ST JOHN AMBULANCE WESTERN AUSTRALIA IS CONNECTED TO ITS COMMUNITY IN A WAY THAT MAKES US EXTREMELY PROUD.

DURING 2013/14 WE TOUCHED THE LIVES OF MORE THAN 500,000 INDIVIDUALS. WE’VE COMFORTED AND TREATED THE SICK AND INJURED, TRAINED OTHERS TO SAVE LIVES AND RECEIVED SUPPORT FROM THOUSANDS OF VOLUNTEERS.

OUR COMMITMENT FOR THE SERVICE OF HUMANITY GUIDES EVERYTHING WE DO.
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TOWARDS A BRIGHTER TOMORROW

To find out more about our Annual Report visit us at: www.stjohnambulance.com.au

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OUR STRENGTH COMES FROM MORE THAN 6000 DEDICATED STAFF AND VOLUNTEERS

BRUCE WICKSTEED
PARAMEDIC
Bruce was part of the relief team that travelled to the Philippines following Typhoon Haiyan.

MELINDA PARKER
COMMUNITY PARAMEDIC
Melinda was faced with the huge task of starting a sub branch from scratch in the remote Pilbara iron ore town of Paraburdoo.

SHANNON HINKS
PATIENT TRANSFER SERVICE
On a routine patient transfer, Shannon discovered that taking the time out to listen to a patient could be all the care they need.

SCOTT CAHILL
EVENT HEALTH VOLUNTEER
Scott has taken part in some of the State’s largest sporting, entertainment and fundraising events.

RIANA VAN DER MESCHT
COMMUNITY FIRST RESPONDER
After racing to a patient with the surf club defibrillator in her hands, Riana dropped to the ground and had a sudden cardiac arrest.

ETHAN RIBIERO
TRIPLE ZERO HERO
Four-year-old Ethan showed age was no barrier to being a first aid hero when he made an emergency phone call to help his dad.

CAA AWARD WINS
AWARDS FOR EXCELLENCE
Two out of four category awards plus the major prize. Our commitment to innovation and improvement was rewarded in Canberra.
St John Ambulance Western Australia is the preeminent provider of pre-hospital care in Western Australia. We are a charitable, non-profit, humanitarian organisation that provides the community with life-saving first aid skills as well as delivers the state’s ambulance service. Nationally, we are seen as a leader in the sector.

In addition to being at the forefront of first aid training and ambulance services, St John also delivers Event Health Services, Industrial Health Services, Patient Transfer Services, the Community First Responder System and the First Aid Focus program. We also have a strong humanitarian focus, supported by a range of fundraising and charitable initiatives.

St John employs more than 1,660 paid staff including paramedics, communications officers, patient transport officers, administration staff and first aid trainers.

Our activities are supported by 4,412 volunteers that donate more than 3.5 million hours to the community every year under the St John banner. From running the ambulance service to teaching first aid in hundreds of locations around regional Western Australia, each and every one of our volunteers gives an invaluable service to the community.

We owe a lot of our success to this amazing, dedicated and committed group of people.

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Everyone at St John Ambulance Western Australia can feel justifiably proud of their achievements as we report on the 2013/14 financial year, and be satisfied that we have continued to fulfil our purpose of serving humanity through the relief of sickness, distress, suffering and danger.

Our 6,000 staff and volunteers have made a difference to many people during the course of the year. We completed more than 255,000 ambulance and patient transport cases, trained more than 220,000 first aid students, provided almost 130,000 hours of paramedic and medic services to the mining sector, treated more than 12,000 patients at events and supported 751 community first responder locations. During the year St John came into direct contact with more than 20 per cent of the Western Australian population. The quantity and quality of this direct engagement coupled with our comprehensive media coverage and marketing campaigns ensured we continued to achieve our purpose: to make first aid a part of everyone’s life and to deliver world-class ambulance services that are the most cost-effective in Australia.

In 2013/14 we will report a surplus of $18.6 million, bringing our total operating surplus over the last three years to approximately $61 million. These surpluses have been vital in helping fund our $72 million capital works program over the same period. This level of investment is critical because to provide a world-class ambulance service, the quality of our buildings, ambulances, equipment and training facilities must be of the highest order.

The 2013/14 financial year has been one of continuous improvement and of progress against our key performance indicators in service coverage and delivery. At St John we constantly look for new ways to improve our ambulance services and operating model. Whether through revising clinical practices and guidelines, developing emergency and crisis management capacity, working with partners in primary health to develop alternative pathways of care (so that lower acuity patients can receive appropriate care without hospital treatment) or supporting country ambulance operations, every improvement strategy is designed with the WA community in mind. While comparative data indicates that St John is succeeding in its goal to be a world-class and cost-effective ambulance service, we certainly do not rest on our laurels and we are committed to fine-tuning every aspect of our operations so that the community can have confidence in St John’s commitment to service excellence.

Throughout this annual report, we have outlined many of the achievements that have helped us to provide timely, quality, and integrated services right across Western Australia’s 2.5 million square kilometres. Every work area or team at St John has made accomplishments, and those combined accomplishments mean we are better placed than we were 12 months ago to meet the challenges of the future.

To the more than 6,000 staff members and volunteers who make up St John in Western Australia, thank you for your service to humanity, your faith in St John’s purpose, and your willingness to serve the people of this great state.

Gerard King
Chairman
The 2013/14 financial year was one of significant achievement for St John Ambulance Western Australia across every aspect of the organisation’s operations: ambulance, first aid, event health, volunteering, charitable activities and financial performance. Significant progress was made towards the organisation achieving its core purposes of making first aid a part of everyone’s life and providing a world-class, cost-effective ambulance service.

A record number of Western Australians were taught life-saving first aid skills by St John over the reporting period. In total, 220,748 people learned first aid, representing a 16 per cent increase from 2012/13. There are now nearly a quarter of a million more people who can provide first aid, a quarter of a million more people who can help save lives. There was also a 71 per cent increase in the number of people living in regional areas who undertook first aid training. This was the result of the organisation’s concerted effort to take first aid courses to every corner of the state.

Spearheading the effort to raise community awareness about the importance of first aid was the ‘Break the Barrier’ marketing campaign, which went state-wide across all media forms. The award-winning advertisement coupled with the parallel awareness campaign in the Sunday Times demonstrated the potential consequences of not knowing first aid and resulted in more than 20,000 people enrolling in a first aid course. Break the Barrier was the organisation’s first strategic advertising campaign for some years and the result was very encouraging.

In 2013/14, the organisation received more than 2,800 applications from people wanting to volunteer with St John, either with Country Ambulance or Event Health Services. The increase in the number of volunteers contributed to Event Health Services’ ability over the year to service 27 per cent more events than in the previous year.

Underpinning excellent operational results in 2013/14 was strong financial performance. The net surplus for the year ended 30 June 2014 was $18.6 million, up from $16 million in 2012/13. That surplus will be reinvested into the organisation, allowing for subsidisation of charitable activities and for the delivery of our extensive and ongoing program of capital works in property, fleet and equipment. The organisation’s cash and investments are also intrinsically linked to the level of first aid capability in the community.

In 2013/14, the First Aid Focus program provided free first aid courses to WA schoolchildren around the state. In the 2013/14 financial year, 104,919 school students learned first aid at no cost to themselves or their schools.

This is a significant investment by the organisation in developing resilient WA communities and will ultimately provide a key link in St John’s ‘chain of survival’. Through this chain, St John’s ability to provide a world-class ambulance service to the best possible outcomes for patients is intrinsically linked to the level of first aid capability in the community.

This was another busy year for ambulance operations, with crews responding to more than 255,000 cases across the state, more than 100,000 of which were in the Perth metropolitan area. The total number of cases increased only by 2.5 per cent on the previous year – a smaller increase than has been seen previously. Despite the increase, metropolitan response times for all case categories were better than the targets required under the organisation’s agreement with the Department of Health. Coupled with strong results from patient satisfaction surveys and comparative data indicating that the cost of WA’s ambulance service is still the lowest per capita in Australia, 2013/14 was clearly another year of excellent service provision and effectiveness by St John’s ambulance personnel.

St John’s connection to the community through volunteerism is a unique point of difference for the organisation, and becomes more so each year as volunteer numbers increase.

St John is a registered charity that contributes to the Western Australian community in many ways. The organisation’s more than 4,400 volunteers give approximately 3.5 million hours of community service each year, and St John’s First Aid Focus program provides free first aid courses to WA schoolchildren around the state. In the 2013/14 financial year, 104,919 school students learned first aid at no cost to themselves or their schools. This is a significant investment by the organisation in developing resilient WA communities and will ultimately provide a key link in St John’s ‘chain of survival’. Through this chain, St John’s ability to provide a world-class ambulance service to ensure the best possible outcomes for patients is intrinsically linked to the level of first aid capability in the community.

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Chief Executive Officer’s Report

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Emergency Rescue Helicopter

St John’s 10 critical care paramedics treated and transported 370 patients aboard the emergency rescue helicopter in 2013/14 – up from 297 the previous year. Increased use of the helicopter ensured patients requiring critical care transport were attended to in a timely manner. In total, the helicopter flew 604 missions, up from 473 missions in 2012/13. Of the 604 times it flew, 370 patients were transported aboard the emergency ambulance service.

A range of important initiatives were implemented that have improved St John’s emergency management capability. Key achievements included:

- Commissioning three new emergency support vehicles: a six-tonne vehicle and two one-tonne vehicles with combined resources to treat about 220 casualties.
- Improvements in our logistical capacity across all career ambulance staff received emergency management training in the SMART tag system and multiple casualty triage processes.
- Emergency management training packages exclusively for ambulance commanders and the executive team were introduced and undertaken during 2013.
- Training was also provided to State Operations Centre staff, and the emergency management e-learning package was made more user-friendly for career and volunteer staff.
- A new version of our emergency management plan, Antifl Pan-WA 2014, has been approved and will be implemented during 2014.

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St John established and operated the Ambulance Surge Capacity Unit to help manage hospital and emergency department demand during peak times. This innovation was awarded the prestigious Star Award, the highest form of recognition at the Council of Ambulance Authorities annual awards ceremony. During the past year, clinical support paramedics and the operations managers worked towards more report automation, making the use of resources more efficient and productive.

The Lucas device, which provides mechanical cardiopulmonary resuscitation, was deployed across the metropolitan area. The device has improved patient outcomes as well as staff safety when transporting patients in cardiac arrest. The metropolitan area is served by thirty-six 24-hour ambulance crews working out of 29 depots, including the new Morley depot.

An emergency ambulance fleet of 36 vehicles that provide 24 hour coverage is complemented by an additional 26 vehicles allocated specifically for duties between 7am and midnight.

METROPOLITAN AMBULANCE SERVICE

St John Ambulance went from strength to strength in 2013/14, responding to more than 178,000 triple zero calls and 105,000 non-urgent calls. The total number of cases was more than 199,000, up 2.5 per cent from 194,445 in 2012/13. Performance of metropolitan ambulance crews improved over the previous year, despite the increase in calls attended.

On average, 93.2 per cent of all Priority One incidents were responded to within the 15 minute target, compared to 93.1 per cent in 2012/13. For Priority Two incidents, 92.6 per cent of calls were met within the 25 minute target, which is again a performance increase over the previous year. Priority Three calls achieved the 96 per cent attendance rate within the 60 minutes target.

The year saw the implementation of a number of initiatives that have improved St John’s emergency ambulance service. These included:

- Electronic data delivered to paramedics’ digital tablet devices giving managers total visibility of metropolitan resources at any time of day.
- Greater use of the news media to increase community awareness. Promoting public safety and first aid helped St John paramedics achieve the best possible outcome for patients.

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Paramedic and trained nurse Bruce Wicksteed was part of the 37-strong Australian Medical Assistance Team (AusMAT) of surgeons, nurses and physicians that traveled to the Philippines as part of the relief effort following Typhoon Haiyan in late 2013.

Bruce was based in Tacloban for 12 days working in a field hospital. The 60-bed hospital had an emergency department, resuscitation room, surgical theatre and what could be likened to an intensive care unit. The medical team treated more than 2,700 patients during its deployment.

The work was harrowing and relentless with surgical procedures ranging from amputations to delivering babies. Bruce said the opportunity to work in the Philippines not only widened his scope of clinical experience but was also very fulfilling.

“Opportunities like this are rare. I was the only working paramedic on the team, and I was also regularly called upon to use my nursing skills,” he said.

“I was proud to be part of the AusMAT team, and represent St John and the Department of Health.”

Bruce said an added benefit of working on an overseas mission was being able to share his experience with colleagues on his return to Perth.

“We do work to a very high standard here in WA, in both the pre-hospital and hospital environments, and we use the latest equipment, techniques and technology,” he said.

“Travelling to a place like the Philippines, when it had access to clean water and electricity wiped out, really does bring into focus just how fortunate we are.”

By taking part in the overseas deployment, Bruce carried on a strong St John WA tradition to provide work beyond our state borders.

Bruce joined St John as part of the inaugural intake of registered nurses to complete the Graduate Certificate in Paramedicine offered by St John and Curtin University. Prior to joining St John he was a clinical nurse in paediatric intensive care at Princess Margaret Hospital for 10 years. Bruce’s AusMAT training commenced while he was still a full time nurse.
The Country Ambulance Service started the second phase of its regionalisation program in 2013/14. Phase two builds on the previous year where coordinators for first aid, finance, volunteers and administration were established to support sub centres in each region. Entering the second phase allows St John to concentrate on Country Ambulance Service developments over the next four to five years by identifying and supporting sub centre projects at local, regional and state-wide levels. Improving response times for country career sub centres remained a high priority during the year. The introduction of regional patient transfer services helped improve emergency response times and eased some of the pressures of long haul transfers on our volunteer centres. There are 160 St John Ambulance locations operating in country Western Australia, with more than 3,000 dedicated volunteer ambulance officers and 70 paramedics. St John country ambulance volunteers traveled more than 1.7 million kilometres during the year. Country ambulance activity increased by 6.7 per cent in 2013/14, with a total of 55,376 cases across career and volunteer centres. Key achievements included:

- The opening of new regional offices and ambulance centres in Broome ($5 million) and Kalgoorlie ($3.2 million), as well as extensive renovations to Albany, Geraldton and Collie sub centres.
- New sub centre buildings in Wundowie, Perenjori, Kalbarri and a land acquisition in Karratha.
- The number of community paramedic positions across regional Western Australia was increased to 21, with four new positions introduced across the South West, Wheatbelt and Mid West.
- An assistant regional manager in the Pilbara and two career paramedics in Kununurra along with an increase in the number of paramedics in the South West provided much needed support in the regions.
- First aid training in regional Western Australia increased by 71 per cent over the past year bringing the total number of regional people trained in first aid to 43,173.

Country Ambulance Cases*

<table>
<thead>
<tr>
<th>Year</th>
<th>Career Sub Centres</th>
<th>Volunteer Sub Centres</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012/13</td>
<td>34,178</td>
<td>18,530</td>
</tr>
<tr>
<td>2013/14</td>
<td>35,548</td>
<td>19,568</td>
</tr>
</tbody>
</table>

*Previously, the ambulance activity information shown for country ambulance cases was sourced from sub centre records. This information is now sourced from St John Ambulance (WA) State Operation Centre’s Computer Aided Dispatch (CAD) system and is consistent with the treatment of metropolitan analysis.

Until Melinda Parker took on the role of Community Paramedic in the remote Pilbara iron ore town of Paraburdoo, paramedics had been provided by local mine operators.

Faced with the huge task of starting a sub branch from scratch, Melinda used mail drops, flyers, community message boards and social media to attract volunteers to the fledgling centre.

The effort was well worth it, with 23 volunteers signing up.

"Starting up and operating the sub branch with limited operational and training resources was challenging and required the volunteers and me to be flexible and adaptable," Melinda said.

"Thankfully, I’ve had a lot of support from the Paraburdoo community as well as generous sponsorship from local employers."

Prior to her move to Paraburdoo, Melinda was an ambulance paramedic in metropolitan operations.

"My career path with St John Ambulance began a few years ago as a volunteer ambulance officer with the Serpentine sub centre," she said.

"My passion for pre-hospital care grew and eventually led me to becoming an ambulance paramedic with St John Ambulance."

Melinda said the outlook for the Paraburdoo sub branch was promising.

"Mining town populations are transient making volunteer retention a challenge so the recruitment program will be ongoing," Melinda said.

"But our current bunch of volunteers are enthusiastic and committed, and that gives us the potential to be a really strong sub branch."
Volunteer sub centres included in the list have been selected based upon previous caseloads.

Note: Previously, the response performance information shown for country incidents was sourced from sub centre records. This information is now sourced from St John Ambulance (WA) State Operation Centre's Computer Aided Dispatch (CAD) system and is consistent with the treatment of Metropolitan analysis.

Career sub centres response performance is calculated based on the time taken to respond to incidents within a 10km radius of the town.
St John WA’s guiding principle in patient transfer is ‘Anyone, Anywhere, Anytime’.

The service previously operated under the umbrella of St John’s metropolitan ambulance operations, but in 2013/14 it completed its first full year of service under a new customer-focused model, making non-urgent patient transport available to everyone, no matter when or where in the state, 24 hours a day, seven days a week.

St John’s Patient Transfer Service:
- Has a fleet of 32 vehicles, 30 dedicated weekday transport crews and 11 weekend teams strategically located across 29 depots in the metropolitan area.
- Has a stand-alone call centre, which manages pre-booked and on-demand patient transfer calls.
- Has expanded into regional WA, with teams stationed in Bunbury, Busselton, Albany, Kalanning and Geraldton, with plans to establish new teams in other country centres.
- Has a target to arrive within 15 minutes of the booking time, and complete the job on time. St John is consistently achieving the target of 85 per cent on-time pickup and delivery.
Something as simple as “thank you” is what drives Shannon Hinks while she drives patients to important medical appointments.

“I guess the highlights in this role are things like when a patient says ‘thank you’ and you feel you have made a real difference to their day,” she said.

Shannon said some of those small gestures stood out in a big way.

“I always remember one elderly gentleman who lived in a nursing home telling me he felt safe in our vehicle because we took the time to listen to him,” Shannon said.

“It just reminds us all that taking the time out to listen to a patient could be all the care they need.”

Shannon joined St John six years ago after a 10-year career at King Edward Memorial Hospital.

“I have always been interested in health care and helping my community. Also, having family members with medical issues inspired me to join St John,” she said.

St John’s Patient Transfer Service particularly appealed to Shannon.

“A friend I had known for years works for St John and after hearing some stories I decided it could be the job for me,” she said.

“It was the best decision I could have made - I’ve made lifelong friends and continue to enjoy coming to work every day.”

With the big changes implemented at Patient Transfer Service during the year, most notably a move to a dedicated communications and booking system, there are challenges ahead for the department.

“We are an expanding business and striving to stay on top in a competitive market,” Shannon said.

“Improving our response times and continuing to provide quality patient care are foremost in our sights.”
The State Operations Centre continued to build on the previous year’s successes in meeting key performance targets and indicators. The centre receives all emergency triple zero calls for ambulance attendance and is responsible for dispatching to all ambulance incidents throughout WA. It operates 24 hours a day, seven days a week and in 2013/14 handled 496,238 calls, of which 178,226 were emergency calls, an increase of 3.6 per cent over last year.

Key achievements included:
- The Productivity Commission’s Report on Government Services rated St John the top performing provider with 94.4 per cent of calls answered within 10 seconds, compared to the national average of 89.4 per cent.
- Robust auditing of our call-taking system continued. Performance has been excellent, with more than 300 cases per month audited resulting in 98.4 per cent compliance.
- Significant updates to the dispatch and mapping systems for country ambulances has provided more efficient and accurate dispatch of resources.
- The centre plays a key role in deploying the rescue helicopter. Revised guidelines on dispatch and deployment had a positive impact on service quality.

In 2014/15 Clinical Governance will:
- Start a trial to complement alternative care pathways already in existence. The trial will allow crews to refer eligible after-hours patients to a general medical practitioner that will visit them at home to treat their condition.
- Introduce clinical practice guidelines to administer titrated oxygen with nasal cannulas.
- Fully review the problem code sheet and introduce new codes to better capture patients’ presenting condition.
- In the metropolitan area introduce vacuum mattresses and infusion pumps for inter-hospital patient transfers.

A key focus for Clinical Governance in 2013/14 was delivering training to improve clinical skills. St John held a total of 20 country professional development seminars, which reached more than 600 volunteers on topics of their choice.

Continued growth was the hallmark of Event Health Services in 2013/14 with 27 per cent more events covered than the previous year. Volunteers contributed more than 60,000 hours in service to St John - 18 per cent more than the previous year.

Call Numbers:

<table>
<thead>
<tr>
<th>Total Calls</th>
<th>Emergency Calls (000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY14 496,238</td>
<td>FY14 178,226</td>
</tr>
</tbody>
</table>

Key achievements included:
- St John volunteers received service awards and contribution hour pins at the first annual seminar and celebrated 110 years of Event Health Services in Western Australia.
- Establishment of the training division to deliver inductions for new members and upskill current members to Advanced Ambulance Care level.
- Establishment of a special operations division to manage and train volunteers that hold specialist roles including commanders, client liaison officers, communication officers, bike response team and retrieval team.
- Creation of a support services team to assist all volunteers.
- Student ambulance officers started attending events with Event Health Services as part of their degree program with Curtin University.

In the metropolitan area St John focused on improving ambulance officers’ and paramedics’ clinical key performance indicators.

Over the course of the year, St John performed:
- 7,914 clinical audits.
- 32 clinical practice guideline updates.
- 181 clinical incidents reports.
- Greater autonomy for paramedics in the administration of ketamine.
- Successful grant application for another six baby pods for the Great Southern region.
- Threefold increase of clinical audits completed by clinical support paramedics.
- Exceeded the 80 per cent target for aspirin and nitrate administration for chest pain patients early in the year and maintained a level of more than 90 per cent for the remainder of the year.
When Scott Cahill signed up as an Event Ambulance Officer in 2012, it was to boost his first aid skills and complement his job with the State Emergency Service.

The 21-year-old has gone on to be a valuable contributor during 2013/14, putting in more than 400 volunteer hours.

“I have a list of priorities that goes family, friends, work, then volunteering,” he said.

“At times it can be difficult to fit everything in and I place a big importance on managing my fatigue appropriately.”

Scott is an important contributor to Event Health Services and has taken part in some of the state’s largest sporting, entertainment and fundraising events.

“Being part of the Event Health Services team has provided me with great experiences and the first aid training I’ve received has had a positive impact on my career and other parts of my life,” he said.

Scott said engaging with the community at events of all sizes had its challenges, but was also very rewarding.

“A smile on the patient’s face, a simple ‘thank you’ and an awesome crew to work alongside help motivate me a great deal,” Scott said.

In 2013/14, Scott made a move to the newly formed Event Health Services training division.

“Providing training is a way to pass on the knowledge I have gained from numerous events and use my experience in a positive manner,” he said.

“I can help train and mentor new and current members in progressing forward in their volunteer life.”

Volunteers like Scott contributed more than 60,000 hours during the year to St John Ambulance in 2013/14 – an 18 per cent increase over the previous year.
2013/14 was a transformative year for Industrial Health Services (IHS) with many major resources projects in Western Australia moving from construction to production. IHS has adapted to the shift by diversifying its services and securing strategic partners, so that St John can continue to provide relevant services to its clients. This has ensured that St John will continue to have a strong presence in the industrial health market for the foreseeable future.

There are currently 40 paramedics, two emergency service officers and two medics employed at WA mining, petroleum and industrial sites. IHS has also begun supplying paramedics for short-term contracts at exploration sites. The introduction of medics, emergency service officers and drug and alcohol screening has been a successful diversification of St John’s service provision.

St John trained a record number of people in 2013/14 with more than 220,000 people, or 8.5 per cent of the Western Australian population, learning vital first aid. St John is the first organisation in Australia to train 220,000 people in first aid in a year and the number demonstrates St John’s long-term aim to make first aid a part of everyone’s life. Throughout the first part of 2013/14 the focus was on improving the business structure and providing new resources. Investments were also made in the call centre and new key performance indicators and targets were established across the business. The strong growth in first aid training was the result. In total, 220,748 people were trained in first aid – a 16 per cent increase on the previous year’s 190,226. Regional training increased an incredible 71 per cent over the previous year, with 43,173 people trained at volunteer and career sub centres. Through the charitable First Aid Focus program, 104,919 school students across the state received first aid training at no cost. This represents approximately 25 per cent of all WA school students and a significant 29 per cent increase on the 2012/13 number of 81,549. The charitable value of this schools-based training is equivalent to more than $5 million.

Key achievements included:
- CBH sponsorship for 13 defibrillators to be located in Wheatbelt and Mid West communities.
- The distribution of 105 Lotterywest/St John Heartstart defibrillators to community groups and clubs.
- Sponsorship from Woodside Petroleum for 50 defibrillators to be located across North West and Mid West communities.
- The first responder program provided several successful life-saving defibrillations during the year, further raising awareness of the benefits of early defibrillation and the need to learn cardiopulmonary resuscitation.

INDUSTRIAL HEALTH SERVICES

FIRST AID SERVICES AND TRAINING

The Community First Responder system enjoyed substantial growth of registered locations during the year, reaching a total of 751. This was a 65 per cent increase on the previous financial year, with 368 defibrillators now located in the metropolitan area and 383 in regional WA. By registering as a first responder location, communities and workplaces are directly linked to St John’s State Operations Centre. In the event of a sudden cardiac arrest, the first responders near the location are activated to provide first aid using an automated external defibrillator in the vital minutes before an ambulance crew arrives.

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FIRST RESPONDER SYSTEM SAVES RIANA

It is a story that is almost beyond comprehension. On a hot day in December 2013, Mullaloo surf lifesaver Riana Van der Mescht is called to attend a patient that has collapsed.

She races to the patient with the surf club defibrillator in her hands and seconds later she drops to the ground and has a sudden cardiac arrest.

Within minutes her surf club colleagues assess the situation – she has stopped breathing and she has no pulse.

They immediately set to work on Riana, giving her CPR and attaching the defibrillator to give her the shock she needs to restart her heart.

Several minutes pass and Riana is defibrillated once again and her breathing resumes. Later in hospital, Riana is fitted with an internal defibrillator and is able to return to her family.

Riana said she was in no doubt her life was saved through early defibrillation.

“Without that defibrillation I am certain I would not be here today,” she said.

“Being assisted by people with first aid skills, those people using their knowledge and keeping their cool, and finally having the defibrillator on hand, was just incredible.”

Riana’s story serves as testimony to the St John Community First Responder system, which links automatic external defibrillators in with the State Operations Centre.

The direct link to the State Operations Centre enables individuals to provide immediate assistance to cardiac arrest victims in that critical period before an ambulance arrives – when it matters most.

The Community First Responder program has had other remarkable results in the past year – it is indeed saving lives.
MARKETING AND COMMUNICATIONS

In January 2014 St John Ambulance launched its new corporate brand. The new logo helps align ourselves with our international St John partners, while cementing our position as a contemporary world-class ambulance service. The rebrand also marked the beginning of a new direction for our community engagement strategy.

Our ‘Break the Barrier’ first aid marketing campaign received international praise and proved an outstanding success in educating the community about first aid. The powerful television advertisement was awarded Mumbrella TV commercial of the year, Campaign Brief best advertisement of 2014 and was named a finalist in the Cannes Lions advertising festival. More than 180,000 people viewed it on YouTube in the two months after the campaign launched and tens of thousands of people enrolled in first aid training.

St John promoted first aid awareness using experiential marketing, turning a cinema into a mass casualty scene. This was followed with a mix of digital, print, outdoor, radio and television advertising, reaching an audience of 1.6 million people.

In 2013 we launched our corporate Facebook page to build and foster our relationship with the community. Since the launch our audience has grown to an average 220,000 hits per month and more than 6,000 likes.

Our followers grew to 1,555 on Twitter and 555 on LinkedIn, and our YouTube channel had 250,000 video views.

The second annual Community Hero Awards recognised community members that had gone above and beyond to deliver first aid, preventing death and serious injury to those around them.

The awards were held at Government House and among the award winners were:

• Ethan Ribeiro, aged 4, who called triple zero after his dad Noel had a fit when he was home alone with him.
• Rohan O’Neill who was shopping at IGA in High Wycombe when he rushed over to help two year old Amy, who was unconscious and not breathing.
• Rikki Cameron, a 17-year-old who saved the life of an unconscious motor crash victim in Cowaramup.
• Margaret Kew who helped a pregnant woman with stab wounds at a crime scene in Como.

Performance and Planning was formally recognised during the year by winning the Council of Ambulance Authorities award for technical capability.

Performance and Planning successfully transitioned skills from an external consultancy to formalise and embed a new evidence-based decision and planning culture.

Other achievements included delivering a suite of business intelligence tools that place St John at the forefront of linking frontline performance to corporate objectives.

Performance and Planning continued to build its reputation for relevant, insightful, strategic and timely analysis and project management.

This was backed by initiatives such as:

• The Metro Dashboard – a series of digital performance dials and dashboards for paramedics delivered to their tablet.
• Introducing a new suite of operational reports.
• Supporting the Ambulance Surge Capacity Unit.

New Horizons

During the year, the New Horizons program was successfully transitioned from an external consultancy to being driven internally, further embedding St John’s evidence-based culture.

The new Intranet forum was launched on the internet as part of the transition, providing a place where St John employees and volunteers can contribute business improvement ideas.

The Information, Decisions, Actions program was rolled out more widely, with Country Ambulance, Patient Transfer Service and the State Operations Centre now able to take part.
Four-year-old Ethan Ribiero showed age was no barrier to being a first aid hero when he made an emergency phone call to help his dad.

Ethan had been enjoying a night in with his dad Noel, the two of them sitting cosily on the couch watching television when a medical emergency arose - Noel had a seizure and collapsed on the floor.

By calling triple zero for an ambulance and staying on the line with the communications officer, Ethan showed remarkable composure and courage.

Despite seeing his dad on the floor bleeding from the mouth, Ethan remained on the line so he could best assist his dad.

Ethan was presented with a Community Hero Award by His Excellency Malcolm McCusker AC CVO QC, Governor of Western Australia, at Government House. St John Community Hero Awards are presented to individuals whose selfless acts have either prevented the loss of life or further injury. The awards recognise people that had delivered exceptional first aid under extreme duress.

The age spread of the 2013 winners highlights that anyone can learn and deliver lifesaving first aid.

Stories like Ethan’s demonstrate why it’s so important for us to provide free first aid training to 100,000-plus schoolchildren each year. We believe everyone should learn first aid, no matter their age. A panel of prominent Western Australians from media and health fields helped select the award winners.
St John Ambulance WA was recognised for its commitment to innovation and improvement, winning two out of four category awards plus the major prize at the 2013 Council of Ambulance Authorities Australasian Awards for Excellence in Canberra.

St John won the Star Award, the overall prize given to the most innovative and groundbreaking initiative, for the Ambulance Surge Capacity Unit.

The Ambulance Surge Capacity Unit was a brand-new solution in providing care to patients with lower acuity conditions. The Ambulance Surge Capacity Unit, as well as improving patient care and safety, reduced demand on hospital emergency departments and the sometimes lengthy delays experienced by ambulances waiting on hospital driveways.

The Ambulance Surge Capacity Unit also won the Clinical Capability Award, and the Area Manager Dashboard, an online solution used to provide performance information to senior on-road staff, won the Technical Capability Award.

These awards and the recognition that comes with them demonstrate St John in WA is providing a world-class service, and that it continues the quest for improvement.
Charitable Contributions

St John Ambulance WA is a charitable, non-profit organisation, whose vision and purpose is “for the service of humanity”.

For many years, St John has prided itself on its humanitarian work, St John has its foundations centuries ago in the early work of the Knights Hospitaller.

St John fulfills its humanitarian objectives through a range of different charitable contributions.

First Aid Focus

The First Aid Focus program is a charitable initiative through which St John provides free first aid training to WA school students. In 2013/14, the number of students trained increased by 29 per cent to 104,919 – up from 81,549 students the previous year.

Since 2006, our First Aid Focus program has trained a total of 423,846 WA school students making it an important aspect of our aim to make first aid a part of everyone’s life.

Volunteer Contribution

St John has more than 4,400 volunteers who contribute more than 3.5 million volunteer hours every year, providing essential ambulance services in regional areas, first aid at events across the state and training to community members in vital first aid.

Overall, St John volunteers contribute around $200 million worth of work through the volunteer network helping strengthen our vision “for the service of humanity”.

Ophthalmic Branch

St John has a local Ophthalmic Branch in most Australian states and territories with the purpose of raising funds for the St John Eye Hospital in Jerusalem.

An annual donation to St John Ambulance WA from the Perth Eye Surgery Foundation, together with a levy on St John’s annual dinner dance tickets, combines to fund two nursing positions at the St John of Jerusalem Eye Hospital.

Humanitarian Missions

In recent years St John has sent a number of staff and volunteers on humanitarian missions to developing countries.

In 2013/14, paramedic and nurse Bruce Wicksteed travelled to the Philippines to provide clinical support to the Australian Medical Assistance Team in the wake of Typhoon Haiyan.

He worked in a field hospital that treated more than 2,700 patients with procedures ranging from amputations to delivering babies.

In August 2013, paramedic Emiel van de Kar joined a team of ophthalmologists and health professionals in a humanitarian mission to Timor-Leste.

The group helped villagers in Baucau with eye procedures including many cataract removals.

Ambulance and Equipment Donations

In early 2014, St John sent 74 Zoll cardiac monitor defibrillators with batteries and chargers to South Africa, Papua New Guinea, East Timor, Nepal, Malawi and Kenya.

In the last few years, St John has also provided four ambulances to St John in Zimbabwe, one to St John in South Africa and one to Health Hope Zambia, a charity run by Perth man Brendan Clark.

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Several major property projects were completed in 2013/14, the fourth year of a significant capital improvements program that has delivered $72 million in new property and capital improvements.

A number of projects across the state were completed, including:

- State office refurbishment.
- Morley ambulance depot and event health facility.
- Broomie regional office, first aid training and ambulance sub centre.
- Kalgoorlie regional office, first aid training and ambulance sub centre.
- Kalbarri sub centre (Stage 2).
- Wundowie sub centre.
- Albany sub centre, first aid training and regional office upgrade.

Land was also purchased in Kalmscott for a new ambulance depot and a first aid training venue.

A host of work will commence in 2014/15 including:

- Kalmscott ambulance depot and first aid training centre.
- North Hub facility.
- Mandurah patient transfer facility.
- Mandurah sub centre and regional office.

An ambulance depot site at Fiona Stanley Hospital was also purchased in Kalmscott for a new ambulance depot and a first aid training venue.

A new country bariatric stretcher that can be loaded into an aircraft and transferred to a standard ambulance platform was developed with the Royal Flying Doctor Service.

The stretcher allows the safe transfer of bariatric patients from rural centres by aircraft to the metropolitan area, removing the need to drive many hundreds of kilometres.

An Australian-first vehicle ventilation/air extraction system was also developed and it will be rolled out across the entire ambulance fleet over the next three years.

A new patient transfer bus capable of handling five stretcher patients or up to 24 seated patients was designed. Construction has commenced and the vehicle will be delivered in December 2014.

The growth in transfer services presented a great opportunity to train volunteers with pre-ambulance care or advanced ambulance care qualifications, creating efficiencies in operations and delivering an exceptional level of service.

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In 2013/14 a range of professional and personal development opportunities were offered under the second year of The Fabric program, including participation in the Council of Ambulance Authorities/Paramedics Australasia conference and the Paramedic Chiefs of Canada conference. Some participants also visited the London Ambulance Service, one of the world’s largest ambulance services, the Museum of The Order of St John and St John’s Gate to learn about The Order of St John.

St John Wellbeing and Support Services responds to the reaction of staff and volunteers to trauma throughout the state, and provides peer support awareness education for all staff, volunteers and external providers. In 2013, a new peer support education unit for all staff and employees was introduced, beginning with the mid-year induction of paramedic students in the College of Pre-Hospital Care. This program is being extended to other operational people across St John. A great deal of work was undertaken to offer more continuous, proactive, and preventative care for staff and volunteers with the new Stress Happens program.

In conjunction with Curtin University, a new undergraduate degree program for ambulance officers was developed with the first students inducted. The College of Pre-Hospital Care and Curtin jointly deliver a specialist unit that provides students with an understanding of the St John philosophy and pre-hospital care from a volunteer perspective. Education programs for transport officers and patient transport dispatchers and call takers have also come in to support the Patient Transfer Service department. A new module-based training model for volunteers was implemented along with e-learning activities and instructional videos. A program to align the training of Event Health Services volunteers with country volunteers was completed, ensuring all volunteers are trained to the same standard using the same resources.

Key achievements included:
- 1,355 volunteers trained.
- Monthly professional development seminars across the state.
- Successful transition to a new training package with the up-skilling of more than 200 trainer/assessors to meet new requirements.

More than 220 reaccreditation applications were submitted, reviewed and approved for a further 12 months, and trainer and assessor vocational education and training log books were introduced. Over the course of the year, 1,726 new volunteers applied for the Country Ambulance Service and 1,148 new volunteers applied for Event Health Services. A vastly improved application process has made it easier for people to register to volunteer for the organisation.

The Volunteer Information Portal is a centralised online tool that supports the recruitment, retention and recognition of our volunteers as well as meets our management needs. The portal successfully connects volunteers and enhances their journey with the organisation. It provides a platform for recruitment, communication and oversight of all volunteer activities, improving accountability and transparency, integration and collaboration, cooperation, and volunteer engagement. Importantly, the portal links all St John volunteers in one consolidated database, allowing measurement of volunteer contributions and providing the services necessary for a modern volunteering organisation.
Annual Report Summary

<table>
<thead>
<tr>
<th>Year</th>
<th>Income ($'000)</th>
<th>Expenditure ($'000)</th>
<th>Surplus/(Deficit)</th>
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<tbody>
<tr>
<td>2003</td>
<td>70,168,000</td>
<td>66,080,000</td>
<td>4,088,000</td>
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<tr>
<td>2004</td>
<td>77,716,000</td>
<td>72,632,000</td>
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<tr>
<td>2005</td>
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<td>2006</td>
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<td>83,848,000</td>
<td>15,639,000</td>
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<td>2007</td>
<td>107,268,000</td>
<td>99,466,000</td>
<td>7,803,000</td>
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<td>2008</td>
<td>113,870,000</td>
<td>110,437,000</td>
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<tr>
<td>2009</td>
<td>119,704,000</td>
<td>121,733,000</td>
<td>(2,029,000)</td>
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<tr>
<td>2010</td>
<td>136,624,000</td>
<td>134,566,000</td>
<td>2,058,000</td>
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<tr>
<td>2011</td>
<td>173,373,000</td>
<td>191,370,000</td>
<td>(18,047,000)</td>
</tr>
<tr>
<td>2012</td>
<td>209,298,000</td>
<td>180,166,000</td>
<td>29,132,000</td>
</tr>
<tr>
<td>2013</td>
<td>226,646,000</td>
<td>210,640,000</td>
<td>16,006,000</td>
</tr>
<tr>
<td>2014</td>
<td>240,081,000</td>
<td>222,345,000</td>
<td>18,006,000</td>
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**Income ($'000)**

<table>
<thead>
<tr>
<th>Organisational Income Sources ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ambulance Services: 91,396</td>
</tr>
<tr>
<td>Department of Health: 76,892</td>
</tr>
<tr>
<td>First Aid Training: 8,047</td>
</tr>
<tr>
<td>Industrial Paramedical Services: 12,832</td>
</tr>
<tr>
<td>Other: 3,137</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

**Expenditure ($'000)**

<table>
<thead>
<tr>
<th>Organisational Expenditure ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal: 136,180</td>
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<tr>
<td>Property and Vehicles: 76,892</td>
</tr>
<tr>
<td>Bad Debts: 12,832</td>
</tr>
<tr>
<td>Medical and First Aid: 10,639</td>
</tr>
<tr>
<td>Other: 3,137</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

**COUNTRY INCOME SOURCES ($'000)**

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount ($'000)</th>
<th>% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>LotteryWest</td>
<td>48,687</td>
<td>100%</td>
</tr>
</tbody>
</table>

**COUNTRY OPERATING EXPENDITURE ($'000)**

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount ($'000)</th>
<th>% of total</th>
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</thead>
<tbody>
<tr>
<td>Metropolitan</td>
<td>192,294</td>
<td>80%</td>
</tr>
<tr>
<td>Country</td>
<td>38,051</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>230,245</strong></td>
<td><strong>100%</strong></td>
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</tbody>
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**METROPOLITAN INCOME SOURCES ($'000)**

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount ($'000)</th>
<th>% of total</th>
</tr>
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<tbody>
<tr>
<td>LotteryWest</td>
<td>26,003</td>
<td>53%</td>
</tr>
<tr>
<td>Department of Health: 6,917</td>
<td>14%</td>
<td></td>
</tr>
<tr>
<td>First Aid Training: 3,879</td>
<td>8%</td>
<td></td>
</tr>
<tr>
<td>Benefit Fund: 2,176</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>Other: 9,712</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>48,687</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

**METROPOLITAN OPERATING EXPENDITURE ($'000)**

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount ($'000)</th>
<th>% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel: 20,122</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>Property and Vehicles: 8,604</td>
<td>22%</td>
<td></td>
</tr>
<tr>
<td>Bad Debts: 5,734</td>
<td>14%</td>
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</tr>
<tr>
<td>Medical and First Aid: 2,865</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>Other: 2,767</td>
<td>7%</td>
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</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40,092</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

**INCOME ($'000)**

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount ($'000)</th>
<th>% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metropolitan</td>
<td>152,294</td>
<td>80%</td>
</tr>
<tr>
<td>Country: 48,687</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>200,981</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

**EXPENDITURE ($'000)**

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount ($'000)</th>
<th>% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metropolitan</td>
<td>182,533</td>
<td>82%</td>
</tr>
<tr>
<td>Country: 40,092</td>
<td>18%</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>222,625</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

**LOTTERYWEST**

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount ($'000)</th>
<th>% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ambulances: 828,000</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>Buildings: 180,000</td>
<td>13%</td>
<td></td>
</tr>
<tr>
<td>Equipment: 364,979</td>
<td>27%</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,372,979</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
Highlights for 2013/14 included:

- **EVENTS**
  - The Annual Investiture - more than 28 St John members were recognised for their exceptional service to the organisation and the community.
  - The Annual Christmas Awards event was held.
  - St John Dinner Dance – the “Back to the ‘80s” themed event was attended by more than 1,300 people.
  - Annual Award Sundowner – the sundowner and enjoyed a packed program of fun and education, as well as the opportunity to network with the St John family.
  - Annual Award Sundowner – the sundowner and enjoyed a packed program of fun and education, as well as the opportunity to network with the St John family.

- **CORPORATE**
  - Malcolm McCusker AC CVO QC, Governor of Western Australia, presented 25 National Medals for our paid staff.
  - Volunteers and 87 Service Recognition Awards were presented.
  - St John Ambulance Service Medals and Bars for our staff were amalgamated.
  - The presentation of 81 St John Achievement Awards was made.
  - The group provided donations to the St John Alzheimer’s Association.
  - The Fellowship held a number of fundraising events over the year, including a number of very successful garage sales.

- **OF ST JOHN**
  - Overseeing visits from several community groups.
  - Production of material for museum displays for the Order of St John in WA.
  - Ongoing work on the Roll of the Commandery of Swords of the Order of St John in August 2013.
  - The donation of 118 photographs of St John Ambulance Western Australia to the Battye Library of Western Australia.
  - Publication of Dr Harry Osser’s book Ceremonial Swords of the Order of St John in WA.
  - The donation of 118 photographs of St John Ambulance Western Australia to the Battye Library of Western Australia.
  - Publication of Dr Harry Osser’s book Ceremonial Swords of the Order of St John in WA.

- **THE FRIENDS OF ST JOHN**
  - Three events were held for the Friends of St John with approximately 80-100 people attending each one.
  - The Friends of St John gives retired staff and volunteers the opportunity to meet and catch up on the organisation’s progress.

- **FELLOWSHIP**
  - The St John Fellowship group is still going well, with its 14 members continuing to meet monthly to provide support and fellowship to past St John members.
  - The Fellowship held a number of fundraising events over the year, including a number of very successful garage sales.

- **HISTORY, HERITAGE AND MUSEUM**
  - Three events were held for the Friends of St John with approximately 80-100 people attending each one.
  - The St John Fellowship group is still going well, with its 14 members continuing to meet monthly to provide support and fellowship to past St John members.
  - The Fellowship held a number of fundraising events over the year, including a number of very successful garage sales.

- **PERSPECTIVE**
  - In the 122 years since then, St John has, like the capital city in which it is based, continued to grow, adapt, and modernise. In 1922, for example, St John assumed responsibility for providing the state’s ambulance service, applying its first aid expertise to its new role.
  - In the 122 years since then, St John has, like the capital city in which it is based, continued to grow, adapt, and modernise. In 1922, for example, St John assumed responsibility for providing the state’s ambulance service, applying its first aid expertise to its new role.
  - In the 122 years since then, St John has, like the capital city in which it is based, continued to grow, adapt, and modernise. In 1922, for example, St John assumed responsibility for providing the state’s ambulance service, applying its first aid expertise to its new role.
**OUR EXECUTIVE TEAM**

**Tony Ahern**
Chief Executive Officer

Tony joined St John in 1973 as a cadet and in 1980 he became a career ambulance officer. After completing a business degree in 1989, Tony moved into accounting and computing services and took a lead role in modernising St John’s administrative and financial systems. He went on to complete a Masters of Information Systems, researching the investment made by every Australian ambulance service in information technology. In 2000 Tony was made Deputy Chief Executive Officer and in 2006 he was appointed Chief Executive Officer. Tony has attended the London Business School to further develop his leadership skills and in 2004 he was awarded the prestigious Ambulance Service Medal.

**Anthony Smith**
Deputy CEO

Anthony joined St John in 2007 as the Business Services Director. He moved into the role of Finance and Administration Director in 2009 and was appointed Deputy CEO in 2013. Anthony holds a Bachelor of Commerce, a Graduate Certificate in Public Sector Management and a Diploma of Local Government, and has completed the Advanced Management Program at Harvard Business School. Anthony is a Fellow of Leadership WA and a member of the Australian Institute of Company Directors with expertise in financial management, corporate governance, business law and strategic planning.

**Antony Smithson**
Finance and Administration Director

Antony is the newest member of the St John executive team, commencing in the role of Finance and Administration Director in 2013, bringing with him more than 25 years of operations and executive management experience in privately owned and publicly listed companies. Antony holds a Bachelor of Science (Physics and Computer Science) from Manchester University and has extensive career experience including strategic review and turnarounds, commercial agreements, partnerships and joint ventures, contract tendering and statutory reporting.

**Iain Langridge**
Ambulance Service Director

Iain joined St John in the role of Ambulance Service Director in 2013, bringing with him more than 25 years of operations and executive management experience in privately owned and publicly listed companies. Iain holds a Bachelor of Science (Chemistry) from the University of Western Australia and has extensive experience across a range of industry sectors including mining, transport and logistics, security services, recruitment and human resource outsourcing.

**Professor Ian Jacobs**
Clinical Services Director

Ian is Professor of Resuscitation and Pre-Hospital Care at Curtin University and joined St John as the Clinical Services Director in 2010. He is national and Western Australian chair of the Australian Resuscitation Council and was elected co-chair of the International Liaison Committee on Resuscitation in 2011. Ian is a Registered Nurse and holds numerous academic and clinical qualifications including a PhD from the University of Western Australia. In 2010 he was awarded Foundation Fellowship of the European Resuscitation Council in recognition of his contribution to resuscitation medicine. Ian’s areas of expertise include resuscitation medicine, pre-hospital care, clinical epidemiology and evidence-based medicine. He remains an active teacher, clinical researcher and practicing clinician.

**Debbie Jackson**
Human Resources Director

Debbie joined St John in 2003 as the Human Resources Manager, and became the Human Resources Director in 2005. Having previously managed St John’s marketing and public relations departments and the human resources portfolio, Debbie has an in-depth knowledge and understanding of this organisation. Debbie’s expertise is in the areas of human resources, industrial relations, occupational health and safety, and staff planning.

**Ashley Morris**
Technical Services Director

Ashley joined St John in 1991 as a programmer and system administrator after graduating from Curtin University with a Bachelor of Applied Science. In 1996 Ashley was employed as the Information Technology Manager and in 2007 he stepped into the role of Technical Services Director. With expertise in information technology, Ashley has specialised in ambulance related IT such as the computer-aided dispatch system, existing and new mobile data terminals and electronic patient care records.
Promotion to Officer
Janet Goodwin
Admission as Member
Dawn Bishop
Ashley Elder
Alan Farah
Mark Felsasad
Robert Gibson
John Harrison-Brown
Leanne Johnson
Annabel Knopp
Jan Murray
David Rhodes
Janet Rhodes
Julie Staceveich
Karina Stewart
Christine Trappitt

Commandery Commendations presented in 2014
Esperance
Kylie Ann Bailye
Ross Graeme Doney
Brian David Galkop
Anthony Leeson
Joanne Nankivell
Sheryl Anna Sierkerka
Thomas Walker
Esperance
Salmon Gums
Esperance
Esperance
Condingup
Esperance

50 Year Certificate
Pauline Gladys Blaas
Rev Bernard Backland
Carlo Caprotti
Audrey Yvonne Hoyle
David John Stewart
Rev Henry Gordon Williams
Esperance
EHS
EHS
Pinnawa
Commandery
Mt Barker
Northampton

The following confreres deceased during 2013/14
Donald Reginald Fallon MStJ July 2013
Charles William Sexton OStJ September 2013
Edward (Tedd) O’Sullivan OStJ December 2013
Julie Diana Michael OStJ January 2014
Valma Dawn Fallon MStJ February 2014
Norma Elaine Olson OStJ March 2014
Herbert Douglas Kennedy MStJ April 2014
Eunice Mary Ford MStJ May 2014
Patrick Henry Lyon MStJ June 2014
Wallar Swan MStJ June 2014
Marilyn Kaye Whiteside MStJ June 2014
Arnold Sibald Nunn OStJ June 2014

Great care has been taken in compiling the foregoing nominal roll of members of the Order. It is possible, however, that mistakes have occurred. Please notify St John Ambulance Western Australia immediately if any errors or omissions are detected.
FINANCIAL REPORT FOR
THE FINANCIAL YEAR ENDED
30 JUNE 2014
The Board of the Commandery of St John Ambulance Western Australia Limited (“the Company”) submit herewith the Directors Report for the financial year ended 30 June 2014 in accordance with the Corporations Act 2001.

Information about the Directors

The below named Directors were appointed Board Members of the Company on transition from an incorporated association to a company limited by guarantee on the 30th of September 2013 and have held office during the whole of the year ended 30 June 2014.

The names and particulars of the Directors of the Company during or since the end of the financial year ended 30 June 2014 are:

Mr Gerard King
Chairman
Mr King joined the St John Council in 1972 and has held the position of Chairman of the WA Ambulance Service Board and Chairman of the State Executive Committee. In 2006 he became the Chairman of the State Council and is a Knight of The Order of St John. In 1995, Mr King retired from the law firm Phillips Fox after 30 years of employment and currently undertakes consultancy work in the field of law.

Professor Ian Rogers
Non-executive Director
Prof Rogers is Professor of Emergency Medicine at St John of God Hospital Murdoch and the University of Notre Dame. Prof Rogers’ role at St John of God is to oversee the enhancement of clinical training capacity in previously underutilised private hospital sites. He graduated from The University of Melbourne in 1984 and completed his emergency medicine specialist training in 1991. Prof Rogers has more than 60 refereed journal papers, 50 major conference presentations and 20 textbook chapters with special research interests in sports medicine and wilderness medicine. His past roles have included overseeing emergency medicine and training at hospitals such as Sir Charles Gardiner Hospital and Australis Hospital, and served in training roles within the Australasian College for Emergency Medicine.

Dr Richard Lugy
Non-executive Director
Dr Lugy joined the WA Ambulance Service Board in 1995. Retired from the Medical Department of WA, he is a public health physician specialising in the links between water and human health. Dr Lugy was also a member of the Medc Alert Council of WA, an Officer of The Order of St John, he served as Chairman of the Ambulance Service Board from 2002 until it was replaced by the State Council in 2006.

Mrs Merle Isbister
Non-executive Director
Mrs Isbister joined the WA Ambulance Service Board in 1991. Retired from the WA Ambulance Service Board in 2001. She is a Nurse in a Non-Government setting and is a Volunteer Ambulance Officer and First Aid Trainer at the North Midlands Sub Centre.

Mr Andrew Chuk
Non-executive Director
Andrew Chuk holds bachelor degrees in economics and engineering, first graduating from The University of Melbourne in 1983. His public sector experience has involved infrastructure planning, health finance, and contracting to the private and non-government sectors. Mr Chuk has more than 20 years’ experience in the resources sector, principally as an investment specialist, and has expertise in government regulatory and legislative processes.

Ms Sally Carbon
Non-executive Director
Sally Carbon is the Managing Director of Green Eleven, a strategic marketing and communications company in Western Australia. She has managed a large WA-based communications agency in Perth and was previously the Director of Marketing and Communications at the urban renewal project at Docklands Authority in Melbourne. Mr Carbon has a Bachelor of Arts with majors in Physical Education and Mathematics, is a qualified strategic marketer, qualified company director and a Fellow of the Australian Institute of Company Directors. She sits on two Federal Government boards, chairs a Federal Government Audit Committee, sits on WA’s Friendly Games board and has served on the Aquinas College board, the WA Sports Council and the strategic board of the WA Education Department. Ms Carbon represented Australia in hockey at international level and is an Olympic and World Cup gold medalist.

Mr Shayne Leslie
Non-executive Director
Graduating from the University of Western Australia Law School in 1982, Mr Leslie has focused on commercial litigation/dispute resolution with law firms Phillips Fox, Wilson & Atkinson, Tabot Oliver and Metaxas & Hager. An Officer of The Order of St John, Mr Leslie joined the Ambulance Service Board in July 2002 and was a member of the Board until it was replaced by the State Council in 2006.

Mr Ian Kaye-Eddie
Non-executive Director
Mr Kaye-Eddie has been contributing to ambulance services throughout Australia for more than 36 years. He was Chief Executive Officer of St John Ambulance Western Australia from 1976 to 2006. Mr Kaye-Eddie has degrees in commerce, finance and the arts and has studied at universities in South Africa, the USA and Australia. He is a non-executive director of the Eye Surgery Foundation in Perth and is recently retired from his position as Examining Chaplain for the Anglican Diocese of Perth.
Mr Tony Ahern held the position of Company Secretary at 30 June 2014. Mr Ahern was appointed Company Secretary when St John transferred its incorporation to the Company on 30 September 2013. Mr Ahern started at St John Ambulance in 1973 as a cadet and in 1980 he became a career ambulance officer. After completing a business degree in 1989, Mr Ahern moved into accounting and computing services taking a lead role in modernising St John’s administrative and financial systems. He went on to complete a Masters of Information Systems researching the investment in information technology made by Australian ambulance services.

In 2000, he was made Deputy Chief Executive Officer and in 2006 he was appointed Chief Executive Officer. Mr Ahern has attended the London Business School to further develop his leadership skills and in 2004 he was awarded the prestigious Ambulance Service Medal. Mr Ahern served as Chairman of the Council of Ambulance Authorities from 2010 to 2013, and was a member of the Australian Medic Alert Foundation and a member of the Primary Care WA board until 2014.

## Directors Meetings

The following table sets out the number of Directors meetings (including meetings of Committees of Directors) held during the year ended 30 June 2014 and the number of meetings attended by each Director (while they were a Director or Committee member). During the year ended 30 June 2014, ten Board meetings, two Audit Committee meetings and one Remuneration Committee meeting were held.

<table>
<thead>
<tr>
<th>Directors</th>
<th>Board of Directors</th>
<th>Audit Committee</th>
<th>Remuneration Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Held</td>
<td>Attended</td>
<td>Held</td>
</tr>
<tr>
<td>Mr Gerard King</td>
<td>10</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>Mrs Merle Isbister</td>
<td>10</td>
<td>9</td>
<td>-</td>
</tr>
<tr>
<td>Mr Ian Kaye-Eddie</td>
<td>10</td>
<td>10</td>
<td>2</td>
</tr>
<tr>
<td>Mr Shayne Leslie</td>
<td>10</td>
<td>9</td>
<td>2</td>
</tr>
<tr>
<td>Dr Richard Lugg</td>
<td>10</td>
<td>8</td>
<td>-</td>
</tr>
<tr>
<td>Mr Andrew Chuk</td>
<td>10</td>
<td>8</td>
<td>-</td>
</tr>
<tr>
<td>Professor Ian Rogers</td>
<td>10</td>
<td>9</td>
<td>-</td>
</tr>
<tr>
<td>Ms Sally Carbon</td>
<td>10</td>
<td>10</td>
<td>-</td>
</tr>
</tbody>
</table>
Principal Activities

The Company measures its performance in many ways, including by measuring and focusing on:

- Emergency Ambulance: Ambulance response times for P1, P2 and P3 incidents, availability of ambulance services across regional Western Australia and total number of country volunteers.
- First Aid Training: Our percentage of market share for students trained, percentage of population trained in first aid, and community first aid sentiment index.
- Community First Responder Program: The number, distribution and utilisation of our Community First Responder program.
- Event Health Services: Total duty hours, total market share and volunteer numbers.
- Clinical Outcomes: Chest pain of presumed cardiac origin, asthma, hypoglycaemia, stroke, pain, reperfusion, waiting times and cardiac arrest outcomes.
- Patient Transfer Services: Growth in clients, growth in revenue and surplus and percentage of market share.
- Benchmarking: Lowest cost per capita, cost to government per capita, cost per patient and cost to government per patient as reported in Report on performance of government services, at or below the Australian average cost per user, and complaints received per case.
- Financial Management: Return an operating surplus supported through:
  - Management of labour costs below other Australian services on a per incident and per population basis;
  - Utilisation of staff resources to match demand;
  - Increase in net assets of at least 11 per cent per annum; and
  - Revenue growth in our commercial activities.
- People: Growth in volunteer numbers and retention rates, staff engagement to our Company and direction, keeping the university based education model focussed and effective, utilisation of our evidence based decision making approach within clinical, ambulance operations and our business activities, and listening and responding to feedback from recipients of our services.
- Reputations: Staff and volunteer understanding of the St John heritage and public perception of the St John brand.

Performance Measures

The net surplus for the period 30 June 2014 was $18.6 million ($16.0 million in 2013), an increase of $2.6 million in profit. Highlights of the current financial result include:

- Increase in size of ambulance fleet including deployment of paid paramedics to the Kununurra and Kununum sub centres to complement the existing volunteer service.
- Continued challenging trading conditions within first aid training and Industrial Health Services has been managed through tight cost control measures. Expenditure excluding personal and bad debts has decreased by two per cent in the current financial year.
- Continued support from Lotterywest, Department of Regional Development as well as other corporate partners including Woodside and Rio Tinto.

The surplus facilitates the ongoing capital investment requirements of the organisation to meet the growing demand for the ambulance service across the state. During the past year, St John invested $23.6 million in its capital works program, including:

- Property: $8.5 million
- Fleet: $11.1 million
- Plant and Equipment: $3.0 million

Financial Results

2013/14 has been another year of significant growth. Ambulance activity grew by three per cent across the state and our total number of first aid students grew by 16 per cent. Even with the increased demand for ambulance services, our ambulance response time performance was better than the contracted target for all case categories. This result is also testament to the dedication of all our operational staff. We have again seen very strong results with our patient satisfaction survey, showing that the majority of people using our ambulance services are satisfied with all of the facets of the service.

The St John model of care in the Western Australian community is one that has a strong emphasis on volunteering. During the year our volunteer numbers grew to 4,202 with a significant component of the growth in Event Health Services. A focus on support and training in the volunteer ranks during the past year contributed to the growth in volunteer numbers. The innovation of our teams and the preparedness to modify the way we operate while maintaining an absolute focus on fulfilling the Company’s purpose is the key to our success.

To continue to grow and meet the demands for our services, St John must deliver a sound financial performance. This was the case with the Company achieving the surplus required to ensure the full funding of our $23.6 million capital works program, which was completed during the year. Our cash and investments are sound, giving us great confidence in our ability to continue to make the investments necessary to meet the demands of this rapidly growing state.

Changes in the State of Affairs

On 30 September 2013 the Company ceased to be an Incorporated Association under the Associations Incorporations Act 1987 (WA) and became a company limited by guarantee registered under the Corporations Act 2001 (Commonwealth). Except for the matter discussed above there were no significant changes in the state of affairs of the Company during the financial year.

Subsequent Events

There has not been any matter or circumstance that has significantly affected, or may significantly affect, the operations of the Company, the results of those operations, or the state of affairs of the Company in future financial years.

Indemnification of Officers and Auditors

The Company has not otherwise, during or since the end of the financial year, except to the extent permitted by law, indemnified or agreed to indemnify an officer or auditor of the Company or of any related body corporate against a liability incurred as such by an officer or auditor.

Future developments

The company will continue to pursue its principal activities of providing first aid and ambulance services within the State of Western Australia for furtherance of the objectives mentioned above.

Proceedings on behalf of the Company

No person has applied for leave of Court to bring any proceedings on behalf of the Company or intervene in any proceedings to which the Company is a party, to give notice of an appeal, or to apply for any relief or order in any proceeding.

During the financial year, the Company paid a premium in respect of a contract insuring the Directors of the Company (as named above), the Company Secretary and all Executive Officers of the Company and of any related body corporate against a liability incurred as such by a Director, Secretary or Executive Officer to the extent permitted by the Corporations Act 2001. The contract of insurance prohibits disclosure of the nature of the liability and the amount of the premium.

The Company is a testament to the dedication of all our operational staff.

Environmental Regulation

The Company’s operations are not subject to any significant environment regulation under a law of the Commonwealth or of a state or territory.

Auditor’s Independence Declaration

The auditor’s independence declaration has been given to the directors in accordance with Section 307C of the Corporations Act 2001 on page 64. This directors report is signed in accordance with a resolution of directors made pursuant to Section 298(2) of the Corporations Act 2001. Signed on behalf of the Board:

Gerard King
Chairman
Date: 17 September 2014
Independent Auditor’s Report to the Members of St John Ambulance Western Australia Limited

We have audited the accompanying financial report of St John Ambulance Western Australia Limited, which comprises the statement of financial position as at 30 June 2014, the statement of profit or loss and other comprehensive income, the statement of cash flows and the statement of changes in equity for the year ended on that date, notes comprising a summary of significant accounting policies and other explanatory information, and the Board of the Commandery’s declaration as set out on pages 67 to 88.

The Board of the Commandery’s Responsibility for the Financial Report

The Board of the Commandery (the Board") of the company is responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the Corporations Act 2001 and for such internal control as the board determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error. In Note 3, the Board also states, in accordance with Accounting Standard AASB 101 Presentation of Financial Statements, that the financial statements comply with International Financial Reporting Standards.

Auditor’s Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor’s judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control, relevant to the entity’s preparation of the financial report that gives a true and fair view, in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the board, as well as evaluating the overall presentation of the financial report.

Yours sincerely

Leanne Karamfiles
Partner
Chartered Accountants

The Board of the Commandery in Western Australia
St John Ambulance Western Australia Ltd
209 Great Eastern Highway
Belmont Western Australia 6104

17 September 2014

Dear Board Members

St John Ambulance Western Australia Ltd

In accordance with section 307C of the Corporations Act 2001, I am pleased to provide the following declaration of independence to the Board of Commandery of St John Ambulance Western Australia Ltd.

As lead audit partner for the audit of the financial statements of St John Ambulance Western Australia Ltd for the financial year ended 30 June 2014, I declare that to the best of my knowledge and belief, there have been no contraventions of:

(i) the auditor independence requirements of the Corporations Act 2001 in relation to the audit; and
(ii) any applicable code of professional conduct in relation to the audit.

Yours sincerely

Leanne Karamfiles
Partner
Chartered Accountants

Liability limited by a scheme approved under Professional Standards Legislation.
Member of Deloitte Touche Tohmatsu Limited
St John Ambulance Western Australia Limited

DECLARATION BY THE BOARD OF

THE COMMANDERY IN WESTERN AUSTRALIA

St John Ambulance Western Australia Limited operates in Western Australia under the guidance and control of the Board.

The attached financial statements comprise an aggregation of the financial statements of all Western Australian country sub centres and the metropolitan operations ("the Company"). The Board declares that:

(a) In the opinion of the Board, the attached financial statements are in compliance with International Financial Reporting Standards, as stated in Note 3 to the financial statements.

(b) The attached financial statements present a true and fair view of the financial position and performance of the Company for the year ended 30 June 2014.

(c) In the opinion of the Board, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

Signed on behalf of the Board:

Gerard King
Chairman
Date: 17 September 2014

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Auditor’s Independence Declaration

In conducting our audit, we have complied with the independence requirements of the Corporations Act 2001. We confirm that the independence declaration required by the Corporations Act 2001, which has been given to the Board of St John Ambulance Western Australia Limited, would be in the same terms if given to the Board as at the time of this auditor’s report.

Opinion

In our opinion:

(a) the financial report of St John Ambulance Western Australia Limited is in accordance with the Corporations Act 2001, including:

(i) giving a true and fair view of the company’s financial position as at 30 June 2014 and of its performance for the year ended on that date; and

(ii) complying with Australian Accounting Standards and the Corporations Regulations 2001; and

(b) the financial statements also comply with International Financial Reporting Standards as disclosed in Note 3.

Deloitte Touche Tohmatsu

Leonie Karamfilles
Partner
Chartered Accountants
Perth, 17 September 2014
## Statement of Profit or Loss and Other Comprehensive Income

for the financial year ended 30 June 2014

<table>
<thead>
<tr>
<th>Note</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$240,981,047</td>
<td>$226,645,739</td>
</tr>
<tr>
<td>Administration Expense</td>
<td>$6,479,182</td>
<td>$6,596,949</td>
</tr>
<tr>
<td>Ambulance Operating Expense</td>
<td>$5,278,059</td>
<td>$5,039,666</td>
</tr>
<tr>
<td>Bad and Doubtful Debts</td>
<td>$18,761,291</td>
<td>$17,161,521</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$13,215,519</td>
<td>$12,508,661</td>
</tr>
<tr>
<td>Amortisation</td>
<td>$758,597</td>
<td>$758,597</td>
</tr>
<tr>
<td>Financial Charges</td>
<td>$1,014,255</td>
<td>$1,084,070</td>
</tr>
<tr>
<td>Marketing Expense</td>
<td>$3,260,325</td>
<td>$3,142,830</td>
</tr>
<tr>
<td>Professional Fees</td>
<td>$3,150,938</td>
<td>$5,977,790</td>
</tr>
<tr>
<td>Property and Equipment Expense</td>
<td>$11,723,049</td>
<td>$10,196,898</td>
</tr>
<tr>
<td>Staff Expense</td>
<td>$156,301,906</td>
<td>$145,271,202</td>
</tr>
<tr>
<td>Training Materials</td>
<td>$2,400,941</td>
<td>$2,382,018</td>
</tr>
</tbody>
</table>

**Surplus for the Year**: $18,636,485

**Other Comprehensive Income**:  

**Total Comprehensive Income for the Year**: $18,636,485

Notes to the financial statements are included on pages 73 to 88.

---

## Statement of Financial Position

as at 30 June 2014

<table>
<thead>
<tr>
<th>Note</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
<td>$68,906,249</td>
<td>$61,636,639</td>
</tr>
<tr>
<td>Restricted Cash</td>
<td>$2,629,195</td>
<td>$2,355,345</td>
</tr>
<tr>
<td>Inventories</td>
<td>$1,398,261</td>
<td>$1,607,213</td>
</tr>
<tr>
<td>Trade and Other Receivables</td>
<td>$14,243,949</td>
<td>$12,105,222</td>
</tr>
<tr>
<td>Other Current Assets</td>
<td>$3,967,033</td>
<td>$3,746,082</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>$91,034,687</td>
<td>$81,450,501</td>
</tr>
</tbody>
</table>

| **Non Current Assets**                              |            |            |
| Property, Plant and Equipment                       | $128,353,654 | $118,556,733 |
| Intangibles                                         | $758,597    | $1,557,194 |
| **Total Non Current Assets**                        | $129,112,251 | $120,073,927 |
| **Total Assets**                                    | $220,146,938 | $201,524,428 |

| **Current Liabilities**                             |            |            |
| Trade and Other Payables                            | $721,718    | $3,634,453 |
| Provisions                                         | $27,747,027 | $24,380,634 |
| Other Current Liabilities                           | $8,794,170  | $10,495,850 |
| **Total Current Liabilities**                       | $37,262,935 | $38,510,907 |

| **Non Current Liabilities**                         |            |            |
| Provisions                                         | $6,798,481  | $8,564,444 |
| **Total Non Current Liabilities**                   | $6,798,481  | $8,564,444 |
| **Total Liabilities**                               | $44,061,376 | $47,075,351 |

**Net Assets**: $176,085,562

**Equity**

Remaining Surplus: $176,085,562

**Total Equity**: $176,085,562

Notes to the financial statements are included on pages 73 to 88.
STATEMENT OF CHANGES IN EQUITY
for the financial year ended 30 June 2014

<table>
<thead>
<tr>
<th>Note</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Retained Surpluses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at start of year</td>
<td>157,449,077</td>
<td>141,443,540</td>
</tr>
<tr>
<td>Surplus for the year</td>
<td>18,636,485</td>
<td>16,005,537</td>
</tr>
<tr>
<td>Total comprehensive income for the year</td>
<td>18,636,485</td>
<td>16,005,537</td>
</tr>
<tr>
<td>Balance at the end of year</td>
<td>176,085,562</td>
<td>157,449,077</td>
</tr>
<tr>
<td>Total Retained Surpluses</td>
<td>176,085,562</td>
<td>157,449,077</td>
</tr>
<tr>
<td>Total Equity</td>
<td>176,085,562</td>
<td>157,449,077</td>
</tr>
</tbody>
</table>

Retained Surpluses

Balance at start of year 157,449,077 141,443,540
Surplus for the year 18,636,485 16,005,537
Total comprehensive income for the year 18,636,485 16,005,537
Balance at the end of year 176,085,562 157,449,077
Total Retained Surpluses 176,085,562 157,449,077
Total Equity 176,085,562 157,449,077

Notes to the financial statements are included on pages 73 to 88.

STATEMENT OF CASH FLOWS
for the financial year ended 30 June 2014

<table>
<thead>
<tr>
<th>Note</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Cash Flows From Operating Activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receipts from Operating Activities</td>
<td>137,672,802</td>
<td>136,054,600</td>
</tr>
<tr>
<td>Health Department Contract for Services</td>
<td>83,796,798</td>
<td>74,732,191</td>
</tr>
<tr>
<td>Payments for Operating Activities</td>
<td>(193,725,148)</td>
<td>(173,426,638)</td>
</tr>
<tr>
<td>Net cash provided by operating activities</td>
<td>17,277,452</td>
<td>37,360,153</td>
</tr>
<tr>
<td>Cash Flows From Investing Activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from the Sale of Property, Plant and Equipment</td>
<td>1,063,295</td>
<td>820,843</td>
</tr>
<tr>
<td>Payments for Property, Plant and Equipment</td>
<td>(23,390,437)</td>
<td>(39,796,827)</td>
</tr>
<tr>
<td>Payments for Intangibles</td>
<td>-</td>
<td>(2,275,791)</td>
</tr>
<tr>
<td>Interest Income</td>
<td>2,324,150</td>
<td>2,895,474</td>
</tr>
<tr>
<td>Net cash used in investing activities</td>
<td>(20,202,992)</td>
<td>(38,346,301)</td>
</tr>
<tr>
<td>Net Movement in Cash and Cash Equivalents</td>
<td>7,543,460</td>
<td>(986,148)</td>
</tr>
<tr>
<td>Cash and Cash Equivalents at the Beginning of the Financial Year</td>
<td>63,991,984</td>
<td>64,978,132</td>
</tr>
<tr>
<td>Cash and Cash Equivalents at the End of the Financial Year</td>
<td>71,535,444</td>
<td>63,991,984</td>
</tr>
</tbody>
</table>

Notes to the financial statements are included on pages 73 to 88.
### 2. Application of new and revised Accounting Standards

#### (a) New Standards and Interpretations adopted

The Company has adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board that are relevant to their operations and are effective for the current financial reporting period beginning 1 July 2013. These have affected the company only to the extent as follows:

<table>
<thead>
<tr>
<th>Standard / Interpretation</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>AASB 119 ‘Employee Benefits’ (2011) and AASB 2011-10 ‘Amendments to Australian Accounting Standards arising from AASB 119 (2011)’</td>
<td>The main change introduced by this standard is to revise the accounting for defined benefit plans. This change has not had any impact on the Company as it does not have any defined benefit plans. The revised standard also changes the definition of short-term employee benefits. The distinction between short-term and other long-term employee benefits is now based on whether the benefits are expected to be settled wholly within 12 months after the reporting date. This amendment has not had any material impact on the company’s financial statements.</td>
</tr>
<tr>
<td>AASB 13 ‘Fair Value Measurement’ and AASB 2011-8 ‘Amendments to Australian Accounting Standards arising from AASB 13’</td>
<td>AASB 13 establishes a single source of guidance under Australian Accounting Standards for all fair value measurements. AASB 13 does not change when an entity is required to use fair value, but rather provides guidance on how to measure fair value under Australian Accounting Standards. AASB 13 defines fair value as an exit price. AASB 13 also requires additional disclosures. Application of AASB 13 has not had any material impact on the amounts recognised in the financial statements. Additional disclosures where required, are provided in the individual notes relating to the assets and liabilities whose fair values were determined. Fair value hierarchy is provided in Note 18.</td>
</tr>
</tbody>
</table>

In accordance with the transitional provisions, the Company has not made any new disclosures required by AASB 13 for the 2013 comparative period.

No other new standards, amendments or interpretation effective in the current period has resulted in a change to the Company’s accounting policies nor any significant effect on the measurement or disclosure of the amounts reported for the current or prior periods.

#### (b) Accounting Standards and Interpretations issued but not yet effective

The following Australian Accounting Standards and Interpretations have recently been issued or amended but are not yet effective and have not been adopted by the Company for the year ended 30 June 2014:

<table>
<thead>
<tr>
<th>Standard / Interpretation</th>
<th>Effective for annual reporting periods beginning/ending on or after</th>
<th>Expected to be applied by the Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>AASB 9 ‘Financial Instruments’, and the relevant amending standards</td>
<td>1 January 2015</td>
<td>30 June 2015</td>
</tr>
</tbody>
</table>

The impact of these recently issued or amended Standards and Interpretation is still being assessed by the Company.

At the date of authorisation of the financial statements, the following IASB Standards and IFRIC Interpretations were also in issue but not yet effective, although Australian equivalent Standards and Interpretations have not yet been issued:

<table>
<thead>
<tr>
<th>Standard / Interpretation</th>
<th>Effective for annual reporting periods beginning/ending on or after</th>
<th>Expected to be applied by the Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>IAS 16 ‘Depreciation and Amortisation (Amendments to IAS 16 and IAS 38)’</td>
<td>1 January 2016</td>
<td>30 June 2017</td>
</tr>
<tr>
<td>IFRS 15 ‘Revenue from Contracts with Customers’</td>
<td>1 January 2016</td>
<td>30 June 2016</td>
</tr>
</tbody>
</table>
NOTES TO THE FINANCIAL STATEMENTS

3. Significant accounting policies
Statement of compliance
These financial statements are general purpose financial statements which have been prepared in accordance with the Corporations Act 2001, Accounting Standards and Interpretations, and comply with other requirements of the law.
Accounting Standards include Australian Accounting Standards. Compliance with the Australian Accounting Standards ensures that the financial Statements and notes of the Company comply with International Financial Reporting Standards (IFRS). These financial statements reflect the financial position of the Company. The combined financial position of metropolitan and country operations constitutes the financial position of the Company.
Country operations include the amalgamated financial position of 100 country sub-centres staffed by volunteers and 15 country sub-centres predominantly staffed by a mixture of volunteers and paid staff (refer note 24).
For the purposes of preparing the financial statements, the Company is a not-for-profit entity.
The financial statements were authorised for issue by the Directors on 17 September 2014.
Basis of preparation
The financial statements have been prepared on the basis of historical cost. Cost is based on the fair values of the consideration given in exchange for assets. All amounts are presented in Australian dollars.
The following significant accounting policies have been adopted in the preparation and presentation of the financial statements:
(a) Acquisition of assets
Assets acquired are recorded at the cost of acquisition, being the purchase consideration determined as at the date of acquisition plus costs incidental to the acquisition.
(b) Cash and cash equivalents
Cash comprises of cash on hand and demand deposits. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash which are subject to an insignificant risk of changes in value.
(c) Employee benefits
Provision is made for benefits accruing to employees in respect of salaries and wages, annual leave and long service leave when it is probable that service will be rendered and they are capable of being measured reliably.
Provisions made in respect of salaries and wages, annual leave and long service leave expected to be settled within 12 months, are measured at their nominal values using the remuneration rate expected to apply at the time of settlement.
Provisions made in respect of long service leave which is not expected to be settled within 12 months is measured as the present value of the estimated future cash outflows to be made in respect of services provided by employees up to reporting date.
Defined contribution plans
Contributions to defined contribution superannuation plans are expensed when incurred.
(d) Financial assets
Investments are recognised and derecognised on trade date where the purchase or sale of an investment is under a contract whose terms require delivery of the investment within the timeframe established by the market concerned, and are initially measured at fair value, net of transaction costs except for those financial assets classified as at fair value through profit or loss which are initially measured at fair value.
Other financial assets are classified into the following specified categories: financial assets ‘at fair value through profit or loss’, ‘held-to-maturity’, ‘available-for-sale’ financial assets, and ‘loans and receivables’. The classification depends on the nature and purpose of the financial assets and is determined at the time of initial recognition.
Effective interest method
The effective interest method is a method of calculating the amortised cost of a financial asset and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees on points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial asset or, where appropriate, a shorter period. Income is recognised on an effective interest rate basis for debt instruments other than those financial assets ‘at fair value through profit or loss’.
Financial assets at fair value through profit or loss
Financial assets are classified as financial assets at fair value through profit or loss where the financial asset:
(i) has been acquired primarily for the purpose of selling in the near future;
(ii) is a part of an identifiable portfolio of financial instruments that the Group manages together and has in recent pattern of short-term policies;
(iii) is a derivative that is not designated and effective as a hedging instrument.
Financial assets at fair value through profit or loss are stated at fair value, with any resultant gain or loss recognised in profit or loss. The net gain or loss recognised in profit or loss incorporates any dividend or interest earned on the financial asset. Fair value is determined in the manner described in note 18.
Loans and receivables
Trade receivables, loans, and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as ‘loans and receivables’. Loans and receivables are measured at amortised cost using the effective interest method less impairment.
Impairment is recognised by applying the effective interest method, except for short-term receivables when the recognition of impairment would be immaterial.
Impairment of financial assets
Financial assets are assessed for indicators of impairment at the end of each reporting period. Financial assets are impaired where there is objective evidence that as a result of one or more events that occurred after the initial recognition of the financial asset the estimated future cash flows of the investment have been impeded. For financial assets carried at amortised cost, the amount of the impairment is the difference between the asset’s carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate.
The carrying amount of the financial asset is reduced to the new carrying amount if the new carrying amount is less than the sum of the present value of the cash flows estimated at the acquisition date and the initial amount measured at amortised cost.
When a trade receivable is uncollectible, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against the allowance account. Changes in the carrying amount of the allowance account are recognised in profit or loss.
When an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.
(e) Income tax
The Company is a public benevolent institution, and therefore, from 1 July 2000 under Subdivision 50-B of the Income Tax Assessment Act 1997.
(f) Inventories
Inventories are valued at the lower of cost and net realisable value. Net realisable value represents the estimated selling price less estimated costs of completion and costs necessary to make the sale.
(g) Leased assets
Leases are classified as finance leases when the terms of the lease transfer substantially all the risks and rewards incidental to ownership of the leased asset to the lessee. All other leases are classified as operating leases.
Company as lessee
Operating lease payments are recognised as an expense on a straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed. Contingent rentals arising under operating leases are recognised as an expense in the period in which they are incurred.
(h) Property, plant and equipment
Plant and equipment, buildings and leasehold improvements are stated at cost less accumulated depreciation and impairment losses. Depreciation is calculated using the following basis:
Buildings and leasehold improvements - 2.5 per cent straight-line method.
Plant and equipment - between 10 and 33 per cent straight-line method.
Ambulances and other vehicles - between 12.5 and 25 per cent straight-line method.
Land is not depreciated.
The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, with the effect of any changes recognised on a prospective basis.
(i) Intangibles
Intangible assets with finite lives that are acquired separately are carried at cost less accumulated amortisation and accumulated impairment losses. Amortisation is recognised on a straight-line basis over their estimated useful lives. The estimated useful life and amortisation method are reviewed at the end of each reporting period, with the effect of any changes in estimate being accounted for on a prospective basis.

(l) Provisions

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event. It is probable that the Company will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at reporting date, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

(m) Revenue

Revenue is measured at the fair value of the consideration received or receivable. Revenue is reduced for estimated customer returns, rebates and other similar allowances.

Sale of goods and disposal of assets: Revenue from the sale of goods and disposal of other assets is recognised when the company has passed control of the goods or other assets to the buyer.

Rendering of services: Ambulance transport revenue is recognised when the service is provided and when the fair value of the service is receivable.

Other revenue is recognised as services are provided to customers.

Services to the Health Department of Western Australia: Revenue is recognised as services are provided to the Health Department of Western Australia. Revenue is received from the Health Department of Western Australia in the form of transfers of resources to the Company in return for past or future compliance with certain conditions relating to the operating activities of the entity. Health Department of Western Australia revenue includes assistance where there are no conditions specifically relating to the operating activities of the Company other than the requirement to operate in certain regions or industry sectors.

Governance revenues are not recognised until there is reasonable assurance that the Company will comply with the conditions attaching to them and the revenue will be received.

Government revenue whose primary condition is that the Company should purchase, construct or otherwise acquire long-term assets is recognised as revenue in the period in which the funds are received.

Interest: Interest revenue is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset’s net carrying amount.

(n) Goods and Services Tax

Revenues, expenses and assets are recognised net of the amount of goods and services tax (GST), except:

(i) where the amount of GST incurred is not recoverable from the taxation authority, it is recognised as part of the cost of acquisition of an asset or as part of an item of expense; or

(ii) for receivables and payables which are recognised inclusive of GST. The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables.

Cash flows are included in the Statement of Cash Flows on a net basis. The GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as operating cash flows.

(p) Pensioner concessions

Pensioner Concessions are recorded as discounted revenue rather than as expenses. Pensioners are entitled to a 50% concession on ambulance transport if they hold a valid Pensioner Concession Card.

(q) Trade and other payables

Trade payables and other accounts payable are recognised when the Company becomes obliged to make future payments resulting from the purchase of goods and services.

4. Critical accounting judgements and key sources of estimation uncertainty

In the application of the Company’s accounting policies, which are described in note 5, management is required to make judgements, estimates and assumptions about carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgments. 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 if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

Key sources of estimation uncertainty

The following are the key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year:

Impairment of receivables

Ambulance transport receivables have been provided for based on history. The exact adjustment to the amount receivable can not be ascertained with any certainty and thus assumptions/estimates have been made about the demographics and the location in which the service was provided.

Useful lives of property, plant and equipment

The Company reviews the estimated useful lives of property, plant and equipment at the end of each annual reporting period.

Annual Leave and Long Service Leave Provisions

In determining the liability to the Company for employee leave entitlements the following factors have been based on estimates:

(i) On-costs – superannuation and workers compensation

(ii) Probability of employee turnover

(iii) Future pay and allowance increases

<table>
<thead>
<tr>
<th>Year</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Ambulance Transport Fees (i)</td>
<td>119,574,742</td>
<td>112,370,269</td>
</tr>
<tr>
<td>DFS Helicopter Fees</td>
<td>1,698,948</td>
<td>1,238,500</td>
</tr>
<tr>
<td>Other Income</td>
<td>4,205,512</td>
<td>3,827,483</td>
</tr>
<tr>
<td>Donations &amp; Bequests (ii)</td>
<td>1,033,968</td>
<td>823,122</td>
</tr>
<tr>
<td>First Aid Training and Services Income</td>
<td>11,925,818</td>
<td>12,810,950</td>
</tr>
<tr>
<td>Gain on Sales of Property, Plant &amp; Equipment</td>
<td>485,298</td>
<td>69,179</td>
</tr>
<tr>
<td>Industrial Paramedical Services</td>
<td>12,831,918</td>
<td>14,842,046</td>
</tr>
<tr>
<td>Health Department Contract for Services</td>
<td>83,798,798</td>
<td>74,732,191</td>
</tr>
<tr>
<td>Lotterywest Grants</td>
<td>1,274,706</td>
<td>1,511,968</td>
</tr>
<tr>
<td>Volunteer First Aid Service</td>
<td>1,827,189</td>
<td>1,524,457</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>240,981,047</strong></td>
<td><strong>226,645,739</strong></td>
</tr>
</tbody>
</table>

(i) An amount of $28,903,472 was paid to the Company in 2014 by the Health Department of Western Australia (2013: $26,683,013) to fund transports for patients aged over 65 years of age.

(ii) Donations received are utilised in general operating activities and there are no expenses arising from fundraising activities.

<table>
<thead>
<tr>
<th>Year</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Marketing</td>
<td>3,260,325</td>
<td>3,142,830</td>
</tr>
<tr>
<td>Lease expense</td>
<td>825,101</td>
<td>756,425</td>
</tr>
<tr>
<td>Personnel salaries and wages</td>
<td>128,755,928</td>
<td>117,938,596</td>
</tr>
<tr>
<td>Defined contribution plan</td>
<td>11,998,134</td>
<td>10,109,878</td>
</tr>
<tr>
<td><strong>Total employee benefit expense</strong></td>
<td><strong>140,344,062</strong></td>
<td><strong>127,917,474</strong></td>
</tr>
</tbody>
</table>

6. Surplus for the Year

The surplus from ordinary activities includes the following items of expenditure:

<table>
<thead>
<tr>
<th>Item</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goods and Services Tax</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue (net of direct costs)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
NOTES TO THE FINANCIAL STATEMENTS

7. Restricted Cash

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Fees Received in Advance</td>
<td>$595,000</td>
<td>$250,000</td>
</tr>
<tr>
<td>Property Retention</td>
<td>$114,892</td>
<td>$201,851</td>
</tr>
<tr>
<td>The Bertie &amp; Olga Cohen Charitable Trust</td>
<td>$1,919,303</td>
<td>$1,903,494</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,629,195</strong></td>
<td><strong>$2,355,345</strong></td>
</tr>
</tbody>
</table>

The Company is the Trustee of the Bertie & Olga Cohen Charitable Trust and the St John Ambulance Australia (Western Australia) Inc. Training Trust No 1. The funds contained within the Trusts have been brought to account as restricted cash to be distributed according to the terms of each respective Trust. The property retention account holds funds that will be disbursed to the developers of the Company’s Broome sub centre and Nedlands depot upon satisfactory completion of the projects.

8. Inventory

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inventories at Cost</td>
<td>$1,288,261</td>
<td>$1,607,213</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,288,261</strong></td>
<td><strong>$1,607,213</strong></td>
</tr>
</tbody>
</table>

9. Trade and other receivables

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ambulance Transport Receivables (i)</td>
<td>$15,497,089</td>
<td>$13,317,037</td>
</tr>
<tr>
<td>Allowance for Doubtful Debts</td>
<td>$(5,486,762)</td>
<td>$(3,990,520)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$10,010,327</strong></td>
<td><strong>$9,326,517</strong></td>
</tr>
<tr>
<td>Sundry Receivables (i)</td>
<td>$4,201,487</td>
<td>$2,879,488</td>
</tr>
<tr>
<td>Allowance for Doubtful Debts</td>
<td>$(115,867)</td>
<td>$(100,773)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$4,085,620</strong></td>
<td><strong>$2,778,715</strong></td>
</tr>
</tbody>
</table>

Net Goods and Services Tax: $148,032

Total Current Receivables: $14,243,949

(i) The average credit period is 14 days for all receivables. Ambulance transport accounts are written off 75 days from the date of invoicing and are sent to collection agencies. An allowance has been made for estimated irrecoverable trade receivable amounts arising from ambulance transport accounts and the rendering of services.

10. Other current assets

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepayments</td>
<td>$1,457,083</td>
<td>$969,295</td>
</tr>
<tr>
<td>Accrued Income</td>
<td>$2,509,950</td>
<td>$2,776,787</td>
</tr>
<tr>
<td><strong>Total Other Current Assets</strong></td>
<td><strong>$3,967,033</strong></td>
<td><strong>$3,746,082</strong></td>
</tr>
</tbody>
</table>

Movement in the allowance for doubtful debts

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at the start of the year</td>
<td>$4,091,303</td>
<td>$4,475,661</td>
</tr>
<tr>
<td>Impairment losses provided for / (released)</td>
<td>$1,511,356</td>
<td>$(384,358)</td>
</tr>
<tr>
<td><strong>Balance at the end of the year</strong></td>
<td><strong>$5,602,659</strong></td>
<td><strong>$4,091,303</strong></td>
</tr>
</tbody>
</table>

NOTES TO THE FINANCIAL STATEMENTS
11. Property, plant and equipment

<table>
<thead>
<tr>
<th></th>
<th>Leasehold and Freehold Land at cost $</th>
<th>Buildings and Leasehold Improvements at cost $</th>
<th>Plant and Equipment at cost $</th>
<th>Ambulance and Vehicles at cost $</th>
<th>Assets Under Construction $</th>
<th>Total $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Carrying Amount</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at 01 July 2012</td>
<td>11,692,271</td>
<td>50,330,204</td>
<td>24,952,577</td>
<td>71,808,129</td>
<td>3,688,477</td>
<td>172,391,758</td>
</tr>
<tr>
<td>Additions</td>
<td>11,039,212</td>
<td>6,279,388</td>
<td>10,543,233</td>
<td>5,296,699</td>
<td>39,796,627</td>
<td></td>
</tr>
<tr>
<td>Disposal</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>- (3,950,833)</td>
</tr>
<tr>
<td>Balance at 01 July 2013</td>
<td>22,731,483</td>
<td>54,841,359</td>
<td>81,208,130</td>
<td>8,955,176</td>
<td>208,227,752</td>
<td></td>
</tr>
<tr>
<td>Additions</td>
<td>1,872,693</td>
<td>11,738,743</td>
<td>11,322,088</td>
<td>5,766,215</td>
<td>23,590,437</td>
<td></td>
</tr>
<tr>
<td>Disposal</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>- (8,885,395)</td>
</tr>
<tr>
<td>Balance at 30 June 2014</td>
<td>24,604,176</td>
<td>66,092,776</td>
<td>92,530,218</td>
<td>3,218,961</td>
<td>222,932,794</td>
<td></td>
</tr>
</tbody>
</table>

Accumulated Depreciation

|                  |                                      |                                               |                               |                               |                            |         |
|------------------|--------------------------------------|-----------------------------------------------|-------------------------------|-------------------------------|                            |         |
| Balance at 01 July 2012 | -                                    | 9,302,976                                     | 18,697,674                    | 51,770,877                    | -                            | 80,615,527 |
| Disposal         | -                                    | 1,266,333                                     | 1,016,767                     | 914,069                       | -                            | (3,199,160) |
| Depreciation Expense | -                                    | 3,570,401                                     | 4,184,880                     | 4,753,380                     | -                            | 12,508,661 |
| Balance at 01 July 2013 | -                                    | 12,205,044                                    | 21,855,787                    | 55,610,188                    | -                            | 89,671,019 |
| Disposal         | -                                    | 4,634,691                                     | 9,102,165                     | 5,959,677                     | -                            | (13,215,519) |
| Balance at 30 June 2014 | -                                    | 14,329,042                                    | 26,092,893                    | 54,157,205                    | -                            | 94,579,140 |

Net Book value

as at 30 June 2013 | 22,731,483 | 54,841,359 | 81,206,130 | 8,955,176 | 208,227,752 |
as at 30 June 2014 | 24,604,176 | 66,092,776 | 92,530,218 | 3,218,961 | 222,932,794 |

The following useful lives are used in the calculation of depreciation:

- Buildings & Leasehold Improvements: 40 years
- Plant and equipment: 3 - 10 years
- Ambulances & Other Vehicles: 4 - 8 years

12. Intangibles

<table>
<thead>
<tr>
<th></th>
<th>2014 $</th>
<th>2013 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Licences – Cost</td>
<td>2,275,791</td>
<td>-</td>
</tr>
<tr>
<td>Additions</td>
<td>2,275,791</td>
<td>2,275,791</td>
</tr>
<tr>
<td>Licences – Accumulated Amortisation</td>
<td>-</td>
<td>2,275,791</td>
</tr>
<tr>
<td>Balance at 01 July 2013</td>
<td>758,597</td>
<td>(758,597)</td>
</tr>
<tr>
<td>Amortisation Expense</td>
<td>(758,597)</td>
<td>(758,597)</td>
</tr>
<tr>
<td>Balance at 30 June 2014</td>
<td>1,517,194</td>
<td>1,517,194</td>
</tr>
</tbody>
</table>

Written Down Value at 30 June 2014 | 758,597 | 1,517,194 |

13. Trade and other payables

<table>
<thead>
<tr>
<th></th>
<th>2014 $</th>
<th>2013 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade Payables</td>
<td>394,720</td>
<td>2,146,720</td>
</tr>
<tr>
<td>Net Goods and Services Tax</td>
<td>1,036,393</td>
<td>-</td>
</tr>
<tr>
<td>Other Payables</td>
<td>326,998</td>
<td>481,340</td>
</tr>
<tr>
<td>Total Current Payables</td>
<td>721,718</td>
<td>3,634,453</td>
</tr>
</tbody>
</table>

The average credit term offered to the Company is 30 days interest free from date of invoice. Metropolitan operations pay all accounts by the due date but normally within 14 days from the receipt of invoices.

<table>
<thead>
<tr>
<th></th>
<th>2014 $</th>
<th>2013 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td>19,549,410</td>
<td>17,174,588</td>
</tr>
<tr>
<td>Provision for Long Service Leave</td>
<td>8,179,597</td>
<td>7,206,076</td>
</tr>
<tr>
<td>Total Current Provisions</td>
<td>27,747,007</td>
<td>24,380,604</td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th></th>
<th>2014 $</th>
<th>2013 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provision for Annual Leave</td>
<td>6,798,481</td>
<td>5,564,444</td>
</tr>
<tr>
<td>Total Non-Current Provisions</td>
<td>6,798,481</td>
<td>5,564,444</td>
</tr>
</tbody>
</table>

The current provision for annual leave and vested long service leave entitlements represent employee benefits that are expected to be taken within 12 months.

15. Other current liabilities

<table>
<thead>
<tr>
<th></th>
<th>2014 $</th>
<th>2013 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accrued Expenses</td>
<td>5,839,031</td>
<td>8,086,437</td>
</tr>
<tr>
<td>Unearned Revenue - First Aid Training</td>
<td>544,047</td>
<td>875,509</td>
</tr>
<tr>
<td>Unearned Revenue - Health Department Grant</td>
<td>846,400</td>
<td>364,027</td>
</tr>
<tr>
<td>Unearned Revenue - Benefit Fund</td>
<td>1,182,349</td>
<td>869,970</td>
</tr>
<tr>
<td>Unearned Revenue - Other</td>
<td>382,543</td>
<td>297,907</td>
</tr>
<tr>
<td>Total Other Current Liabilities</td>
<td>8,794,170</td>
<td>10,495,850</td>
</tr>
</tbody>
</table>
NOTES TO THE FINANCIAL STATEMENTS

16. Commitments for expenditure

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Capital expenditure commitments</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plant and equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not longer than 1 year and not longer than 5 years</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Longer than 5 years</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Vehicles</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not longer than 1 year</td>
<td>10,045,885</td>
<td>9,742,498</td>
</tr>
<tr>
<td>Longer than 1 year and not longer than 5 years</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Longer than 5 years</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Commitments for Capital Expenditure</strong></td>
<td>11,548,071</td>
<td>11,298,903</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating lease commitments</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Radio sites</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not longer than 1 year</td>
<td>157,917</td>
<td>71,232</td>
</tr>
<tr>
<td>Longer than 1 year and not longer than 5 years</td>
<td>167,836</td>
<td>175,110</td>
</tr>
<tr>
<td>Longer than 5 years</td>
<td>17,383</td>
<td>16,833</td>
</tr>
<tr>
<td><strong>Total Commitments for Operating Lease Expenditure</strong></td>
<td>1,042,123</td>
<td>1,699,638</td>
</tr>
</tbody>
</table>

17. Notes to the Statement Of Cash Flows

For the purpose of the Statement of Cash Flows, cash includes cash on hand and in banks and investments in short term deposits, net of outstanding bank overdrafts. Cash at the end of the financial year as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:

<table>
<thead>
<tr>
<th></th>
<th>2014 $</th>
<th>2013 $</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>a) Reconciliation of Cash and Cash Equivalents -</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>17,813,672</td>
<td>16,605,725</td>
</tr>
<tr>
<td>Term Deposit Investments (Short Term)</td>
<td>51,092,577</td>
<td>43,030,914</td>
</tr>
<tr>
<td>Restricted Cash</td>
<td>2,629,195</td>
<td>2,355,345</td>
</tr>
<tr>
<td><strong>Total Cash and Cash Equivalents</strong></td>
<td>71,535,444</td>
<td>63,991,984</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2014 $</th>
<th>2013 $</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>b) Reconciliation of Surplus to Net Cash Flow -</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surplus for the Year</td>
<td>18,636,485</td>
<td>16,005,537</td>
</tr>
<tr>
<td>Depreciation Expense</td>
<td>13,215,519</td>
<td>12,508,661</td>
</tr>
<tr>
<td>Amortisation Expense</td>
<td>758,597</td>
<td>758,597</td>
</tr>
<tr>
<td>Gain on Sale of Property, Plant and Equipment</td>
<td>(485,298)</td>
<td>(69,179)</td>
</tr>
<tr>
<td>Interest Received</td>
<td>(2,324,150)</td>
<td>(2,895,474)</td>
</tr>
<tr>
<td><strong>Net Cash from Operating Activities</strong></td>
<td>27,746,452</td>
<td>37,360,153</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2014 $</th>
<th>2013 $</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>c) Financing facilities</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| There were no financing facilities available at the end of the financial year.
10. Financial instruments
(a) Financial risk management
The Company has a policy of being conservative in financial risk management. The Company does not enter into or trade financial instruments, including derivative securities. Excess funds are placed in term deposits with banks in order to achieve a modest rate of return.
Standard trade reference checks are conducted to assess counterparty risk prior to extending trade credits.
Trade debtors and trade creditors are monitored on an ongoing basis to mitigate risk exposures.

(b) Capital risk management
The Company manages its capital to ensure that the Company will be able to continue as a going concern while fulfilling its objective of providing first aid and ambulance services within the State of Western Australia.
The Company’s overall strategy remains unchanged from 2013. The capital structure of the Company consists of cash and cash equivalents and retained surpluses.
The Company is not subject to externally imposed capital requirements.
Operating cash flows are used to maintain and expand the Company’s capital requirements.

(c) Significant accounting policies
Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument are disclosed in note 3 to the financial Statements.

(d) Interest rate risk management
The Company operates with no external debt funding and therefore is not exposed to interest rate risks on borrowings. The Company’s exposure to interest rate movements relates to amounts of interest income derived from bank deposits. Any reduction in interest rates will result in a fall in interest income for the Company.

(e) Liquidity risk management
Ultimate responsibility for liquidity risk management rests with the senior management team, who has built an appropriate liquidity risk management framework for the management of the Company’s short, medium and long-term funding and liquidity management requirements. The Company manages liquidity risk by maintaining adequate cash reserves and banking facilities by continuously monitoring forecast and actual cash flows and matching the maturity profiles of financial assets and liabilities.

(f) Credit risk management
Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Company. The Company has credit approval processes in place to scrutinise applications for credit prior to providing services on credit terms.
Trade receivables relating to ambulance transport consist of a large number of customers. These receivables are written off 75 days from the date of invoicing and are sent to debt collection agencies for recovery. The credit risk on liquid funds is limited because the counterparties are banks with high credit ratings assigned by international credit rating agencies.

18. Financial instruments (continued)
(g) Maturity profile of financial instruments
The maturity profile of financial assets and financial liabilities held by the Company are detailed on the following pages.

The following table details the Company’s exposure to interest rate and liquidity risk as at 30 June 2014:

<table>
<thead>
<tr>
<th>Fixed Maturity Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Financial Assets</td>
</tr>
<tr>
<td>Non-Interest Bearing</td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Financial Liabilities</td>
</tr>
<tr>
<td>Non-Interest Bearing</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

The following table details the Company’s exposure to interest rate and liquidity risk as at 30 June 2013:

<table>
<thead>
<tr>
<th>Fixed Maturity Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Financial Assets</td>
</tr>
<tr>
<td>Non-Interest Bearing</td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Financial Liabilities</td>
</tr>
<tr>
<td>Non-Interest Bearing</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>
18. Financial instruments (continued)

(h) Fair value of financial instruments

This note provides information about how the Company determines fair values of various financial assets and financial liabilities. The Board considers that the carrying amounts of financial assets and financial liabilities recognised in the financial statements approximate their fair value.

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Carrying Amount</td>
<td>Fair Value</td>
<td>Carrying Amount</td>
<td>Fair Value</td>
</tr>
<tr>
<td>Financial Assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Interest Bearing</td>
<td>16,210,982</td>
<td>18,210,982</td>
<td>15,851,304</td>
<td>18,210,982</td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
<td>71,535,444</td>
<td>71,535,444</td>
<td>63,991,984</td>
<td>63,991,984</td>
</tr>
<tr>
<td>Total Financial Assets</td>
<td>89,746,426</td>
<td>89,746,426</td>
<td>79,843,288</td>
<td>79,843,288</td>
</tr>
<tr>
<td>Financial Liabilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Interest Bearing</td>
<td>721,718</td>
<td>721,718</td>
<td>3,634,453</td>
<td>3,634,453</td>
</tr>
<tr>
<td>Total Financial Liabilities</td>
<td>721,718</td>
<td>721,718</td>
<td>3,634,453</td>
<td>3,634,453</td>
</tr>
</tbody>
</table>

The fair value of financial assets and financial liabilities with standard terms and conditions are determined with reference to quoted market prices or nominal values (which approximates fair value) with relevant adjustments that reflects the credit risk of counterparties.

The fair value hierarchy of the Company’s financial assets and financial liabilities that are measured at fair value on a recurring basis is set out below:

<table>
<thead>
<tr>
<th></th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Interest Bearing</td>
<td>18,210,982</td>
<td></td>
<td>18,210,982</td>
<td></td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
<td>71,535,444</td>
<td></td>
<td>71,535,444</td>
<td></td>
</tr>
<tr>
<td>Total Financial Assets</td>
<td>89,746,426</td>
<td></td>
<td>89,746,426</td>
<td></td>
</tr>
<tr>
<td>Financial Liabilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Interest Bearing</td>
<td>721,718</td>
<td></td>
<td>721,718</td>
<td></td>
</tr>
<tr>
<td>Total Financial Liabilities</td>
<td>721,718</td>
<td></td>
<td>721,718</td>
<td></td>
</tr>
</tbody>
</table>

19. Key Management Personnel

The aggregate compensation made to Board members and other members of key management personnel of the Company is set out below:

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Short-term employee benefits</td>
<td>2,179,860</td>
<td>2,093,816</td>
</tr>
<tr>
<td>Post-employment benefits</td>
<td>213,999</td>
<td>214,908</td>
</tr>
<tr>
<td>Other long-term benefits</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Termination benefits</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,393,859</strong></td>
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The auditors for the Company are Deloitte Touche Tohmatsu.

21. Related party transactions

During the financial year:

The Company obtained legal services to the value of $27,837 (2013: $$40,145) from a firm in which a Board Member is a Principal. Other than stated above there are no related party transactions for the Company.

22. Subsequent events

There has not been any matter or circumstance occurring subsequent to the end of the financial year that has significantly affected, or may significantly affect, the operations of the Company, the results of those operations, or the state of affairs of the Company in future financial years.

23. Contingent liability

The current service agreement for the period 1 July 2010 to 30 June 2015 with the State of Western Australia for the provision of the State-wide emergency road ambulance service includes funding for certain real property and other capital acquisitions. The terms of the contract specify that if the Company ceases providing the State-wide emergency road ambulance service prior to 30 June 2020 that the real property funding received since 1 July 2010 plus interest (Federal Treasury bond rate) would become immediately repayable. The amount of the repayment for other capital funding received since 1 July 2010 will be reduced by one third for each subsequent completed year after the funding is provided.

During the financial year the Company has received $7.0m (Life to Date 2014: $28.0m) in real property and other capital funding; this amount has been recognised as income. The Company continues to provide the state-wide emergency road ambulance service.
## ANNUAL RETURN SUMMARY 2014

### Location

<table>
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<tr>
<th>Sub Centre Location</th>
<th>Ambulances</th>
<th>Patient Cases</th>
<th>Transport Distance</th>
<th>Staff Paid (FTE)</th>
<th>Volunteer (Head Count)</th>
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### 24. Country sub centres:

The following sub centre locations have been aggregated with the metropolitan operations in the aggregated financial statements:

- Augusta
- Beverley
- Bridgetown
- Brookton
- Bruce Rock
- Brunswick
- Bullock Brook
- Capel
- Carnarvon
- Chapman Valley
- Chittering
- Christmas Island
- Coolgardie
- Corrigin
- Cranbrook
- Cue
- Cunderdin
- Dalwallinu
- Darkan
- Denmark
- Donnybrook
- Dowerin
- Albany
- Australind
- Broome
- Bunbury
- Busselton
- Collie
- Dunsborough
- Esperance
- Exmouth
- Gnowangerup
- Goomballing
- Great Southern
- Irwin Districts
- Jarrahdale
- Kalgan
- Kalbarri
- Kalgoorlie
- Kaniva
- Katanning
- Karratha
- Karridale
- Kendenup
- Karnarri
- Karratha
- Kiparrian
- Kununurra
- Kula
- Kununup
- Lake Grace
- Lake King
- Lancelin
- Laverton
- Levelena
- Leinster
- Leonora
- Leschenault
- Lockyer
- Looma
- Loop
- Luning
- Mundaring
- Mundaring
- Munru
- Munru
- Narembeen
- Narrogin
- Narrogin
- Narrogin
- Newdegate
- Newdegate
- Northampton
- Northcliffe
- North Midlands
- Narburg
- Onslow
- Pemberton
- Pegilup
- Pingelly
- Pingrup
- Port Gregory
- Quairading
- Ravensthorpe
- Rocky Gully
- Roeooumne
- Sandstone
- Shark Bay
- Southern Cross
- Tambellup
- Tom Price
- Tococyal
- Varley
- Victoria Plains
- Wagin
- Walpole
- Warwick
- Wickup
- Wickup
- William
- Wiliwa
- Wongan Hills
- Wundowie
- Wyalkatchem
- Wyndham
- Yalgora
- York
## ANNUAL RETURN SUMMARY 2014 (CONTINUED)

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<th>Location</th>
<th>Ambulances</th>
<th>Patient Cases</th>
<th>Transport Distance</th>
<th>Staff Paid FTE</th>
<th>Volunteer (Head Count)</th>
<th>First Aid Students</th>
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| Total          | 293         | 19,828         | 699,839            | 39.3           | 2,281                   | 16,793             | 20,043              | 16,545,726 | 12,165,720 | 58,089,241 |

**Volunteer SUB TOTAL**

**Annual Return Summary 2014 (continued)**
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| COUNTRY TOTAL | 353 | 55,376 | 1,716,040 | 162.6 | 3,050 | 43,173 | 31,612 | 46,565,379 | 40,092,133 | 75,190,930 |

Notes to the financial and statistical returns
The sub centre annual return summary is compiled from returns submitted by sub centres following the close of the financial year and information from the Internet based accounting system used by the sub centres.

The audited financial statements include elimination entries between metro and country sub centres, the information above excludes elimination entries.

* The financials for Australind, Collie and Dawesville are included in Bunbury.
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