees are pleased to present their annual trustees' report together with the consolidated financial statements of the group of companies controlled by the Charity (the 'Group') for the year ending 31 December 2020 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 in the financial statements and comply with the charity's governing document, the Companies Act 2006 and "accounting and Reporting by Charities Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

The objects of St John Ambulance Cymru (SJAC) are the relief of persons in sickness, distress, suffering or danger; and the rendering of aid to the sick, wounded or disabled.

At the end of 2019, SJAC began a process of consultation with members to refresh the Vision and Mission of the charity. Following a comprehensive engagement process, SJAC adopted a new Vision of 'First Aid for everyone, any time, anywhere'.

The mission was also agreed, having been further stretched to ensure the charity would meet its overarching objectives to 'Save lives and enhance the health and well-being of the communities in Wales'.

In shaping this vision, and in producing the Strategic Direction, the Trustees have at all times considered the Charity Commission's guidance on public benefit, giving clear regard to 'Public Benefit: the Public Benefit Requirement - PB1', and have ensured that as a Charity, we meet both the 'Benefit Aspect' and the 'Public Aspect'.

The Strategic Plan for 2020-2025 was being developed and the first draft was agreed at the outset of 2020. However, the arrival of Covid-19 saw our usual activity pushed aside in favour of redirecting all activity towards both our Covid response, and financial resilience.

Whilst the strategic intent of the charity had been to develop its core charitable and impactful services through growth and development, the impact of Covid-19 meant that the charity had to first achieve its strategic objective to see financial recovery and resilience and as such, a Financial Recovery Plan was developed to ensure the return to break-even following several difficult years (financially) as well as the significant impact of Covid-19.

The 2020-2025 Strategy continues to be developed, and is directed towards the following:

- Improving the health and well-being of all people in Wales; engaging more effectively with local communities
- Adding value to the existing healthcare services providing resilience and robustness and improving the patient experience where we can
- Providing personal development for people through training and volunteering opportunities
- Being recognised as THE young person's service provider for those aspiring to a healthcare profession
- Investing in our people, utilising our resources to have maximum impact

A key factor in the development of the Charity's Plans is the consideration of the external environment in which charities are operating. Political, regulatory and demographic changes, as well as public perception of charities are ever more demanding and complex, and it is vital that SJAC meets these demands. SJAC's values are enshrined in the motto "For the faith, in the service of Humanity"; and Trustees demand that the highest standards are upheld and are able to bear the closest scrutiny. Good Management and Strong Corporate Governance are key consideration in the development of the strategic plans. In addition, SJAC continues to work through the recommendations arising from the governance review completed towards the end of 2019.

The charity's governing documents, the Articles of Association and the SJAC Regulations are currently under review and will be formally updated throughout 2021, to ensure a further step in the modernisation of SJAC.

We are committed to our core charitable roots and will work relentlessly towards building a presence in local communities across the length and breadth of Wales. We will also improve our estate and explore opportunities for shared facilities with other community groups and kindred organisations.

VOLUNTARY HELP AND GIFTS IN KIND

SJAC is a Volunteer organisation, and we rely heavily on our volunteers to enable us to work towards the achievement of our vision to ensure 'First Aid for everyone, any time, anywhere. The Trustees are very grateful for their dedication and commitment, and for relentlessly and selflessly pursuing the achievement of our objectives through providing first aid at events and by training others in first aid, in order that more lives may be saved.

In 2020, SJAC Volunteers were unable to undertake most normal volunteering activity and duties due to Covid-19, yet still carried out over 75,856 unpaid hours (2019 – 166,423) supporting our Covid response as well as training sessions with Volunteers (particularly with a view to upskilling to support our Covid response) and supporting our members including young people. In this time of national crisis due the pandemic, the majority of these hours were unusually spent providing ambulance crews to WAST, supporting the field hospitals, providing a Pharmacy Delivery Service, training, and undertaking various support activities to co-ordinate and manage our response.

If these hours had been paid at the 23+ National Living Wage rate of £8.91 per hour, the cost to the community would have been approx. £675,877 (2019 – £1.366m). However, it should be recognised that this does not represent the 'real' savings made to our National Health Service in Wales.

ACHIEVEMENTS & PERFORMANCE

Like many other organisations, SJAC was impacted significantly by Covid-19 but throughout 2020 the charity still continued to work towards the plans and objectives put in place for the year despite seeing unprecedented demand for healthcare services.

Covid-19 Impact & Response

- All non-essential voluntary activities including Badger Setts and Youth Meetings ceased with immediate effect on lockdown.
- All commercial training ceased on lockdown in March and reopened in July with much limited capacity due to social distancing. Further closures were required during firebreaks and additional lockdown periods.
- All major sporting, entertainment and cultural events were cancelled in March and for the remainder of the year.
- All fundraising events were cancelled.
- Our National HQ closed on lockdown in March. Essential staff worked from home.
- The CEO and senior management team (SMT) managed the Charity from home.
- 37 NHQ staff were furloughed at 80% of salary due to budgetary constraints. This equated to 58.5% of our salaried NHQ workforce. Many others were redeployed to frontline duties, supporting our patient transport services.

- Total income lost was approx. £2m.
- Patient Transport Services faced unprecedented demand for ambulance support, which saw us deploying many additional crews, including both mixed (staff/volunteer) and volunteer crews.
- Our volunteers were deployed to the wards of the field hospitals - Dragons Heart and Ysbyty'r Seren
- Our volunteers also supported the Pharmacy Delivery Service rolled out across Wales, to ensure the most vulnerable in our communities were able to access their essential medications.
- The Welsh Ambulance Service (WAST) requested a member of SJAC staff be allocated to a permanent base within WAST HQ to ensure seamless coordination of ambulance support.
- CEO and SMT faced unprecedented challenges to maintain, increase and introduce new services whilst struggling with financial stability as well as implementing the changes agreed through the Modernisation 2020 Strategy developed prior to lockdown.

Despite facing these challenges, SJAC played a key role in supporting Welsh Government and NHS Wales throughout the pandemic.

The charity was able to respond quickly from the outset, forming a Covid Committee and subsequently developing a Covid-19 Strategic Response Plan, with a committee structure implemented to support and manage the delivery of services.

In recognition of the work undertaken to support SJACs Covid response, two volunteers were awarded British Empire Medals in recognition of their outstanding contribution towards our front line efforts and support to the NHS in Wales.

SJAC also sadly lost some of our close friends and colleagues to Covid-19. In April 2020, Geralllt Davies, a senior volunteer became the first paramedic in Wales to lose the fight against the virus.

The importance of the role SJAC had to play in supporting Wales throughout the pandemic naturally took priority over all other activity. However, the charity was still able to meet many of the objectives set out for the year in the Modernisation 2020 Strategy,

- Full rebrand to St John Ambulance Cymru, to better reflect our purpose and consolidate the different identities which were then associated with the charity
- Implement and keep under review the new Vision, Mission and Values for 2020
- Develop and implement the new strategy for 2020-2025, ensuring we developed services to fulfil our ambition to improve and enhance health and well-being in the communities of Wales
- Continue the implementation of our Modernisation Plan:-
    - Developing a clear path to achieving a break-even position, despite the impact of Covid-19
    - Fully implementing and monitoring the 22 actions of the Governance Review
    - Implementing both Organisational and Volunteer structural reviews
    - Developing a clear strategy for Fundraising
- Undertake review of Pay & Benefits for staff (first full review in ten years)

We are proud that the charity was still able to achieve many of these plans and ambitions, despite the pandemic and necessary lockdowns having a substantial impact. Very early on in 2020, it was clear that the charity would struggle to meet demand for ambulance services whilst at the same time managing the significant financial consequence of the cancellation of all events and the closure of our commercial training business.

The charity rebranded to St John Ambulance Cymru (SJAC) in April 2020, despite being in the middle of the pandemic. It was clear how important it was that the public were able to recognise SJAC, given the role we were going to play in the pandemic and chimed with our proud tradition of providing first aid for the people of Wales for over 100 years. It was also recognised that the rebrand was important to our ongoing ability to effectively fundraise and seek public donations to support our increasingly challenging financial situation.

As well as achieving public understanding of our charity and the role that we play in our communities, the change to SJAC has also served to bring everyone in the charity closer together, seeing volunteers, staff and other stakeholders becoming more aligned with the same identity.

Our Vision, Mission and Values are now also in place and despite the challenges of the pandemic, SJAC is already working hard to achieve the vision and mission and uphold the values. Our mission to save lives and enhance the health & well-being in the communities of Wales has been furthered throughout the pandemic through our increased ambulance support, our frontline response to the field hospitals, our pharmacy delivery programmes and now our support to the mass vaccination centres. SJAC through its staff and volunteers has worked hard to provide support to the people and communities of Wales throughout the pandemic.

In so doing, we have also furthered our plans within the draft strategy for 2020-2025 which was due to be finalised and implemented in 2020 but placed on hold in March in recognition that the pandemic itself may result in such impact to the charity and the needs of the communities of Wales, that the objectives and goals of the charity may be forced to change.

The reality of the impact of Covid-19 on SJAC was such that our focus necessarily shifted to the development of a Financial Recovery Plan (FRP) to see the charity return to a financially sustainable position following the significant financial impact of Covid-19.

The FRP was developed with a view to ensuring that SJAC was not only able to achieve financial stability following the impact of the Covid-19 restrictions, lockdown and subsequent social distancing, but also to ensure that the charity was able to achieve a financially sustainable business model, modernised and fit for purpose.

One of the key areas of activity planned for 2020, was the implementation of our modernisation strategy, which would see the charity develop and implement new organisational and volunteer structures, review the rank structure, continue with the implementation of the actions recommended through the Governance Review and the development of a clear strategy for Fundraising.

The organisational restructure included both implementation of a company restructure, as well as refreshing the leadership structure within the senior management team. The new company structure was implemented in January, which saw the previously separate subsidiary St John Wales Training Company Ltd incorporated into the main parent charity, SJAC, as well as the Trustee Corporation. This change streamlined the structure, removed unnecessary bureaucracy and brought efficiencies to administrative processes, especially financial.

In September, following the reduction in Covid cases and the relaxing of restrictions, SJAC concluded the process of consultation for the Leadership Structural Review and agreeing the new leadership structure which was to be implemented in 2021. This change represents an exciting new future for SJAC, building additional capacity into our operational leadership to ensure that the charity is able to meet future demands, develop new healthcare services and increase capacity to train more people with lifesaving skills.

The new volunteer structure was developed, consulted upon and implemented throughout 2020. The key changes introduced to the structure were to create a new leadership structure and a new streamlined management structure across Wales, providing an improved platform for delivery of all operational and volunteer services.

The development of a Fundraising Strategy and growing this area of income generation was a key objective prior to the pandemic but became absolutely critical as a result of it. The impact to our overall income in terms of events and commercial training as a result of the lockdowns meant that alternative income sources needed to be developed urgently and so throughout 2020, fundraising became a clear priority.

Our success at fundraising through the pandemic highlighted some key areas for further development and also served to cement the rebrand to St John Ambulance Cymru whilst it became clear that the public were engaging more fully with this brand, rather than our previous St John Cymru Wales.

The Fundraising Strategy has been developed and agreed early in 2021.

The final item which was set for 2020 was a full and comprehensive review of pay and reward for staff of SJAC. This was put on hold due to the pandemic with a view to reinstating as a priority for 2021.

Key Operational Activity

SJAC's activity is split into three key operational areas. These are:

Healthcare Services (including Medical Support at Events, Ambulance and Transport Services, Volunteer Operations)

Training (including Community & Volunteer Training, as well as seeking to further our objects via commercial training)

Children & Young People

Healthcare Services

Original plans for 2020 were altered by the pandemic and the most serious health crisis Wales had faced for many years. In response to this crisis SJAC mobilised more ambulances, staff and volunteers to support the communities of Wales than ever before.

Ambulance Services

St John Ambulance Cymru has an established Patient Transport Service (PTS), which operates across Wales, providing Urgent Care Services and Non-Emergency Patient Transport in partnership with the Welsh Ambulance Service NHS Trust (WAST) and Health Boards.

In 2020, this regular activity continued, but was enhanced through our support to the Dragons Heart Field Hospital in Cardiff, which was a temporary hospital built to accommodate the increased number of patients anticipated through the Covid-19 pandemic. The hospital opened on the 13th April 2020, with SJAC transporting the first patient and then continuing to provide ongoing support until its closure in October.

SJAC provided enhanced support to WAST throughout the year, this included volunteer crews providing an additional 200 Ambulance crews to complement staff activity.

In October, SJAC provided support to the new Grange University Hospital, which is within the Aneurin Bevan University Health Board, and this work became part of our winter pressure support to WAST.

Whilst the number of ambulances deployed increased, the number of patients transported decreased in 2019, due to the limited number of patients allowed on an ambulance during the pandemic.

Total Patient Journeys - 26,758. Total Miles Travelled - 550,526.

Quality Standards

In 2020, quality remained at the forefront of all SJAC patient transport activity following reaccreditation in 2019 of PTS three ISO accreditations:

ISO9001- Quality Management System

ISO14001- Environmental Management

ISO18001 – Occupational Health and Safety Management

These standards are a crucial tool for managing the business and are integral to all activity. Maintaining them requires investment and a large amount of work in regard to adherence and auditing, both internally and externally, but the benefits are significant.

Community Support Services

Falls Support

Our innovative falls support partnership with WAST, which commenced in 2018, continued to grow throughout 2020 despite the pandemic, with new schemes being introduced in North and Mid Wales. These new schemes meant that every health board area was able to benefit from this innovative and impactful scheme, easing the burden on the NHS.

Also, for the first time we developed a falls service outside of our partnership with WAST, with a six-month pilot within Pembrokeshire local authority. This is an area of activity that SJAC will explore further in 2021.

Total Patients Attended = 3, 629. 60% of patients attended by SJAC falls support staff needed no further assistance from WAST, allowing the NHS to focus on other areas.

Pharmacy Delivery

It was clear early in the pandemic that extra support would be required to support the most vulnerable in our communities to ensure they were able to access prescriptions for medication, despite being told to stay home and shield for their own protection. Between June and August 2020, SJAC volunteers worked with Welsh Government and in partnership with British Red Cross to support the Pharmacy Delivery Service, supporting almost 40 pharmacies across Wales.

Vaccination Support

At the end of 2020, Wales was preparing for the mass immunisation of its population against Covid-19. SJAC responded by working with Welsh Government and Health Education & Improvement Wales (HEIW) to become the third sector support for 'clinical' volunteers to support the mass vaccination centres (MVCs).

Welsh Government provided financial support for the appointment of a full-time member of staff to support liaison with health boards, in order to ensure our capacity to support the MVCs.

The public interest in supporting the MVCs was significant, and SJAC saw almost 1000 people apply to join in order to support the vaccination programme roll out across Wales. Support to the MVCs began early in January 2021.

Medical Provision at Events

Due to the pandemic, all events were cancelled from March onwards.

However, SJAC maintained communication and strengthened links with partners, in readiness for a return to activity in the summer of 2021.

Training

Training & Supplies

Due to the pandemic, 2020 was a very difficult year for commercial training. The whole department was closed for 3 months unable to deliver any training, then on reopening, we were (and still are) restricted on the number of delegates we are able to teach on a course, due to room sizes & social distancing.

However, despite the closure and ongoing restrictions, SJAC were still able to reach a total of £721,650 income for the year, training over 5,800 people in life saving skills.

Our first aid supplies business has also been hard hit, whilst many people continue to work from home and are not in the office therefore not requiring first aid items.

We have had to evolve, adapt and develop some of our existing courses to include a blended learning option, such as the 2 day requalification course and 2 day mental health course. Both courses have proven popular, due to companies and individuals' reluctance to attend face to face training.

We have also introduced a shorter 3 hour Mental Health Awareness course delivered virtually, which is a popular choice with companies across Wales, due to the concern surrounding employees mental health while working at home and as they return to the office.

Due to the demand for courses in the Swansea area, we have added Llanelli to our portfolio of training venues, to ease the pressure and give customers more choice.

As soon as social distancing is reduced, or removed, we will be able to maximise the number of delegates on our courses and start to claw back some of the lost revenue.

One of the most exciting new developments on the horizon is our new eLearning platform which will enable us to deliver some of our existing courses online, but more crucially open up a new revenue stream of online only courses.

As we will be able to move some of our existing courses online, we will free up our trainers to deliver additional face to face courses, that due to the practical nature of them, we are not able to deliver virtually, such as the 'First Aid at Work' suite.

Adaptations to current training due to covid-19

Many adaptations including the following have been implemented,

- increasing the space between people by reducing the total number of people in attendance
- changing the layout of premises/ furniture to support physical distancing
- controlling use of entrances, passageways, stairs, and lifts
- controlling the use of shared facilities such as toilets and kitchens
- increasing space between staff and customers – leaving 2 metre gaps between people and indicating spacing with markings
- considering appropriate provision of rest space - breaks staggered
- altering tasks undertaken – adjusting the way that work is done, to reduce contact

Community Training

The pandemic had a substantial detrimental effect on the Community Department, with the department closed entirely for most of 2020 and early on into 2021 it is only operating on an ad hoc basis as lockdown restrictions remain in place. All staff within the department were either furloughed or redeployed for most of the year, with a number of those redeployed to healthcare services choosing to stay permanently.

For the whole of 2020, we trained just over 9700 people, with 8800 of those in Jan-Mar before the pandemic began. This means that throughout the remainder of the year, we trained 960 people (600 of these being school students).

The Defibruary campaign in February 2020 continued to be a great success training nearly 3500 members of the public in Defibrillator use. Over 1100 of these were school students. This campaign not only increases awareness for St John Ambulance Cymru, but also for the Save a Life Cymru (SaLC), Welsh Government campaign. This is the second year of the campaign which launched in 2019 and has achieved fantastic figures, training 55% more people than the first year of the campaign.

In October, we launched a new Outdoors First Aid Awareness course to celebrate "I'm a Celebrity" being filmed in Wales. We delivered the session via face-to-face sessions to over 400 primary school students over the 2 week period. We also broadcast our first livestream session on social media channels which was viewed by over 300 people during its first 2 weeks. The course now forms part of our suite of Community Awareness session offered to students and disadvantaged groups free of charge.

Our work with partner organisations (BHF, British Red Cross, SaLC, WAST) resulted in successfully having first aid and lifesaving skills included in the new Curriculum for Wales to be launched in 2021/22. Throughout 2020, we have been reworking the Young Lifesaver Scheme for relaunch in September 2021 to coincide with the introduction of the new Curriculum and further increase our outreach.

SJAC also provided training and assessment for over 400 NHS Skills2Care volunteers in Hywel Dda UHB

Internal Training – SJAC Staff & Volunteers

The number of certificates issued in 2020 to volunteers and staff was 6,963, a 16% decrease on 2019 but considering the effects COVID had on our ability to train volunteers this was a wonderful achievement.

The online learning hub continued to increase in popularity during 2020 and was a lifeline to our volunteers as the world adapted to new ways of working. Early investment in online learning proved vital in 2020 as many of our volunteers were engaged in online learning making the switch to a more blended approach seamless.

6,628 courses were completed online, a 228% increase on 2019.

An additional 28 online learning courses were created in-house including Mental Health Awareness, Diagnostics, NEWS scoring and Infection Control. Our online learning success was recognised by several other organisations including The Charity Learning Consortium, Charity Today and Learning Zone who all published articles on our impressive response to quickly adapting our traditional teaching methods to cope with the pandemic.

Two new roles, Volunteer Patient Care Assistant and Volunteer Care Assistant were created to ensure our volunteers had the necessary skills to support field hospitals throughout Wales. Over 100 volunteers completed this upskill training giving up a combined total of 586 hours to ensure they were equipped with all the skills required to assist patients suffering with Covid-19.

In August, our first cohort of young people took part in the Prince of Wales Nursing Cadet scheme, completing their training virtually via teams. The pandemic presented an opportunity for this to be available to young people across Wales, rather than limited to one area as would have been the case if it were taught face to face. The second cohort is well underway, and we are looking to extend this opportunity to as many young people both within and outside of SJAC as possible.

Children & Young People

St John Ambulance Cymru continues to provide many opportunities and development programmes centred on first aid knowledge and life-saving skills for children and young people aged between 5-25 years old. We are dedicated to developing ambitious capable young people. In a fast-changing work and social environment, our children and young people programmes are evolving; developing skills in communication, leadership, co-operation and forming foundational values in citizenship, compassion and empathy, promoting a caring connection.

Our vision is to continue to build a high-quality programme, underpinned by a high level of leadership, recognising our responsibilities to offer children and young people opportunities to develop their knowledge and skills in not only life-saving first aid but also personal/social skills to enable them to grow in confidence as they transition from being a child, through adolescence to young adulthood. Within this, the Charity continues to build age-appropriate activities to enable continual feedback and recognition as a golden thread to our programmes, whether that be Sovereign, Amalfi and Grand Prior.

The establishment of the National Young People's Committee and the representation of our young people at Chapter Board ensures a multitude of platforms which provide an insight into the views and opinions of children and young people across Wales, ensuring all young members have the opportunity to comment

and influence the development of St John Ambulance Cymru programmes, ensuring the needs of their colleagues are being voiced and met.

Youth Membership

Whilst Children and Young People membership experienced an increase of 7% during 2019 representing 2,567 young members aged 5-25 years, the impact of the pandemic during 2020 resulted in the immediate closure of the Charity's many divisional halls which in turn disrupted our programmes of engagement and delivery of the curriculum. Whilst engagement with our badgers and cadets has incrementally kickstarted during the early part of 2021, the Children and Young People membership remains less certain. In response, with the involvement of the County Youth Managers and Team Leaders and the support of NHQ, priority work is already underway to further ignite interest, increase engagement and levels of motivation, in tandem with the reopening of divisions to ensure a blend of face-to-face and remote activities so as to increase people's sense of belonging and to aid their development.

National Voluntary Youth Organisation Grant (NVYO)

In 2020, St John Ambulance Cymru was once more successful in obtaining a further Welsh Government grant allocation of £168,546 over 2 years concluding in 2022. The grant underpins our aspirations to improve the development of our offer, to build capacity which enables us to improve responses to incoming enquiries across the Directorate and the ongoing management of data, especially, in the areas of record cards, youth leaders, diversity, the Welsh language, disability and additional needs. We remain committed to strengthening the involvement of Children and Young People in leadership and decision making at SJAC and to increase the offering and uptake of accredited training and programmes for young people and youth volunteers.

Development of modern approach to the Badger and Cadet Curriculum



There are significant long term challenges facing children and young people in Wales such as poverty and health and wellbeing. In response, the Children and Young People Directorate has already embarked on a significant process of change to transform the Badger and Cadet Offer. The programme and its extensive content are currently being redeveloped with the full engagement and participation of our younger members to introduce new subjects, graphics, certificates and badges.

Throughout the pandemic, despite Badger groups being largely put on hold, during the lessening of restrictions in the summer SJAC were pleased to announce the opening of a new Badger Sett at the India Centre in Cardiff.

Cadet Programme (aged 10-17 years)

A new programme is being created in partnership with St John Ambulance and which has involved consultation with youth leaders and young people, a requirement for sustainable channels or forums for ongoing youth involvement. Feedback from Cadets has indicated that life-saving skills must be at the heart of the programme and first aid embedded in all Grand Prior subjects. Leadership, peer education and potential progression and accreditation opportunities must be youth led; offering a range of options to support our older Cadets of varying capabilities in the transition into adulthood.

A new Grand Prior programme is underway, modern, relevant and engaging for this and the next generation of cadets which has been developed in partnership with St John Ambulance and St John Ambulance Northern Ireland. This was sadly deferred due to the COVID-19 pandemic but is currently being constructed during the first half of 2021.

LINKs

The Directorate has successfully supported the development of a presence of LINKs St John Societies Student groups in all 8 Welsh universities. New promotional and recruitment materials have been produced in conjunction with the Digital Manager for use in Freshers Fayres. Subject to funding, the aspiration is to

develop this area to support SJAC University Students in their transition into the labour market and continued adult volunteering.

Recognising Youth Achievement & Participation

Due to the pandemic, the National Youth Competition took place during February 2021 to celebrate the fantastic achievement by those children and young people who progressed from their divisional through to their county competition, winning the opportunity to participate in the National Competition. County winners were assessed on their first aid skills and caring connection, communication, leadership, teamwork and the impact of St John on their personal journey, resulting in the appointment of Young Adult, Cadet and Badger of the year, in addition to their deputies. The Young Adult of the Year chairs the National Young People's Committee and attends the Chapter Board to ensure the views of our children and young people are listened to and that they are treated seriously.

Whilst being externally assessed and awarded the Bronze Quality Mark by the Welsh Government for our Youth Work in Wales, the following are some quotes from our younger members,

- "The leaders work with you to help you succeed"
- "I think of SJAC as a second family, they have helped me in life, school, and college ~ I have lifelong friends who I have met at SJAC"
- "There is a clear direction and national cascade of information"
- "My group has given me confidence in learning new skills and in real life being able to build friendships and have new experiences ~ I was home schooled, so this has been important for me."
- "Helped me prepare for university. Gained skills and work experience and through the competitions enabled me to work under pressure and gain confidence"
- "Dedicated, caring humans who take time out of their own days to support young people."

Fundraising Activities & Performance

A target of £1,445,598 was set for fundraising income in 2020. We achieved income of £1,550,662 including grant funding for the year, a 7% increase on budget.

Priorities during the year shifted greatly due to the COVID-19 pandemic and 2020 saw a reduction in community and events fundraising and more focus on Individual Giving and Grants. This was mainly due to restrictions in place. Costs directly attributable to fundraising were lower than budgeted due to this shift and reduced staffing within the team.

In 2019, fundraising was recognised as a key area for significant improvement within the organisation and great strides were made. There were plans to continue this improvement and growth through 2020 with the development of our Fundraising Strategy. However, due to the pandemic much of that work was put on hold. Following the resignation of our Community Fundraiser in March 2020 our Appeal Manager was the only paid member of staff within the fundraising function for the remainder of the year.

A new Community Fundraising Sub Committee consisting primarily of volunteers was established, with a view to bridging the gap between our fundraising staff and volunteers who fundraise for us. This created opportunity for volunteer fundraising across Wales to be developed and increased, sharing ideas and good practice, and giving our fundraising staff an improved platform to work with our volunteers. It also presented a way to ensure that we were aligned in our fundraising activities and able to monitor activity outside of HQ, whilst at the same time ensuring our volunteers had a channel to get advice and guidance.

'How to Guides' on key fundraising activities including cash and static collections, raffles, thanking and banking have been updated and are now available to our volunteers, who occasionally carry out fundraising on our behalf. They have been written in line with the Code of Fundraising Practice and other regulations which are relevant including those from The Gambling Commission. These guides alongside our fundraising

policy details ways in which we protect vulnerable people and other members of the public, including age limits on activities and behaviour expectations.

Early in 2020, prior to lockdown, our fundraising team held roadshows at locations throughout Wales, meeting with our fundraising volunteers to roll out the new guides and ensure a consistent approach to fundraising across the Charity.

During the year, we continued to save costs related to fundraising in all areas. Part of this saving can be attributed to a reduced staff team, as there was a maximum of two members of staff in post at any one time during 2020 (Appeal Manager and Community Fundraiser). The team structure continues to be reviewed and a fundraising consultancy was contracted at the end of 2020 to support the development of the Fundraising Strategy, and support SJAC to develop an efficient and effective fundraising staff structure for implementation in 2021.

Fundraising income throughout 2020 was still generated through individual donors recruited and administered by a paid third party fundraiser organisation with which we have a written agreement. Our third party fundraiser is registered with the Fundraising Regulator and follows the required standards for collecting money and the sharing of data. We work closely with the organisation and share information and receive regular reports on their work which are reviewed by our Appeal Manager.

We launched an emergency appeal in 2020 in response to the Covid-19 pandemic, which ran through direct response TV, direct mail, email and across all of our social media channels. The appeal was well received and generated over £30,000 to support our lifesaving work across Wales. All of our direct marketing includes information on how a donor can opt out or update their contact preferences.

Fundraising through the channel of Trusts and Foundations was successful in securing emergency and COVID-19 related funding. This included securing grants from the Voluntary Service Recovery Fund and Third Sector Resilience Fund, alongside Non-domestic Rates Grants for some of our properties which had to close and temporarily cease community engagement activities during lockdowns.

In 2020 we saw an uplift in In Memory fundraising as people reflected during a difficult year and wanted to make a difference in honour of people who had passed away.

We are registered with the Fundraising Regulator and work in line with the Code of Fundraising Practice across our fundraising function.

No complaints in relation to Fundraising were received in 2020. We report no instances of non-compliance with the Code of Fundraising Practice, however concerns linked to media reports about the historic use of mock slave auctions in fundraising were brought to us by The Fundraising Regulator. We responded to the concerns of the regulator and it was formally decided there was no need to further investigate and no action was taken.

FINANCIAL PERFORMANCE

The impact of Covid-19 saw SJAC realise a deficit of £998k, having lost over £2m of planned income for the year. The substantial loss of income was mitigated as far as possible by swift action taken to reduce costs and limit expenditure.

The lost income and significant deficit was a result of all events being cancelled for 2020 from March onwards. Under normal circumstances, our attendance at events to provide first aid would generate approx. £1m of income for the charity.

In addition, the closure of our commercial training business for three months and subsequent compliance with social-distancing rules has meant a further loss of income of approx. £1m.

Planned community fundraising and fundraising events also saw a significant drop in planned income though this was offset against increases in other areas of fundraising.

Helping to offset this, our Healthcare Services (Ambulance/PTS support) saw an increase in income generated throughout 2020 due to the significantly increased demand for services. On the basis of 2019,

the increase in income in Ambulance / PTS support saw a growth of 16%, (£2,782k – 2019, £3,239k – 2020). The contribution to cover overhead equated to 38%.

In addition, SJAC utilised the government Job Retention scheme (Furlough) as well as taking other actions to review the cost base and reduce overheads wherever possible, to ensure that we operated as efficiently as possible in order to cut any non-essential costs.

Overall, the Group is reporting a deficit for 2020 of £998,030 including unrealised gains on investment assets of £88,517.

Of this deficit, £296k was attributable to depreciation and amortisation, with £159k directly relating to the depreciation of our fleet of vehicles, and £122k relating to property.

Investment income overall, which includes interest earned, was lower in 2020 at £56,894 (2019 - £69,305). In 2020, we are showing losses on investment assets of £11,949 (2019 – gains of £219,074) consisting of £100,466 realised losses and £88,517 unrealised gains.

Balance Sheet

The balance sheet remains strong with net assets of £6,370,004 (2019 – £7,368,034). Cash balances have reduced by £248,024. However, the financial recovery plan aims to address this reduction in cash.

In 2020, £30,885 was invested in fixed assets, to acquire a new partially funded Toyota Hilux, and two replacement computer servers. Profits on disposal of assets comprised £7,387 profits on the sale of four vehicles, which had all been fully depreciated and were divested as part of our ongoing fleet review.

Donations and legacies

Donations and legacies amounted to £1,494,777 and account for 25% of the Charity's total incoming resources (2019 - £1,042,494 - 16%). One grant over £5,000 was received by divisions in 2020, for £40,250, covering the purchase of the Toyota Hilux and other equipment for the Ferryside lifeoboat (2019 - two grants over £5,000).

Donations and legacies are generated through donations, via fundraising by our volunteers at a local level throughout Wales, and through our dedicated fundraising department who secure income from trusts and foundations, legacies and other sources.

The cost of generating this income, described as 'Expenditure on raising funds', was £448,947 (2019 - £594,818), and includes the cost of the marketing and PR team which supports the wider needs of the organisation. The direct cost of raising funds was £217,726 (2019 - £315,722), a decrease of 31%.

Provision of First Aid and Youth Development

The provision of First Aid duties across Wales, training of First Aid in the local communities and various revenue grants received, has produced an income for the year of £220,644 (2019 - £977,877). This area of activity also covers the Charity's extensive youth programme. Expenditure in this area for 2020 was £1,936,594 (2019 - £2,390,871).

Ambulance and transport services

The performance in this area was strong again, with income 16% higher than the previous year. Total income for 2020 was £3,238,569 (2019 – £2,782,453), with 82% of total revenue attributable to work carried out for the Welsh Ambulance Services NHS Trust (2019 – 83% of work).

First Aid training

One of the core activities of the Charity is the teaching of First Aid. This activity is carried out on a commercial and charitable basis. The figures under this category in the financial statements are from the commercial business and show a net deficit of £261,391 (2019 - £353,260 surplus).

First Aid Products

The Supplies function in the Charity has two core objectives, firstly to provide First Aid products to our volunteers to enable them to carry out their duties, and secondly to sell First Aid products externally to generate surplus funds for charitable use. External sales fell by 47% in 2020 to £59,601 (2019 - £112,315).

RESERVES POLICY

In line with best practice, the Charity and group reviews its policy for holding reserves on an annual basis.

As at 31st December 2020, the funds of the group are as follows,

	£ ,000
Restricted income funds	1,356
Unrestricted income funds	
Fixed asset property reserve	2,663
Revaluation reserve	620
Heritage assets valuation reserve	115
Other charitable funds	1,616
Total Charity funds	6,370

Restricted income funds are those funds for which use is specifically restricted and they are not available for the general purposes of the charity.

Unrestricted income funds are funds which are available for use, however, some funds may only be realised by the disposal of assets. These include the Fixed Asset Property Reserve, the Revaluation Reserve and the Heritage Assets Valuation reserve.

The remaining unrestricted income funds are those which are readily available for use and include 'Other Charitable Funds'.

Free Reserves

The Trustees consider that it is important to maintain adequate free reserves to ensure the future viability of the charity, but equally, to ensure that in the event that the charity's long term viability is in doubt, that we are able to meet our obligations and commitments to those individuals and organisations that work in partnership with us, particularly our staff, volunteers and suppliers.

SJAC relies heavily on four main revenue streams – Healthcare Services (Patient Transport Service PTS) contracts, Commercial Training & Supplies, First Aid duties at Events and Fundraising. Of these, only PTS contracts provide any longer term certainty in terms of income, as we seek to develop fixed term contracts of a duration that will provide better financial security. Commercial Training & Supplies and Events have contracts, but none to a level which provide long term security. Similarly, 'Fundraising' income by its very nature is insecure and not guaranteed and can potentially be significantly impacted by changes in the economic environment. Indeed, many charities are already finding it more challenging to raise funds via grants and donations.

With this in mind, the Trustees consider that it is prudent to maintain a level of reserves that would ensure that in the event of serious difficulty or business continuity issues, SJAC would be able to function for a set period. The different areas of the business have been considered separately, but the Trustees require the ongoing operations of SJAC to be protected for up to six months, allowing time and opportunity for alternative solutions to be sought or in the very worst case, the 'wind-up' of operations. SJAC would seek to ensure therefore, that we increase our free reserves to reach a level of approximately £2m.

In order to calculate the optimum level of reserves, we have applied different calculations to our 'trading activities' than to our charitable activity and the Trustees have taken a cautious approach.

Where our charitable operations are concerned, we wish to ensure that we have no less than six months of expenditure available. SJAC would seek to safeguard the important contribution its volunteers make to society and the communities of Wales. Having these funds available should ensure our ability to do so.

During the year, primarily due to the significant impact of the Covid pandemic, all prior year Designated Funds were released while focus was put on financial stability of the Charity through the implementation of a Financial Recovery Plan and refresh of the current business model.

Free reserves at the end of 2020 are £1.509m.

RISK

SJAC has an integrated Risk Management Framework within which it operates, ensuring that all significant risks are identified and assessed, controls are introduced, and remedial action taken. The Framework dictates that the risks and associated mitigating actions are monitored monthly by the senior management team, and reported quarterly to the Audit, Risk & Governance Committee and in turn to the Chapter Board, where necessary.

The Risk Register is revised and regularly reviewed by the Audit, Risk & Governance Committee. The Register takes account of best practice guidelines issued by the Charity Commission, and forms an essential element of SJCW's governance arrangements. Good risk management provides the organisation with increased confidence in achieving its desired outcomes, constrains threats to acceptable levels and assists in taking informed decisions about exploiting opportunities.

The primary risk to the Charity for 2021, is due to the ongoing impact of Covid-19 and the financial difficulty it has brought. However, Covid-19 has also amplified other risks that the organisation has already recognised, either due directly to the health and well-being implications, or because of the impact on workload and staffing.

The other principal challenges recognised by SJAC are:

- Ensuring we maintain our Duty of Care to the people we treat and to all our stakeholders, including our Volunteers, particularly relevant in light of Covid-19
- A need to improve financial stability in an increasingly difficult fiscal environment – again, particularly so given the impact of Covid-19

The potential risks associated with these are an inability to ensure that the core values are maintained and promoted, resources (including property and vehicles) may become scarce and/or poorly maintained, SJAC's long term viability could be affected, we may be unable to respond to opportunities and/or threats, we may cease to be compliant with changing regulation. The business planning process is addressing all of these issues directly, and will ensure that we mitigate key identified risks and threats to the charity.

PLANS FOR FUTURE PERIODS

In 2021, whilst the country and indeed the world continue in the fight against Covid-19, SJAC is committed to provide ongoing support to Wales, both through our ambulance support to the Welsh Ambulance Service NHS Trust (WAST) and to health boards supporting their delivery of the mass vaccination programme.

However, the Charity is also clear that there must be a focus on recovery from the impact of Covid-19 on both the operational activity and the financial position, whilst at the same time seeking to establish new impactful services to complement our existing offer.

In addition to this, the charity is prioritising outstanding activity from 2020, specifically addressing the issue of reviewing Pay & Reward for our workforce.

Key strategic priorities for 2021 are broken down under 3 headings;

- Financial Recovery Strategy
- Organisational Development / Workforce
- Operational Service Review

Financial Recovery Strategy

Our Financial Recovery Strategy will see us focus on ways in which we can address both the current financial situation arising from the impact of Covid and the associated significant reduction in income as well as addressing the underlying deficits that the charity has seen over recent years. We will be reviewing our business model, ensuring it is modern, up to date and fit for purpose to ensure the charity is able to meet demand and ensure financial sustainability into the future.

Organisational Development/Workforce

The review of Pay & Reward will be a key priority area of work during 2021, having been deferred from 2020. In addition to this, the charity will be focusing on developing :-

- a Leadership Development Framework, investing in our people to ensure effective leadership at all levels across the organisation.
- a programme of workplace initiatives designed to further increase levels of engagement, including well-being/mental health awareness training and the provision of enhanced health and well-being services, the charity seeking to achieve the Corporate Health Standard, further demonstrating its commitment to sustainable health improvement.
- and reviewing its levels of equality, diversity and inclusion to ensure the charity upholds its vision and values, with a particular focus on gender equality and to increase our work with ethnic minority groups to promote our organisation and welcome a more diverse population which reflects the communities we serve.

Operational Service Review

Following the organisational restructure, the charity now plans to further modernise and streamline activities, building capacity for growth and resilience into our existing model. In addition, SJAC are keen to further develop new services, and build on the operational success and opportunity brought by the pandemic to increase impact through our service delivery.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Organisational Structure

The Charity is based in Wales with its National Headquarters in Cardiff and trades under the name St John Ambulance Cymru following a rebrand in 2020. It previously operated under the name St John Cymru.

The Priory Chapter ("Chapter") is the supreme governing and legislative body of the Charity and of all affairs of the Charity within Wales, under the Sovereign Head and the Grand Prior.

The Charity is one of 11 autonomous Priories that form The Most Venerable Order of The Hospital of St John of Jerusalem (the "Order").

The Charity is governed by its Articles of Association and these incorporate the rules, which were approved by the Grand Prior of the Order on 23 October 1999, under the authority of the Order's Royal Charter and Statutes. The Articles of Association were comprehensively reviewed, and became the Charity's Governing Document on 29th January 2016. The Regulations of the Priory were due for further review during 2020, taking into account the outcomes of the Governance Review, however this review was placed on hold due to the pandemic. It will be revisited in 2021.

The Charity will appoint Trustees on the recommendation of an Appointment Panel to the Chapter Board. The Regulations of the Charity set out the process for the recruitment of Trustees and the membership of the Committees.

Prior to 31st March 2013, the operations of the Charity were conducted through its four subsidiaries. On 31st March 2013 the activities and assets and liabilities of two of its subsidiaries - St John Ambulance in Wales (Priory for Wales) and St John Wales Patient Transport Limited - were transferred to the Charity.

St John Ambulance in Wales (Company number 5071232) and St John Wales Patient Transport Limited (Company number 5071126) were retained but made dormant and removed from the Charity Commission register from March 2014.

From 1st April 2013, the operations of the Charity were conducted through the parent company and its two subsidiaries, St John Wales Training Company Limited and Maindy Estates Limited. The Charity is also 'parent' to the St John Wales Trustee Corporation, which is a non-trading subsidiary.

St John Wales Training Company Limited is a company limited by share capital (No. 3318160) and is governed by its Memorandum and Articles of Association. The principal activity of the company is that of first aid training and the supply of first aid and related equipment.

The principal activity of Maindy Estates Limited (No. 516242) is that of property ownership.

Both St John Wales Training Company Limited and St John Wales Trustee Corporation have been integrated into the main parent company, and ceased to trade as 'stand-alone' entities on 31 December 2019. The transfer was effective 1 January 2020.

The Charity is organised into seven regions with approximately 120 divisions operating across Wales. The principal activities are:

- Recruitment and training of members of the public in First Aid and Care.
- Provision of First Aiders at public events.
- Training of young people from the age of five - teaching them First Aid, care and general citizenship skills.
- The relief of sickness and the protection and preservation of public health, through the provision to health authorities, hospitals and others, of services including the carriage of patients and other transport requirements.

Governance

The governing body of the Charity is the Chapter. The members of the Chapter are also Trustees of the Charity for the purpose of the Charities Act 2011. The number of Trustees shall be not less than ten but unless otherwise determined by the Priory in general meetings, shall not be subject to any maximum.

The Priory Chapter meets at least four times per year and is chaired by the Prior. The Priory Chapter, also subject to Priory regulations, appoints standing committees, as appropriate, to assist the Priory Chapter.

Management

The Trustees are responsible for setting strategies and policies and for ensuring that these are implemented. To assist with this work, the charity reviewed the Committee structure throughout 2019 resulting in a more effective, streamlined structure. The Charity now operates with six Standing Committees. It is further supported by additional 'advisory' committees.

Currently the committees established to assist the Priory Chapter are;

STANDING COMMITTEES

- **Audit, Risk & Governance Committee**

The Audit, Risk & Governance Committee reviews the effectiveness of internal financial controls and risk management systems and the clarity and completeness of disclosures in the financial statements of the Charity and its subsidiaries. The Committee will also consider risks presented from the Clinical Assurance

Panel. Furthermore, the Committee will consider Governance arrangements and will provide detailed assurance to Chapter around the implementation of the Governance Review recommendations. The Committee meets four times per year minimum and is chaired by a Trustee.

- **Finance Committee**

The Committee meets four times per year minimum and is chaired by a Trustee with professional financial experience and qualification. Its purpose is to provide financial oversight of the organisation and reports directly to Chapter. Membership includes Trustees and independent members.

- **People Committee**

The People Committee provides assurance to the Board regarding the Charity's responsibilities to all matters relating to volunteers, staff and organisational development. It also maintains a strategic overview of the Charity's people arrangements with a view to ensuring that these are designed to provide a positive environment for both colleagues and volunteers. The Committee approves all People policies. It meets 4 times per year and is chaired by a Trustee.

- **Honours and Awards Committee**

The Honours and Awards Committee meets at least twice per year and recommends admissions to and promotions within the Order below the rank of Knight and Dame, the award of Priory Votes of Thanks and the award of the Life Saving Medal or a Certificate of Honour of the Order. It can also make nominations for Civil Honours and Awards and promotions to Knight or Dame. The Committee is chaired by the Prior.

- **Impact and Fundraising Committee**

During 2019, a new Committee was formed to consider the Charity's Impact and ensure that Trustees maintained oversight of Fundraising and Fundraising practices. Membership includes minimum of two Trustees, Chair of The Eye Hospital Committee and independent external members. The Committee meets 4 times per year and is chaired by a Trustee.

- **Pro Fide Committee**

The Pro Fide Committee was due to be refreshed during 2020 but this again was placed on hold due to Covid. It advises the Prior on all spiritual and ecclesiastical matters pertaining to the Priory. It also takes note of guidance issued by the Prelate through Grand Council. The Committee approves forms of service and prayers used by the Priory. Membership includes the Archbishop of Wales, and the Priory's representative on the St John College of Deans. The Committee meets twice per year and will be chaired by the Dean of the Priory.

SUPPORTING COMMITTEES/PANELS:

- **Investment Committee**

The Investment Committee, which meets twice per year, is primarily responsible for recommending to the Trustees an overall investment strategy for the Charity, appointing and monitoring the performance of investment managers on their behalf and ensuring that the Charity complies with all statutory requirements in respect of investments. The Committee is chaired by a Trustee and reports to Chapter through the Finance Committee.

- **Clinical Assurance Panel**

The Committee provides advice to the senior management team and assurance around clinical governance matters to Chapter through Audit, Risk & Governance Committee. The Committee meets four times per year and is chaired by a trustee with clinical expertise. Membership includes three Trustees, National Advisers/Officers and members of the Senior Management Team. This committee is due for review through 2021.

- St John Eye Hospital Committee

The Eye Hospital Committee's primary objective is to fundraise for the St John Eye Hospital in Jerusalem. The Committee meets at least six times per year. The Committee is chaired by the Hospitaller.

- Property Panel

The Property Panel provides advice and guidance to officers, as well as considering recommendations for disposal and acquisition of property. It further supports the Charity in relation to ensuring governance of its subsidiary Maindy Estates Limited. The Committee is chaired by the Chancellor.

Recruitment, Induction and Training of Trustees

In June 2020, two trustees reached the end of their tenure and retired from SJAC. A third trustee also due to retire having completed their tenure was reappointed for an additional one year, due to the difficulty of recruiting trustees in the midst of the pandemic.

However, SJAC was able to appoint one additional trustee at this time, who would also hold the role of the Priory Dean.

Towards the end of the year, SJAC advertised for additional new trustees to join the charity, undergoing a comprehensive appointment process which included both formal interview with an appointment panel as well as providing opportunity to meet other members of the trustee board and senior management team. The entire process was conducted virtually.

SJAC was able to successfully appoint four trustees at the start of 2021 with the specific skill sets required, including both finance and digital.

SJAC ensures appropriate induction and training for all new and existing trustees. Upon initial appointment all trustees are provided with a comprehensive documentation pack and suitable training is arranged. In addition, a board development programme is currently being worked on and will be implemented throughout 2021.

The process for the recruitment, induction and training of trustees will be incorporated into the updated Regulations of the charity.

Pay & Remuneration of Key Management Personnel

The arrangements for pay and benefits for all staff, including key management, are set out in the St John Ambulance Cymru Remuneration Policy and Procedure.

The trustee board has acknowledged and sponsored the need to undertake a full review of Pay & Reward, the Charity remaining committed to concluding this key objective during 2021. The review is considered vital to ensuring the Charity's fitness in being able to retain high performing staff and attract new talent into the charity whilst incentivising and driving employee performance within a clearly defined and embedded framework of performance management.

The Director of People & OD is further committed to sourcing a robust and cost-effective way of evaluating jobs in-house, benchmarking against the charity sector within the UK and non-profit organisations within Wales. Aside from salary, this review will examine other key terms and conditions, seeking guidance from the People Committee to make recommendations on all conditions of service including pay for consideration by the full Chapter Board.

In the interim, the Charity has uplifted salaries to ensure compliance with the National Minimum Wage from 1st April 2021 for a number of staff within Commercial Training. Furthermore, independent salary benchmarking was received by the Board sub-committee in relation to the new senior leadership model,

consultation for which had commenced late 2020, subsequently deferred due to the impact of the pandemic but which concluded early 2021.

The Key Management Personnel to whom Trustees delegated day-to-day management of the Charity in 2020, were:

Helen Smith	Chief Executive Officer	
Andy Jones	Director of People & OD	
Phil Goss	Interim Director of Finance	resigned 31/05/20
Darren Pritchard	Director of Finance & Corporate Services	commenced 24/08/20
James Shaughnessy	Director of Operations	
Jon Phillips	Director of Training	redundant 28/02/21

THE PRIORY FOR WALES OF THE MOST VENERABLE ORDER OF THE HOSPITAL OF ST JOHN OF JERUSALEM

TRUSTEES REPORT INCORPORATING STRATEGIC REPORT
For the year ended 31 December 2020

REFERENCE AND ADMINISTRATIVE DETAILS

Name
The Priory for Wales of the Most Venerable Order of the Hospital of St John of Jerusalem

Other operating names
St John Ambulance Cymru

Registration numbers
Company - 05071073
Charity - 250523

Address: Priory House, Beignon Close, Ocean Way, Cardiff, CF24 5PB
Telephone: 0300 2011 999
Website: www.sjacymru.org.uk/

TRUSTEES/DIRECTORS (Chapter) –

Sir Paul Williams, Prior	
Mr G Chapman, Chancellor	
Miss G Rees, Bailiff of St David's	Resigned 24/06/20
Mr R Paskell, Chief Volunteer	
Rev D Morris, Priory Dean	Appointed 22/06/20
Mr D A Howell	
Mr A Mitchell	
Mr D Kitto	
Miss S Lloyd-Jones	Resigned 24/06/20
Prof K Davies	
Mrs C Cox	
Mrs S Williams	

New trustees appointed Feb 2021	
Ms E Bristow	12/02/21
Mr J O'Connor	26/02/21
Mr N Stork	12/02/21
Ms H Willson	12/02/21

COMPANY SECRETARY

Mrs H A Smith	Resigned 12/02/21
Mr D C Pritchard	Appointed 12/02/21

ADDITIONAL OFFICERS OF THE PRIORY

Dr. R Broughton, Archivist/Librarian
Mr J Petrie, Director of Ceremonies
Rev D Morris, Priory Dean

SUB PRELATES

The Most Revd J D E Davies, Archbishop of Wales
The Most Rev G Stack, Archbishop of Cardiff

STANDING COMMITTEES – at 31 December 2020

AUDIT AND RISK COMMITTEE
Chair- Miss S Lloyd-Jones — Resigned 24/06/20
Chair - Prof K Davies — Appointed 11/09/20
Mr G Chapman
Mr D A Howell
Mrs C Cox

FINANCE COMMITTEE
Chair – Mr D Howell
Mr G Chapman
Mr A Mitchell

PEOPLE COMMITTEE
Chair – Revd D Kitto
Mr A Mitchell
Mrs S Williams

IMPACT & FUNDRAISING COMMITTEE
Chair – Prof Kevin Davies
Miss G Rees — Resigned 24/06/20
Mr A Mitchell

PRO FIDE COMMITTEE
Chair – The Most Revd J D E Davies, Archbishop of Wales
Revd D Morris
The Most Revd G Stack
Archdeacon R Williams
Revd D Kitto
The Very Revd Dr S Rowland Jones
The Rt Revd Gregory Cameron
Revd Canon Sarah Jones

HONOURS AND AWARDS COMMITTEE
Chair -Sir P Williams
Mr G Chapman
Miss G Rees — Resigned 24/06/20
Revd D Kitto
Mr A Mitchell
Mr R Paskell
Mr C Jones
Mr D Melding AM
Mr P Vaughan
Mrs H Smith

Supporting Committees:

EYE HOSPITAL COMMITTEE
Chair - Dr A Baig
Mrs I David
Mrs D Davies
Mr M Flanagan
Mrs R Lewis

Mrs M Thomas
Mr G Thomas
Mr M Bin-Sufyan
Mr R Thomas
Mr R Baxter
Mr N Board
Mrs S Burke

INVESTMENT COMMITTEE
Chair – Mr D A Howell
Miss G Rees — Resigned 24/06/20
Mr C Davies
Mr J Lloyd

PROPERTY PANEL
Chair – Mr G Chapman
Mr D Howell
Mr A Mitchell
Mr B Fraser
Mr D Davies

CLINICAL ADVISORY PANEL
Chair – Mrs C Cox
Mr R Paskell
Dr R Collier
Mr M Hill
Mrs J Collier
Mrs Y Price
Mr R McKeand
Dr E Roberts
Mrs G Ratcliffe
Mr A Jenkins

BANKERS
Barclays Bank PLC, PO Box 674, 3rd Floor Windsor Court, 3 Windsor Place, Cardiff, CF10 3ZL

SOLICITORS
Blake Morgan LLP, One Central Square, Cardiff, CF10 1FS

INVESTMENT MANAGERS
Brewin Dolphin Ltd, 2nd Floor, 5 Callaghan Square, Cardiff, CF10 5BT

INDEPENDENT AUDITORS
Azets Audit Services, Ty Derw, Lime Tree Court, Cardiff Gate Business Park, Cardiff CF23 8AB

St John
Cymru - Wales

RESPONSIBILITIES OF THE BOARD OF DIRECTORS
For the year ended 31 December 2020

The trustees (who are also directors of The Priory for Wales of the Most Venerable Order of the Hospital of St John of Jerusalem for the purposes of company law) are responsible for preparing the Trustees' Report (incorporating the directors' report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the income and expenditure, of the charitable group 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 Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards 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 maintaining proper accounting records which 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 the group 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 auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on 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.

Approved by the Board of Directors on 22 June 2020 and signed on its behalf by:

Sir Paul Williams

Sir Paul Williams, Prior

INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF THE PRIORY FOR WALES OF THE MOST VENERABLE ORDER OF THE HOSPITAL OF ST JOHN OF JERUSALEM
For the year ended 31 December 2020

Opinion

We have audited the financial statements of The Priory for Wales of the Most Venerable Order of the Hospital of St John of Jerusalem (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2020 which comprise the consolidated Statement of Financial Activities, the consolidated and parent Balance Sheet, the consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2020, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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.

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 group's or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. 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 course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. 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 in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the strategic report and directors report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors report includinged with the trustees report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report included within the trustees report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 22, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees 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 groups and parent 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 group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under [the Companies Act 2006 and report in accordance with this Act.

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 auditor's 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.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx. This description forms part of our auditor's report

Extent to which the audit was considered capable of detecting irregularities, including fraud
Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF THE PRIORY FOR WALES OF THE MOST VENERABLE ORDER OF THE HOSPITAL OF ST JOHN OF JERUSALEM
For the year ended 31 December 2020



22-7-2021

Sarah Case FCA DChA

(Senior Statutory Auditor)

For and on behalf of Azets Audit Services

Chartered Accountants

Statutory Auditor

Ty Derw

Lime Tree Court

Cardiff Gate Business Park

Cardiff

CF23 8AB

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating an income and expenditure account)
Year Ended 31 December 2020

	Note	Unrestricted funds £	Restricted funds £	Total funds 2020 £	Total funds 2019 £
Income and endowments from:					
Donations and legacies	4	**1,408,499**	**86,278**	**1,494,777**	1,042,494
Other trading activities	6	**96,590**	**-**	**96,590**	197,478
Investments	7	**56,894**	**-**	**56,894**	69,305
		1,561,983	**86,278**	**1,648,261**	1,309,277
Charitable activities	5				
Provision of first aid and youth development	8	**164,759**	**55,885**	**220,644**	977,877
Ambulance and transport services		**3,238,569**	**-**	**3,238,569**	2,782,453
First aid training		**720,202**	**-**	**720,202**	1,506,967
First aid products		**59,601**	**-**	**59,601**	112,315
		4,183,131	**55,885**	**4,239,016**	5,379,612
Total income and endowments		**5,745,114**	**142,163**	**5,887,277**	6,688,889
Expenditure on:					
Raising funds	9	**448,172**	**775**	**448,947**	594,818
Charitable activities					
Provision of first aid and youth development	8,10	**1,758,084**	**178,510**	**1,936,594**	2,390,871
Ambulance and transport services	10	**3,405,054**	**17,539**	**3,422,593**	3,295,358
First aid training	10	**981,593**	**-**	**981,593**	1,153,707
First aid products	10	**67,530**	**-**	**67,530**	110,458
		6,212,261	**196,049**	**6,408,310**	6,950,394
Governance	10	**23,488**	**-**	**23,488**	17,750
Total expenditure		**6,683,921**	**196,824**	**6,880,745**	7,562,962
Net (losses)/gains on investments					
Realised (loss)/gain on investment assets	18	**(100,466)**	**-**	**(100,466)**	4,358
Unrealised gain on investment assets	18	**88,517**	**-**	**88,517**	214,716
Net(expenditure)/income		**(950,756)**	**(54,661)**	**(1,005,417)**	(654,999)
Other recognised gains/losses:					
Profit on sale of assets		**7,387**	**-**	**7,387**	36,039
Net movement in funds		**(943,369)**	**(54,661)**	**(998,030)**	(618,960)
Reconciliation of Funds					
Total funds brought forward	27,28	5,957,842	1,410,192	7,368,034	7,986,994
Total funds carried forward	28,29	**5,014,473**	**1,355,531**	**6,370,004**	7,368,034

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating an income and expenditure account)
Year Ended 31 December 2020

All activities are continuing.

Other recognised gains and losses for the current and the prior financial year have been shown in the statement of financial activities and, accordingly, no separate statement of total recognised gains and losses is presented.

The deficit for the year for Companies Act purposes comprises the net deficit for the year of £993,468 (2019: net deficit of £874,073) and realised loss on investments of £100,466 (2019: £4,358 gain), totalling a deficit of £1,093,934 (2019: £869,715).

There is no material difference between the net deficit for the financial year stated above and the historical costs equivalent.

There are no movements in funds other than as stated above.

The notes on pages 37 -67 form part of the financial statements.

CONSOLIDATED BALANCE SHEET
As at 31 December 2020

	Note	2020 £	2020 £	2019 £	2019 £
Fixed assets:					
Heritage assets	15		**114,730**		114,730
Intangible assets	16		**2,148**		12,708
Tangible assets:					
Freehold and leasehold properties	17a		**4,210,101**		4,331,767
Vehicles, equipment, computers and other	17b		**448,989**		581,864
Investments	18		**2,075,550**		2,098,901
			6,851,518		7,139,970
Current assets:					
Stock	19	**11,334**		5,201	
Debtors	20	**1,023,420**		968,649	
Investments	21	**4,235**		59,690	
Cash at bank and in hand		**26,890**		179,860	
		1,065,879		1,213,400	
Liabilities:					
Creditors: Amounts falling due within one year	22	**(1,417,439)**		(839,498)	
Net current (liabilities)/assets			**(351,560)**		373,902
Total assets less current liabilities			**6,499,958**		7,513,872
Creditors: Amounts falling due after more than one year	23		**(129,954)**		(145,838)
Net assets			**6,370,004**		7,368,034
The funds of the Charity:					
Restricted income funds	27,29		**1,355,531**		1,410,192
Unrestricted income funds					
Other charitable funds	28,29		**1,617,310**		398,006
Designated funds	28,29		**-**		2,523,614
Fixed asset property reserve	28,29		**2,662,519**		2,270,542
Revaluation reserve	28,29		**619,914**		650,950
Heritage assets valuation reserve	28,29		**114,730**		114,730
Total Charity funds			**6,370,004**		7,368,034

The financial statements on pages 32 - 67 were approved by the Board of Trustees on 22 June 2020.
Signed on behalf of the board

Sir Paul Williams, Prior

Mr Derek Howell, Treasurer

The notes on pages 37 – 67 form part of the financial statements.

CHARITY BALANCE SHEET
As at 31 December 2020

	Note	2020 £	2020 £	2019 £	2019 £
Fixed assets:					
Heritage assets	15		**114,730**		114,730
Intangible assets	16		**2,148**		12,708
Tangible assets:					
Freehold and leasehold properties	17a		**4,010,101**		4,131,767
Vehicles, equipment, computers and other	17b		**448,989**		579,279
Investments:					
Quoted investments	18		**2,075,550**		2,098,901
Other investments	18		**100,060**		100,060
			6,751,578		7,037,445
Current assets:					
Stock	19	**11,334**		-	
Debtors	20	**1,035,101**		767,288	
Investments	21	**4,235**		59,690	
Cash at bank and in hand		**25,765**		177,049	
		1,076,435		1,004,027	
Liabilities:					
Creditors: Amounts falling due within one year	22	**(1,414,927)**		(669,987)	
Net current (liabilities)/assets			**(338,492)**		334,040
Total assets less current liabilities			**6,413,086**		7,371,485
Creditors: Amounts falling due after more than one year	23		**(129,954)**		(145,838)
Net assets			**6,283,132**		7,225,647
The funds of the Charity:					
Restricted income funds	27,29		**1,355,531**		1,410,192
Unrestricted income funds					
Other charitable funds	28,29		**1,730,438**		455,619
Designated funds	28,29		**-**		2,523,614
Fixed asset property reserve	28,29		**2,655,069**		2,263,092
Revaluation reserve	28,29		**427,364**		458,400
Heritage assets valuation reserve	28,29		**114,730**		114,730
Total Charity funds			**6,283,132**		7,225,647

The financial statements on pages 32 - 67 were approved by the Board of Trustees on 22 June 2020.
Signed on behalf of the board

Sir Paul Williams, Prior **Mr Derek Howell, Treasurer**

The notes on pages 37 - 67 form part of the financial statements.

CONSOLIDATED CASH FLOW STATEMENT
Year Ended 31 December 2020

	Note	2020 £	2019 £
Cash generated from operating activities	30	**(295,563)**	(461,034)
Finance costs	30	**(18,099)**	(16,621)
Net cash provided by/(used in) operating activities		**(313,662)**	(477,655)
Cash flows from investing activities:			
Dividends, interest and rents from investments	18	**56,894**	69,305
Purchase of tangible fixed assets	17a/b	**(30,885)**	(211,043)
Purchase of intangible fixed assets	16	**-**	-
Proceeds from sale of investments		**713,601**	211,454
Purchase of investments		**(702,200)**	(199,361)
Proceeds from sale of tangible fixed assets		**7,387**	56,647
Net cash provided by/(used in) investing activities		**44,797**	(72,998)
Cash flows from financing activities:			
Repayments of asset purchased via finance lease		**(35,690)**	(59,647)
Repayments of mortgages ending 2024		**(18,924)**	(35,459)
Cash inflows from new borrowing	24	**20,000**	-
Increase/(decrease) in cash in the year	31	**(34,614)**	(95,106)
Change in cash and cash equivalents in the reporting period	31	**(303,479)**	(645,759)
Cash and cash equivalents at the beginning of the reporting period		**239,550**	885,309
Cash and cash equivalents at the end of the reporting period	31	**(63,929)**	239,550

The notes on pages 37 - 67 form part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2020

1. ACCOUNTING POLICIES

The following accounting policies have been used consistently in dealing with items which are considered material in relation to the charity's financial statements.

Charity Information
The Charity is a company limited by guarantee incorporated in England and Wales. The registered office is Priory House, Beignon Close, Ocean Way, Cardiff, CF24 5PB.

Basis of Preparation
The accounts have been prepared in accordance with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS102.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The Group has taken advantage of the exemption to not prepare a separate Statement of Financial Activities and Cash Flow Statement for the Charity.

The financial statement are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

Going Concern
The trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. The going concern basis of accounting has therefore continued to be used in preparing the annual financial statements (see Note 33 Post Balance Sheet Events).

Accounting by charities
The Charity has availed itself of paragraph 3(3) of Schedule 4 of the Companies Act and has adapted the Companies Act formats to reflect the special nature of the Charity's activities.

Accounting treatment of subordinate organisations
The financial statements represent the consolidated financial position of the Order. This comprises St John Wales Training Company Limited, St John Ambulance in Wales (Priory for Wales), St John Wales Patient Transport Services and Maindy Estates Limited, all 100% subsidiaries of the Order.

The financial statements are consolidated on a line-by-line basis and cover the consolidated financial position and transactions of all companies controlled by the Priory. All intra group transactions are eliminated on consolidation.

Income recognition
Course income is recognised at the time the course is run. Course income received in advance is treated as deferred income. Income from patient transport services and first aid cover is recognised when the service is provided. Supplies income is recognised when the goods are despatched. Fundraising and all other income is recognised in the statement of financial activities when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2020

ACCOUNTING POLICIES (continued)

Income consists of the invoiced value (excluding VAT) of goods sold/supplied to third parties and members.

No amounts are included in the Financial Statements for services donated by volunteers.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

Membership and Subscriptions income is credited to the Statement of Financial Activities in the year in which they are due. Income received in advance is deferred to the appropriate financial year.

Sponsorship income is credited to the Statement of Financial Activities in the year in which it is due.

Grants
Grants for the purchase of equipment and towards the initial setting up of projects are credited in full to the various activities in furtherance of the Charity's objects in the year in which they are received. Grants that provide core funding, or are of a general nature provided by government and charitable

foundations, are recorded as voluntary income. Grants received specifically for goods and services to be provided as part of charitable activities are recorded against the activity to which they relate.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Capital grants are released to the SOFA in the year of receipt.

Fixed assets relating to capital grants are capitalised, and depreciation charged is offset against the grant income, in a restricted fund.

Bequests
Bequests are credited to the income and expenditure account when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Expenditure
Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs in relation to generating income such as fundraising activities.
- Expenditure on charitable activities includes all costs relating to the furtherance of the charity's objectives as stated in the Trustees report

Governance costs comprise audit fees.

Irrecoverable VAT
Irrecoverable VAT incurred due to the use of the partial exemption method is allocated across all activities as a finance support cost with the exception of irrecoverable VAT on door-to-door fundraising costs, which are directly allocated to the cost of generating funds.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2020

ACCOUNTING POLICIES (continued)

Redundancy and termination payment policy
Redundancy and termination payments are made in line with the legislation in place at the time. There is no contractual obligation to make any payments beyond the statutory payments.

Heritage assets
Heritage assets were valued at market value on 6 April 2016. No depreciation is charged due to their having an indefinite life.

Intangible fixed asssets
Intangible fixed assets comprise software purchased which will be amortised over its estimated useful life, which is considered to be 4 years.

Tangible fixed assets
Tangible fixed assets are stated at historic purchase cost less accumulated depreciation. Cost includes the original purchase price of the asset and the costs attributable to bringing the asset to working condition for its intended use. Freehold land is not depreciated.

The following rates are used for the depreciation of the asset over its useful life:

Freehold & investment properties	2%
Leasehold properties	over life of lease
Motor vehicles	14%
First Aid equipment	20%
Computers	25%
Other	20%

The Charity's capitalisation policy is that all single assets or group purchase of related assets costing £5000 or more are capitalised. This policy was reviewed in 2016.

The freehold and leasehold properties were professionally revalued in 1996.

The Charity has not revalued the properties on adoption of FRS 102 so will continue to revalue investment properties periodically, in line with the requirements of accounting standard FRS 102.

Investment properties are those properties that are held either to earn rental income or for capital appreciation or both.

Investment properties are carried at their fair values based on market value determined by the Trustees, based on advice given by Mr. David Davies (FRICS), a member of the Order of The Priory for Wales of the Most Venerable Order of the Hospital of St John of Jerusalem, at each reporting date.

Investment properties, which are freehold land, are not depreciated.

Investments
Investments held as fixed assets are a form of basic financial instrument and are initially recognised at transaction value and subsequently measured at fair value as at the balance sheet date using the closing quoted market price.

Investments are stated at mid market value in accordance with the SORP. Realised and unrealised gains and losses on disposal and revaluation of investments are taken to the Statement of Financial Activities.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2020

ACCOUNTING POLICIES (continued)

Other investments represent unlisted investments in subsidiary companies and are stated at cost less any provision for impairment.

Debtors
Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Stock
Stock is stated at the lower of cost and net realisable value. Cost is determined on a first in first out basis.

Cash and cash equivalents
Cash comprises cash in bank and in hand. Cash equivalents are short-term highly liquid investments with a maturity of less than 90 days that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value.

Creditors and provisions
Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Deferred and Accrued income
Income received in advance is treated as deferred income. Income received in arrears is treated as accrued income.

Liabilities Policy
Liabilities are recognised in the Statement of Financial Activities as they become payable.

Operating leases
Rental costs under operating leases are charged to the profit and loss account in equal annual amounts over the period of the leases.

Fund accounting
Unrestricted funds are those available for use at the discretion of the Trustees in furtherance of the general objects of the Charity, which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

A fixed asset property reserve reflects the funds already invested in property.

Restricted funds are those which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The cost of raising and administering such funds is charged against the specific fund. The aim and use of each restricted fund is set out in note 27.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2020

ACCOUNTING POLICIES (continued)

Financial instruments
The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets
Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Classification of financial liabilities
Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

Basic financial liabilities
Basic financial liabilities, including creditors, bank loans, loans from fellow group companies and preference shares that are classified as debt, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Pension scheme
The pension schemes utilised by the Charity are The Pensions Trust and Scottish Widows. These are defined contribution pension schemes providing pension arrangements solely for employees of organisations involved in social, educational, charitable, voluntary and other similar works. Pension costs charged to the Statement of Financial Activities (SOFA) represent contributions payable by the Charity to the pension schemes during the year.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2020

2. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

In the application of charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3. TAXATION STATUS

The Company is limited by guarantee and is a registered charity. The Company is subject to the taxation relief applicable to charities except for a small amount of non primary trading income.

The other two subsidiaries - St John Wales Training Company Limited and Maindy Estates Limited - are subject to Corporation Tax. No current tax charge arose in the period as tax losses were incurred by Maindy Estates Limited and no tax liability has arisen on the results of St John Wales Training Company Limited.

No Gift Aid donation was paid by St John Wales Training Company Limited to the parent charity (2019 - £630,888).

Taxation
As a registered charity, The Priory for Wales of the Most Venerable Order of the Hospital of St John of Jerusalem is entitled to the exemption from taxation in respect of income and capital gains received with sections 478-489 of the Corporation Tax Act 2010 and section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects purposes only.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2020

4. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds £	Restricted funds £	Total funds 2020 £	Total funds 2019 £
Donations, legacies and similar incoming resources	**1,378,664**	**85,503**	**1,464,167**	976,801
Oblation fees and members donations	**29,835**	**-**	**29,835**	52,273
St John of Jerusalem Eye Hospital	**-**	**775**	**775**	13,420
	1,408,499	**86,278**	**1,494,777**	1,042,494

5. INCOME FROM CHARITABLE ACTIVITIES

	Grants £	Other income £	Total funds 2020 £	Total funds 2019 £
Provision of first aid and youth development	**55,726**	**164,918**	**220,644**	977,877
Ambulance and transport services	**-**	**3,238,569**	**3,238,569**	2,782,455
First aid training	**-**	**720,202**	**720,202**	1,506,967
First aid products	**-**	**59,601**	**59,601**	112,315
	55,726	**4,183,290**	**4,239,016**	5,379,614

6. INCOME FROM OTHER TRADING ACTITIVIES

	Unrestricted funds £	Restricted funds £	Total funds 2020 £	Total funds 2019 £
Income from property	**81,015**	**-**	**81,015**	128,333
Sundry sales	**15,575**	**-**	**15,575**	69,145
	96,590	**-**	**96,590**	197,478

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2020

7. INCOME FROM INVESTMENTS

	Unrestricted funds £	Restricted funds £	Total funds 2020 £	Total funds 2019 £
Interest bearing deposits	-	-	-	-
Securities	56,894	-	56,894	69,305
	56,894	-	56,894	69,305

8. PROVISION OF FIRST AID AND YOUTH DEVELOPMENT

	Unrestricted funds £	Restricted funds £	Total funds 2020 £	Total funds 2019 £
Income				
Income from events	160,956	-	160,956	880,905
Income from field hospitals	3,804	-	3,804	-
Income from youth activities	-	159	159	4,851
Grant funding	-	55,726	55,726	89,422
Other local & sundry funds	2,699	-	2,699	2,699
	164,759	55,885	220,644	977,877
Expenditure				
Cost of events and transport	294,456	-	294,456	437,619
Cost of Covid support	166,969	3,584	170,553	-
Cost of youth activities	87,707	56,621	144,328	226,826
Cost of community training	142,904	-	142,904	139,096
Cost of running divisions	874,153	118,305	992,458	1,367,736
Indirect support costs (see note 9)	191,895	-	191,895	219,594
	1,758,084	178,510	1,936,594	2,390,871

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2020

9. EXPENDITURE ON RAISING FUNDS

	Staff £	Deprec-iation £	Direct £	Other £	Support costs £	Total 2020 £	Total 2019 £
Cost of raising funds	**122,500**	**-**	**217,726**	**5,816**	**102,905**	**448,947**	594,818

10. EXPENDITURE ON CHARITABLE ACTIVITIES

	Staff £	Deprec-iation £	Direct £	Other £	Support costs £	Total 2020 £	Total 2019 £
Charitable activities							
Provision of first aid and youth development	**547,595**	**196,452**	**900,685**	**99,967**	**191,895**	**1,936,594**	2,390,871
Ambulance and transport services	**2,116,336**	**51,714**	**528,641**	**72,855**	**653,047**	**3,422,593**	3,295,358
First aid training	**575,680**	**1,410**	**114,197**	**18,664**	**271,642**	**981,593**	1,153,707
First aid products	**9,629**	**-**	**42,823**	**-**	**15,078**	**67,530**	110,458
Governance costs	**-**	**-**	**-**	**23,488**	**-**	**23,488**	17,750
Total charitable activities	**3,249,240**	**249,576**	**1,586,346**	**214,974**	**1,131,662**	**6,431,798**	6,968,144
Total resources expended	**3,371,740**	**249,576**	**1,804,072**	**220,790**	**1,234,567**	**6,880,745**	7,562,962

A further £46,409 of depreciation and amortisation for the Order is allocated to support costs, therefore total depreciation amounts to £295,985.
Governance costs comprise audit fees.

	2020 £	2019 £
The above costs include		
Fees payable for the audit	**23,488**	17,750
Fees payable to the auditors for other services	**-**	-
Operating lease rentals – equipment	**4,402**	3,995
Operating lease rentals – property	**34,750**	36,950
Investment management fees	**11,402**	11,668

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2020

11. ANALYSIS OF SUPPORT COSTS

Total resources expended (see note 10) include all support costs, which comprise:

	Manage-ment £	Finance £	Information technology £	Facilities £	Total 2020 £	Total 2019 £
Cost of generating funds	**13,139**	**13,198**	**11,364**	**65,204**	**102,905**	142,127
Provision of first aid and youth development	**52,558**	**52,794**	**34,107**	**52,436**	**191,895**	219,594
Ambulance and transport services	**308,777**	**310,163**	**34,107**	**-**	**653,047**	838,235
First aid training	**68,982**	**69,292**	**27,286**	**106,082**	**271,642**	335,698
First aid products	**3,285**	**3,300**	**6,821**	**1,672**	**15,078**	17,966
	446,741	**448,747**	**113,685**	**225,394**	**1,234,567**	1,553,620

Management and finance costs have been allocated based on full-time equivalent employees at National Headquarters.

Information technology costs have been split on a percentage basis.

Facilities costs have been allocated based on floor space.

12. ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES, AND THE COST OF KEY MANAGEMENT PERSONNEL

	Group		Charity	
	2020 £	2019 £	**2020** £	2019 £
Staff costs				
Wages and salaries	**4,006,428**	3,565,053	**4,006,428**	3,030,107
Social security costs	**271,895**	250,249	**271,895**	212,347
Other pension costs	**151,198**	143,450	**151,198**	121,981
Pension payments to ex-employees	**5,208**	5,208	**5,208**	5,208
	4,434,729	3,963,960	**4,434,729**	3,369,643

The Trustees did not receive any emoluments in respect of their services to the company (2019: £nil). Travel expenses of £548 were paid to 1 trustee during the year (2019: £2,717 was paid to 5 trustees).

There was one employee (2019: two employees) earning over £60,000 per annum excluding pension contributions, and falling into the earnings band of £70,000 - £80,000. Pension contributions of £4,270 (2019: £2,667) were paid in respect of this employee.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2020

12. ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES, AND THE COST OF KEY MANAGEMENT PERSONNEL (continued)

The organisation continues to make a voluntary payment in lieu of pension to one ex-employee; the last agreement to make such payments was undertaken in 1986. The pensioner is over 80 years of age.

The key management personnel of the group and parent charity are as detailed in the Trustees report. The total employee benefits (including salary, employers national insurance, pension and benefits in kind) of the key management personnel of the charity were £325,538 (2019: £341,100).

No termination payments were paid for the year (2019: £55,000).

13. STAFF NUMBERS

The average headcount for the year was :-

Fundraising (cost of raising funds)	2
Provision of first aid, transport and youth development	18
Ambulance and transport services	98
First aid training	22
First aid products	1
Administration and finance	26

The average monthly number of employees by function, calculated on the basis of full-time equivalents, was:

	Group		Charity	
	2020	2019	**2020**	2019
	No.	No.	**No.**	No.
Fundraising (cost of raising funds)	**2**	3	**2**	3
Provision of first aid and youth development	**16**	16	**16**	16
Ambulance and transport services	**94**	95	**94**	95
First aid training	**21**	20	**21**	-
First aid products	**1**	1	**1**	-
Administration and finance	**24**	24	**24**	24
	158	159	**158**	138

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2020

14. SUBSIDIARY UNDERTAKINGS

The Order owns 100% of the share capital of St John Wales Training Company Limited and Maindy Estates Limited. It directly controls St John Ambulance in Wales (Priory for Wales) and St John Wales Patient Transport Services, both of which are companies limited by guarantee and not having a share capital. These Consolidated Financial Statements incorporate the Financial Statements of the Order and subsidiary undertakings.

All of the above named subsidiaries are incorporated in the United Kingdom. The activities of the subsidiaries are as follows:

St John Wales Training Company Limited (Company Reg No. 3318160): First aid training and supply of First Aid and related equipment. St John Wales Training Company Limited pays its profits to the parent company by Gift Aid. The Company ceased trading on 31 December 2019 and its activities were transferred to the parent company on 1 January 2020.

Maindy Estates Limited (Company Reg No. 516242): Property ownership and management.

St John Ambulance in Wales (Priory for Wales) (Company Reg No. 05071232): The Charity has been dormant since 1 April 2013.

St John Wales Patient Transport Services (Company Reg No. 05071126): The Charity has been dormant since 1 April 2013.

A summary of the trading results for the years ended 31 December 2020 and 31 December 2019 of the limited companies, St John Wales Training Company Limited and Maindy Estates Limited, is shown below.

Summary Profit and Loss Account	**St John Wales Training Company Limited**		**Maindy Estates Limited**	
	2020	2019	**2020**	2019
	£	£	**£**	£
Turnover	-	1,619,282	**2,627**	2,535
Costs of sales and administrative expenses	-	(989,548)	**(1,013)**	(990)
Operating profit/(loss)	-	629,734	**1,614**	1,545
Interest receivable and similar income			-	-
Gift Aid payable to the ultimate parent undertaking	-	(630,888)	-	-
Profit/(loss) on ordinary activities before tax	-	(1,154)	**1,614**	1,545
Tax on profit on ordinary activities	-	-	-	-
Profit/(loss) for the financial year	-	(1,154)	**1,614**	1,545

St John Wales Training Company Limited became dormant on 1 January 2020 and holds no assets or liabilities.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2020

14. SUBSIDIARY UNDERTAKINGS (continued)

Summary Balance Sheet	St John Wales Training Company Limited		Maindy Estates Limited	
	2020	2019	**2020**	2019
	£	£	**£**	£
Fixed assets	**-**	2,585	**200,000**	200,000
Current assets	**-**	245,785	**1,631**	3,256
Creditors: amounts falling due within one year	-	(191,241)	**(14,698)**	(17,937)
Net assets	-	57,129	**186,933**	185,319
Aggregate share capital and reserves	-	57,129	**186,933**	185,319

St John Ambulance in Wales (Priory for Wales) and St John Patient Transport Services, companies limited by guarantee and not having a share capital, have remained dormant since 1 April 2013 and hold no assets or liabilities.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2020

15. HERITAGE ASSETS

The Charity has a number of heritage assets, which include a collection of works of art and objects of historical interest relating to the Order. The collection includes artefacts from the Order dating back to the eleventh century and forms a unique record of the history of the Order and St John Ambulance.

A valuation was carried out on 4 April 2016 by Bonhams 1793 Limited. The total heritage assets were valued at a market value of £87,880. No depreciation has been charged due to their having an indefinite life, and there has been no impairment.

In 2017, there was an addition to Heritage Assets of a WW1 Bullnose Morris Field Ambulance, gifted by our former Prior, Mr Dan Clayton Jones.

The values of SJCW heritage assets at 31 December 2020 are:

	£
Fine art	**45,000**
Heritage ambulance	**26,850**
Silver	**12,280**
Furniture	**6,000**
Arms and armour	**15,000**
Textiles	**8,500**
Books, maps, manuscripts and historical photographs	**600**
European sculpture and works of art	**500**
	114,730

Heritage assets are not depreciated as they are considered to have an indefinite life.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2020

16. INTANGIBLE ASSETS

All intangible fixed assets (group and Charity) are held for charitable use.

Group and charity	Software £	Total £
Cost or valuation		
At 1 January 2020	**80,062**	**80,062**
At 31 December 2020	**80,062**	**80,062**
Depreciation and impairment		
At 1 January 2020	**67,354**	**67,354**
Charge for the year	**10,560**	**10,560**
At 31 December 2020	**77,914**	**77,914**
Net book value		
At 31 December 2020	**2,148**	**2,148**
At 31 December 2019	12,708	12,708

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2020

17. TANGIBLE FIXED ASSETS

All tangible fixed assets (group and Charity) are held for charitable use.

a) Properties

Group	Freehold properties £	Investment properties £	Leasehold properties £	Total £
Cost or valuation				
At 1 January 2020	**4,492,615**	**200,000**	**1,227,812**	**5,920,427**
At 31 December 2020	**4,492,615**	**200,000**	**1,227,812**	**5,920,427**
Depreciation and impairment				
At 1 January 2020	**1,247,085**	**-**	**341,575**	**1,588,660**
Charge for the year	**89,852**	**-**	**31,814**	**121,666**
At 31 December 2020	**1,336,937**	**-**	**373,389**	**1,710,326**
Net book value				
At 31 December 2020	**3,155,678**	**200,000**	**854,423**	**4,210,101**
At 31 December 2019	3,245,530	200,000	886,237	4,331,767

Comparable amounts determined according to the historical cost convention

Group	Freehold properties £	Investment properties £	Leasehold properties £	Total £
Cost	**3,389,412**	**7,500**	**1,401,581**	**4,798,493**
Accumulated depreciation	**(783,383)**	**-**	**(490,236)**	**(1,273,619)**
Net book value				
At 31 December 2020	**2,606,029**	**7,500**	**911,345**	**3,524,874**
At 31 December 2019	2,660,259	7,500	947,661	3,615,420

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2020

17. TANGIBLE FIXED ASSETS (continued)

a) Properties (continued)

Analysis of land and buildings at cost or valuation as at 31 December 2020

Group	Freehold properties £	Investment properties £	Leasehold properties £	Total £
At cost	3,389,412	7,500	1,401,581	4,798,493
At valuation	1,103,203	192,500	(173,769)	1,121,934
	4,492,615	200,000	1,227,812	5,920,427

Charity	Freehold properties £	Leasehold properties £	Total £
Cost or valuation			
At 1 January 2020	4,492,615	1,227,812	5,720,427
At 31 December 2020	4,492,615	1,227,812	5,720,427
Depreciation and impairment			
At 1 January 2020	1,247,085	341,575	1,588,660
Charge for the year	89,852	31,814	121,666
At 31 December 2020	1,336,937	373,389	1,710,326
Net book value			
At 31 December 2020	3,155,678	854,423	4,010,101
At 31 December 2019	3,245,530	886,237	4,131,767

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2020

17. TANGIBLE FIXED ASSETS (continued)

a) Properties (continued)

Comparable amounts determined according to the historical cost convention

Charity	Freehold properties £	Leasehold properties £	Total £
Cost	**3,389,412**	**1,401,581**	**4,790,993**
Accumulated depreciation	**(783,383)**	**(490,236)**	**(1,273,619)**
Net book value			
At 31 December 2020	**2,606,029**	**911,345**	**3,517,374**
At 31 December 2019	2,660,259	947,661	3,607,920

Analysis of land and buildings at cost or valuation as at 31 December 2020

Charity	Freehold properties £	Leasehold properties £	Total £
At cost	**3,389,412**	**1,401,581**	**4,790,993**
At valuation	**1,103,203**	**(173,769)**	**929,434**
	4,492,615	**1,227,812**	**5,720,427**

The freehold and leasehold properties were revalued by DTZ Debenham Thorpe, Chartered Surveyors, at an open market value basis at December 1996. All valuations have been made in accordance with the RICS appraisal and valuation manual. The Charity has not revalued the properties on adoption of FRS 102, and will revalue properties periodically in line with the requirements of accounting standard FRS 102.

Investment properties were valued as at 31 December 2012 by Mr. D Davies FRICS on the basis of the market value for grazing land, except certain small plots which have building potential - these have been valued at current market value. Mr. Davies is a member of the Order.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2020

17. TANGIBLE FIXED ASSETS (continued)

b) Vehicles, equipment, computers and other

Group	Motor vehicles £	Computers £	Other £	Total £
Cost				
At 1 January 2020	**1,818,296**	**77,724**	**70,951**	**1,966,971**
Additions	**22,664**	**8,221**	**-**	**30,885**
Disposals	**(21,459)**	**-**	**-**	**(21,459)**
At 31 December 2020	**1,819,501**	**85,945**	**70,951**	**1,976,397**
Depreciation				
At 1 January 2020	**1,249,481**	**77,724**	**57,902**	**1,385,107**
Charge for the year	**158,586**	**343**	**4,831**	**163,760**
Released on disposal	**(21,459)**	**-**	**-**	**(21,459)**
At 31 December 2020	**1,386,608**	**78,067**	**62,733**	**1,527,408**
Net book value				
At 31 December 2020	**432,893**	**7,878**	**8,218**	**448,989**
At 31 December 2019	568,815	-	13,049	581,864
Charity				
Cost				
At 1 January 2020	**1,818,296**	**72,699**	**63,467**	**1,954,462**
Transferred from Training Co	**-**	**5,026**	**7,484**	**12,510**
Additions	**22,664**	**8,221**	**-**	**30,885**
Disposals	**(21,459)**	**-**	**-**	**(21,459)**
At 31 December 2020	**1,819,501**	**85,946**	**70,951**	**1,976,398**
Depreciation				
At 1 January 2020	**1,249,481**	**72,699**	**53,003**	**1,375,183**
Transferred from Training Co	**-**	**5,026**	**6,309**	**11,335**
Charge for the year	**158,586**	**343**	**3,421**	**162,350**
Released on disposal	**(21,459)**	**-**	**-**	**(21,459)**
At 31 December 2020	**1,386,608**	**78,068**	**62,733**	**1,527,409**
Net book value				
At 31 December 2020	**432,893**	**7,878**	**8,218**	**448,989**
At 31 December 2019	568,815	-	10,464	579,279

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2020

18. INVESTMENTS

	Group		Charity	
	2020	2019	**2020**	2019
	£	£	**£**	£
Investments				
Market value at 1 January 2020	**2,098,901**	1,891,920	**2,098,901**	1,891,920
Additions	**702,200**	199,361	**702,200**	199,361
Disposals	**(675,980)**	(211,454)	**(675,980)**	(211,454)
Rights/takeovers, etc	**(37,620)**	-	**(37,620)**	-
Realised gain/(loss) on investment assets	**(100,466)**	4,358	**(100,466)**	4,358
Unrealised gain on investment assets	**88,517**	214,716	**88,517**	214,716
Market value at 31 December 2020	**2,075,552**	2,098,901	**2,075,552**	2,098,901
Historic cost at 31 December 2020	**1,720,407**	1,700,540	**1,720,407**	1,700,540
Subsidiary holdings				
At cost and net book value	**-**	-	**100,060**	100,060

Other investments consist solely of shares held in subsidiary companies.

The trustees believe that the carrying value of the investments is supported by their underlying net assets.

Subsequent to the year end the value of the portfolio fell due to the impact of the Covid-19 pandemic on global markets. As at 11 June 2021 the value of the investment portfolio was £2,189,494.

Investment at market value comprised:

Group and Charity

	Pooled investment vehicles	**Direct investment**	**Total 2020**	Total 2019
	£	**£**	**£**	£
Fixed interest				
United Kingdom	**132,025**	**56,385**	**188,410**	251,959
Global	**73,414**	-	**73,414**	68,318
Equities				
United Kingdom	**192,063**	**448,675**	**640,738**	666,634
Europe	**147,908**	-	**147,908**	127,132
Global	**746,229**	-	**746,229**	734,658
Venture Capital Trust				
Global	**194,269**	-	**194,269**	145,798
Property				
United Kingdom	**49,081**	-	**49,081**	83,864
Cash and deposits				
United Kingdom	-	**35,501**	**35,501**	20,538
Market value at 31 December 2020	**1,534,989**	**540,561**	**2,075,550**	2,098,901

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2020

18. INVESTMENTS (continued)

Detailed below are the material investments held within the investment portfolio held by the charity:

Holdings	Holding name	Value as at 31 December 2020 £
3,195	Vanguard Funds Plc S&P 500 UCITS ETF Inc	**165,593**
84,015	Blackrock FM Ltd Contl Eurp Inc D Units Inc	**147,908**
121,850	BNY Mellon FD MNGR ASIAN Inc U	**140,200**
23,575	Fidelity UCITS ICA US QUAL INC	**129,898**
103,560	JP Morgan Funds Ltd US Equity Inc K	**123,339**
58,396	Merian Invest Mgmt Merian UK Mid Cap	**110,659**
2,630	XTrackers II GBL INFL-LKD B	**73,414**
54,045	Jupiter UT Mgnrs Japan Inc Z GBP DIS	**61,530**

19. STOCK

	2020 £	2019 £
Group		
Training equipment and aids	**11,334**	5,201

20. DEBTORS

	Group		Charity	
	2020 £	2019 £	**2020 £**	2019 £
Trade debtors	**935,425**	750,713	**934,920**	511,517
Amounts owed by group undertakings	-	-	**12,186**	39,668
Prepayments and accrued income	**87,995**	217,936	**87,995**	216,103
	1,023,420	968,649	**1,035,101**	767,288

21. CURRENT ASSET INVESTMENTS

The investments comprise funds deposited with Charities Official Investment Fund (COIF). The funds are held by the divisions of St John Ambulance in Wales (Priory for Wales), through which the Charity operates in Wales, and are not realisable without the agreement of the Charity's trustees.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2020

22. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2020	2019	**2020**	2019
	£	£	**£**	£
Mortgages and loans (Note 24)	**40,238**	35,458	**40,238**	35,458
Bank overdraft	**95,055**	-	**95,055**	
Trade creditors	**159,400**	176,144	**159,400**	127,293
Other creditors and accruals	**406,211**	327,049	**405,211**	310,880
Taxation and social security	**537,321**	160,666	**537,321**	160,666
Deferred income	**167,035**	104,491	**165,523**	-
Finance leases (Note 24)	**12,179**	35,690	**12,179**	35,690
	1,417,439	839,498	**1,414,927**	669,987

Deferred income for the current year includes £165,523 of invoices raised in 2020 for 2021 course fees. These will be released in 2021.

Deferred income in 2019 included £103,240 of invoices raised in 2019 for 2020 course fees. These were released in 2020.

23. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Group		Charity	
	2020	2019	**2020**	2019
	£	£	**£**	£
Mortgages (Note 24)	**99,403**	123,108	**99,403**	123,108
Finance leases (Note 24)	**10,551**	22,730	**10,551**	22,730
Government loan (Note 24)	**20,000**	-	**20,000**	-
	129,954	145,838	**129,954**	145,838

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2020

24. LOANS AND OTHER BORROWINGS

	Group		Charity	
	2020	2019	**2020**	2019
	£	£	**£**	£
Mortgages	**139,641**	158,565	**139,641**	158,565
Maturity of financial liabilities				
In one year or less, or on demand	**40,238**	35,458	**40,238**	35,458
In more than one year, but not more than two years	**40,238**	35,458	**40,238**	35,458
In more than two years, but not more than five years	**59,165**	87,649	**59,165**	87,649
In more than five years	**-**	-	**-**	-

The above figures comprise two mortgages with original principal sums of £450,000 and £180,000. Both mortgages are secured on properties, are payable in monthly instalments, and carry fixed interest rates of 2.25% and 3.25% above base respectively.

Finance leases are repayable over a total period of five years.

	Group		Charity	
	2020	2019	**2020**	2019
	£	£	**£**	£
Finance Leases				
Within one year	**12,179**	35,690	**12,179**	35,690
In more than one year	**10,551**	22,730	**10,551**	22,730

The government loan is repayable after 24 months, during which time no interest is payable. Interest will then accrue at the rate of 3% and the loan must be paid within 10 years. The payment terms are to be agreed at the end of the 24 month period.

	Group		Charity	
	2020	2019	**2020**	2019
	£	£	**£**	£
Government loan				
In more than one year	**20,000**	-	**20,000**	-

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2020

25. FINANCIAL COMMITMENTS

a) Financial commitments

At 31 December 2019, commitments under operating leases were as follows:

	2020	2019
Motor vehicles	**£**	£
Leases which expire in:		
Less than one year	**1,325**	5,299
One to two years	**-**	1,325

	2020	2019
Property	**£**	£
Leases which expire in:		
Less than one year	**36,083**	29,730
One to two years	**7,500**	28,750
Two to five years	**-**	7,500

	2020	2019
Office equipment	**£**	£
Leases which expire in:		
Less than one year	**4,100**	4,402
One to two years	**1,253**	4,100
Two to five years	**1,439**	2,692

26. FINANCIAL INSTRUMENTS

	2020	2019
	£	£
Carrying amount of financial assets		
Investments measured at fair value	**2,075,550**	2,098,901
Debt instruments measured at amortised cost	**966,551**	990,263
	3,042,101	3,089,164
Carrying amount of financial liabilities		
Measured at amortised cost	**(984,438)**	(628,218)

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2020

27. RESTRICTED FUNDS

Group and Charity	At 1 January 2020 £	Income £	Expend-iture £	At 31 December 2020 £
Building purchases and maintenance	**958,200**	**-**	**(30,532)**	**927,668**
Medical vehicle purchases and maintenance	**269,938**	**-**	**(60,655)**	**209,283**
Community care	**4,851**	**25,725**	**(28,589)**	**1,987**
Local and sundry funds	**136,047**	**61,508**	**(22,118)**	**175,437**
Volunteer development and welfare	**41,156**	**54,155**	**(54,155)**	**41,156**
Training funds	**-**	**-**	**-**	**-**
Medical equipment purchases	**-**	**-**	**-**	**-**
Overseas projects	**-**	**775**	**(775)**	**-**
	1,410,192	**142,163**	**(196,824)**	**1,355,531**

Group and Charity	At 1 January 2019 £	Income £	Expend-iture £	At 31 December 2019 £
Building purchases and maintenance	988,732	-	(30,532)	958,200
Medical vehicle purchases and maintenance	313,237	-	(43,299)	269,938
Community care	-	4,851	-	4,851
Local and sundry funds	132,501	87,389	(83,843)	136,047
Volunteer development and welfare	41,156	82,952	(82,952)	41,156
Training funds	215	-	(215)	-
Medical equipment purchases	628	-	(628)	-
Overseas projects	-	13,420	(13,420)	-
	1,476,469	188,612	(254,889)	1,410,192

These funds represent:

- **Building purchases and maintenance** – funds specifically raised for capital purchases of buildings used in furtherance of SJCW's charitable objectives, and towards the maintenance of existing buildings.

- **Medical vehicle purchases and maintenance** – funds raised for the purchase of ambulances and other transport vehicles, and for the maintenance of existing vehicles.

- **Community care** – donations given for specific community projects, such as the humanitarian trip to India, and baby safe courses for young mothers in Wales.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2020

27. RESTRICTED FUNDS (continued)

- **Local and sundry funds** - funds administered by local units for meeting the costs of specific activities.
- **Volunteer development and welfare** – comprises funds for youth and adult volunteer activities.
- **Training funds** – funds to support and develop training programmes and activities.
- **Medical equipment purchase** – funds to purchase medical equipment to support the first aid work of our volunteers .
- **Overseas projects** – funds to support the St John Eye Hospital in Jerusalem.

28. ANALYSIS OF NET ASSETS BETWEEN FUNDS

2020	Other charitable funds £	Designated funds £	Fixed asset property reserve £	Revaluation reserve £	Heritage assets reserve £	Restricted funds £	Total funds £
Group							
Heritage assets	-	-	-	-	114,730	-	114,730
Tangible fixed assets	106,132	-	2,662,519	619,914	-	1,270,525	4,659,090
Intangible fixed assets	2,148	-	-	-	-	-	2,148
Investment assets	2,075,550	-	-	-	-	-	2,075,550
Current assets	980,873	-	-	-	-	85,006	1,065,879
Current liabilities	(1,417,439)	-	-	-	-	-	(1,417,439)
Long term liabilities	(129,954)	-	-	-	-	-	(129,954)
At 31 December 2020	1,617,310	-	2,662,519	619,914	114,730	1,355,531	6,370,004
Charity							
Heritage assets	-	-	-	-	114,730	-	114,730
Tangible fixed assets	106,132	-	2,655,069	427,364	-	1,270,525	4,459,090
Intangible fixed assets	2,148	-	-	-	-	-	2,148
Investment assets	2,175,610	-	-	-	-	-	2,175,610
Current assets	991,429	-	-	-	-	85,006	1,076,435
Current liabilities	(1,414,927)	-	-	-	-	-	(1,414,927)
Long term liabilities	(129,954)	-	-	-	-	-	(129,954)
At 31 December 2020	1,730,438	-	2,655,069	427,364	114,730	1,355,531	6,283,132

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2020

28. ANALYSIS OF NET ASSETS BETWEEN FUNDS (continued)

2019	Other charitable funds £	Designated funds £	Fixed asset property reserve £	Revaluation reserve £	Heritage assets reserve £	Restricted funds £	Total funds £
Group							
Heritage assets	-	-	-	-	114,730	-	114,730
Tangible fixed assets	640,462	-	2,270,542	650,950	-	1,351,677	4,913,631
Intangible fixed assets	12,708	-	-	-	-	-	12,708
Investment assets	730,172	1,368,729	-	-	-	-	2,098,901
Current assets	-	1,154,885	-	-	-	58,515	1,213,400
Current liabilities	(839,498)	-	-	-	-	-	(839,498)
Long term liabilities	(145,838)	-	-	-	-	-	(145,838)
At 31 December 2019	398,006	2,523,614	2,270,542	650,950	114,730	1,410,192	7,368,034

2019 Charity	Other charitable funds £	Designated funds £	Fixed asset property reserve £	Revaluation reserve £	Heritage assets reserve £	Restricted funds £	Total funds £
Heritage assets	-	-	-	-	114,730	-	114,730
Tangible fixed assets	637,877	-	2,263,092	458,400	-	1,351,677	4,711,046
Intangible fixed assets	12,708	-	-	-	-	-	12,708
Investment assets	620,859	1,578,102	-	-	-	-	2,198,961
Current assets	-	945,512	-	-	-	58,515	1,004,027
Current liabilities	(669,987)	-	-	-	-	-	(669,987)
Long term liabilities	(145,838)	-	-	-	-	-	(145,838)
At 31 December 2019	455,619	2,523,614	2,263,092	458,400	114,730	1,410,192	7,225,647

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2020

29. TOTAL FUNDS

2020

	Other charitable funds £	Designated funds £	Fixed asset property reserve £	Revaluation reserve £	Heritage assets reserve £	Restricted funds £	Total funds £
Group							
At 1 January 2020	**398,006**	**2,523,614**	**2,270,542**	**650,950**	**114,730**	**1,410,192**	**7,368,034**
Net movement in funds	**(888,480)**	**(415,829)**	**391,976**	**(31,036)**	**-**	**(54,661)**	**(998,030)**
Transfer between funds	**2,107,785**	**(2,107,785)**	-	-	-	-	-
At 31 December 2020	**1,617,311**	**-**	**2,662,518**	**619,914**	**114,730**	**1,355,531**	**6,370,004**
Charity							
At 1 January 2020	**455,619**	**2,523,614**	**2,263,092**	**458,400**	**114,730**	**1,410,192**	**7,225,647**
Net movement in funds	**(832,966)**	**(415,829)**	**391,977**	**(31,036)**	**-**	**(54,661)**	**(942,515)**
Transfer between funds	**2,107,785**	**(2,107,785)**	-	-	-	-	-
At 31 December 2020	**1,730,438**	**-**	**2,655,069**	**427,364**	**114,730**	**1,355,531**	**6,283,132**

2019

	Other charitable funds £	Designated funds £	Fixed asset property reserve £	Revaluation reserve £	Heritage assets reserve £	Restricted funds £	Total funds £
Group							
At 1 January 2019	982,661	2,569,584	2,163,120	680,430	114,730	1,476,469	7,986,994
Net movement in funds	(584,655)	(45,970)	107,422	(29,480)	-	(66,277)	(618,960)
At 31 December 2019	398,006	2,523,614	2,270,542	650,950	114,730	1,410,192	7,368,034
Charity							
At 1 January 2019	1,040,663	2,569,584	2,155,670	487,880	114,730	1,476,469	7,844,996
Net movement in funds	(585,044)	(45,970)	107,422	(29,480)	-	(66,277)	(619,349)
At 31 December 2019	455,619	2,523,614	2,263,092	458,400	114,730	1,410,192	7,225,647

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2020

30. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Group	
	2020	2019
	£	£
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	**(998,028)**	(618,958)
Adjustments for:		
Depreciation charges	**285,426**	313,585
Amortisation charges	**10,560**	20,017
(Profit)/loss on sale of fixed assets	**(7,387)**	(36,039)
Finance cost	**18,099**	16,621
(Gains)/losses on investments	**11,949**	(219,074)
Dividends, interest and rents from investments	**(56,894)**	(69,305)
(Increase)/decrease in stocks	**(6,133)**	2,119
(Increase)/decrease in debtors	**(54,771**	177,824
Increase/(decrease) in creditors	**501,616**	(47,824)
Net cash used in operating activities	**(295,563)**	(461,034)

31. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2020	2019
	£	£
Cash in hand	**26,891**	179,860
Short term deposit accounts	**4,235**	59,690
Overdraft facility repayable on demand	**(95,055)**	-
Total cash and cash equivalents	**(63,929)**	239,550

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2020

32. ANALYSIS OF CHANGES IN NET FUNDS

	Opening balance £	Cash-flows £	New loans £	Interest changes £	Other non-cash changes £	Balance carried forward £
Cash	179,860	(244,524)	-	(3,500)	-	(68,164)
Cash equivalents	59,690	(55,455)	-	-	-	4,235
	239,550	299,979	-	(3,500)	-	(63,929)
Loans falling due within one year	(36,277)	22,615	-	(3,691)	(22,885)	(40,238)
Loans falling due after more than one year	(122,288)	-	(20,000)	-	22,885	(119,403)
Finance lease obligations	(58,420)	39,929	-	(4,239)	-	(22,730)
Total	22,565	(237,435)	(20,000)	(11,430)	-	(246,300)

33. POST BALANCE SHEET EVENTS

In February 2021 additional funding in the sum of £554,900 was received from Welsh Government to cover costs in 2021.

34. RELATED PARTY TRANSACTIONS

Due to the nature of the Order's operations and its trustee membership being drawn from a broad cross-section of the business community, it is inevitable that transactions will take place with organisations in which a trustee of the Order may have an interest. Professor Kevin Davies was appointed to the Board of Trustees on 24 June 2017. Professor Davies is a non-executive director of the Welsh Ambulance Service NHS Trust, which is a customer; however he has no direct involvement in procurement decisions.

35. CAPITAL COMMITMENTS

There were no capital commitments at the year end.

NOTES TO THE FINANCIAL STATEMENTS
Year Ended 31 December 2020

36. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

	Note	Unrestricted funds £	Restricted funds £	Total funds 2019 £
Income and endowments from:				
Donations and legacies	4	**948,155**	**94,339**	**1,042,494**
Other trading activities	6	**197,478**	**-**	**197,478**
Investments	7	**69,305**	**-**	**69,305**
		1,214,938	**94,339**	**1,309,277**
Charitable activities	5			
Provision of first aid and youth development	8	**883,604**	**94,273**	**977,877**
Ambulance and transport services		**2,782,453**	**-**	**2,782,453**
First aid training		**1,506,967**	**-**	**1,506,967**
First aid products		**112,315**	**-**	**112,315**
		5,285,339	**94,273**	**5,379,612**
Total income and endowments		**6,500,277**	**188,612**	**6,688,889**
Expenditure on:				
Raising funds	9	**581,398**	**13,420**	**594,818**
Charitable activities				
Provision of first aid and youth development	8,10	**2,149,402**	**241,469**	**2,390,871**
Ambulance and transport services	10	**3,295,358**	**-**	**3,295,358**
First aid training	10	**1,153,707**	**-**	**1,153,707**
First aid products	10	**110,458**	**-**	**110,458**
		6,708,925	**241,469**	**6,950,394**
Governance	10	**17,750**	**-**	**17,750**
Total expenditure		**7,308,073**	**254,889**	**7,562,962**
Net gains/(losses) on investments				
Realised gain/(loss) on investment assets	18	**4,358**	**-**	**4,358**
Unrealised gain/(loss) on investment assets	18	**214,716**	**-**	**214,716**
Net income/(expenditure)		**(588,722)**	**(66,277)**	**(654,999)**
Other recognised gains/losses:				
Profit on sale of assets		**36,039**	**-**	**36,039**
Net movement in funds		**(552,683)**	**(66,277)**	**(618,960)**
Reconciliation of Funds				
Total funds brought forward	27,28	6,510,525	1,476,469	7,986,994
Total funds carried forward	28,29	**5,957,842**	**1,410,192**	**7,368,034**