



St John WA

# Board Communiqué

Kaya.

On behalf of the Board of St John WA Group, welcome to the Board Communiqué, this is the first edition, for 2024. The St John WA Group Board Communiqué is released eight times per year: after each of the four quarterly and four mid-quarter Board meetings. This *Communiqué* represents a summary of a quarterly meeting. The Board positions itself with high levels of honesty and transparency. The St John WA Board provides governance to the organisation to enable it to better deliver on its charitable purpose:

***‘To serve humanity and build resilient communities, through the relief of sickness, distress, suffering and danger.’***

## Role of the St John WA Board

The Group Board’s role is in keeping with St John WA’s need to pursue its charitable purpose effectively and meet its obligations under the law, and has four roles aligned to Australian Institute of Company Directors (AICD) parameters, being:

**Role 1. Group CEO oversight and resourcing**

**Role 2. Group performance and accountability**

**Role 3. Group compliance and risk**

**Role 4. Group strategic direction**

St John WA Board Directors govern the organisation sustainably, and create value (such as social, economic, data, human capital) completely aligned to the St John WA purpose. In performing its duties, the Board follows the *Corporations Act 2001 (Cth)*, St John WA Constitution, the 10 AICD Governance Principles, the six Australian Charities and Not-for-Profits Commission’s Governance Standards and the appropriate ASX Corporate Governance Principles and Recommendations. All St John WA Board members are to be AICD, or equivalently, qualified. The Board Chair is not superior to the GCEO – the Board and the GCEO have two different Charters.

St John WA organisation-wide values are:



**Lead with Heart**



**Think Team**



**Make it Better**



**Walk the Talk**

## Highlights of the February Quarterly Board Meeting

The Board of St John WA would like to commence this *Communiqué* with recognition of St John WA team members who are committed to looking after Western Australians through the Christmas and New Year season. The organisation is certainly advancing, and we are grateful to each and every team member for the value they are bringing to this ‘next generation’ of the organisation.

## Acknowledgements

An Acknowledgement of Country: New Board member Matt Mueller paid respect to the Traditional lands and language groups across Western Australia, as the Traditional Custodians of Country, and recognised First Nations peoples deep connection to the land, especially during the current Noongar season of Bunuru, a time marked by the flowering Marri and hot, dry weather. In this year, with the Board’s theme being ‘Environment’, we draw inspiration from the First Nations understanding of seasons, encouraging us to reflect



on our responsibility towards environmental stewardship as we support the wellbeing and health of communities across WA, especially during the hottest time of the year.

As an Acknowledgement of St John, myself and Jeffrey Williams called for celebration of St John Australia's Chair and Chancellor, Cam Oxley who was awarded the highest honour of Bailiff Grand Cross, of the Order of St John. His award is for years of unwavering dedication, service, and contribution both nationally and internationally, demonstrating exceptional leadership qualities, strategic vision and a strong commitment through St John Australia.

This Board meeting marked the first official Board meeting for new members Matt Mueller and Monish Paul, although they were working hard through induction processes, and Committee engagement since January 2024, in preparation of their formal appointment with effect from 1 February 2024. We are grateful of the calibre, and character, of such additions at Board level.

## Group CEO reporting

The Group CEO led three hours of Quarterly Operational Reporting and Quarterly Strategic Reporting, a new reporting method in 2024, to enable the Board to complete its roles one to three, oversight and resourcing of the Group CEO, Group performance and accounting, and Group risk and compliance. The quarterly highlights across the full 17 external-facing services, and internal corporate services of the Group are:

- St John WA Group:
  - Stronger Safety and Health reporting including Lost Time Injury Frequency Rate focus across the full 17 services<sup>1</sup>, with measure of 42.30 in December 2022 now decreased to 29.95 (December 2023) – further focus on decreasing the LTIFR.
  - Operating revenue under budget by 1% as at December 31, with low surplus figures due to increased investment in all forms of transformation.
  - The inaugural quarterly culture survey revealed a Group Net Promoter Score (eNPS) of 17, with the volunteer segment recording a score of 40. The NPS is measured on a scale of -100 to +100 and the results set a solid baseline for the new culture survey platform
  - An inaugural customer satisfaction survey resulted in a NPS of 31, it was the first time this was measured and indicated an 86% customer satisfaction rate.
  - The quarterly strategic report showed there were 271,000 customer connection points in Q2 (313,000 in Q1).
  - Both paid and volunteer team member numbers are increasing to meet demand.
- Service Stream 1: Preventative (services of First Aid and Mental Health First Aid Training, Defibrillator Network, First Responder Network and App, St John Safe and First Aid Focus)
  - The Board noted a successful First Aid Training tender with WA Police, that the organisation had reached 10,000 defibrillators registered by St John WA, a revised First Aid for Mental Health course launched and 12 First Aid for Me courses were introduced.
  - The Board also heard of the progress of the new St John WA Cadet program currently in creation..
- Service Stream 2: Community (services of GP, Dental, Urgent Care Centres, Event Health Services, and Industry Medical Services)
  - Advancing door-to-initial-assessment rates in the St John WA Urgent Care Centres, were noted by the Board, as well as Community Stream's introduction a new App for the hearing-impaired, an investigation on dental services for vulnerable people, and health care for homeless people.
  - The Board noted improved culture scores across most of this Stream, and action plans in place to target priority areas.

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<sup>1</sup> Services include: **Service Stream 1, Preventative** – First Aid training, Mental Health First Aid Training, First Aid Focus, First Aid Products, State Defibrillator Network, First Responder, St John Safe. **Service Stream 2, Community** – Urgent Care, General Practice, Dental, Event Health Services, Industry Medical Services. **Service Stream 3, Emergency** – Ambulance, State Operations Centre, Special Services, Patient Transport Services, Community Transport Services.



- Service Stream 3: Emergency (services of Ambulance, State Operations Centre, Special Emergency Services, Patient and Community Transport)
  - The Board noted attrition had decreased by about one third in the first six months of FY24 when compared to the average of FY23, and a growing incident reporting culture was evident.
  - It noted that the metropolitan ambulance response times were the best since the same quarter in 2020 with 86.6 per cent of Priority 1 cases attended within 15 minutes, compared to 85.8 per cent during the same quarter in 2020. Crews transported 4.2 per cent more patients to ED in Q4 2023 compared to the same period in 2020.
  - Regarding the Patient Transport Service, the Board noted that case volume had increased over the last quarter.
  
- St John WA Corporate Streams
  - People, Culture and Development: the Board heard of positive impact of new 'values' project, a review of Wellbeing Safety and Injury Management department, a focus on stakeholder engagement mapping and work unfolding in the Volunteer Passport Program. The Board noted recruitment facilitated an overall increase of almost 3000 to the SJWA team, with an additional 1068 headcount joining the paid workforce and 1916 volunteers joining the team compared to the previous calendar year.
  - Enterprise Performance: the Board heard of work on long-term built form planning, procurement governance, uniform procurement, budget process within the new clear and transparent Group Model, and long-term St John WA Group financial forecasting.
  
- Strategic Plan: The Board rehearsed and noted data from the Quarterly Strategic Report scorecard aligned to the St John WA June 2026 Strategic Plan to support the longer-term June 2030 strategic direction. This report included tracking measurements of customer touch point numbers, delivery of deeper wellbeing and health services, volunteering satisfaction, and culture and workplace advancements. (Role 2 and 3)

## General business

The Board noted or approved an array of governance needs such as:

- Committee reports: The Board's Committee Chairs reported progress of the last 90 days and sought approval or support from items below:
  - Audit and Investment Committee:
    - Built form: A further investment, outside of Group CEO Delegations of Authority, was approved by the Board for the St John WA Albany Ambulance Depot. The additional investment was agreed to cater for a greater scope of works, reinforcing St John WA future needs in the area, respecting the volunteer workforce of the region, and listening to the frontline teams on what their working environment could encompass.
    - Digital Transformation: The Board was provided with detailed information on the five-year, large-scale digital transformation called Project Lighthouse, initiated to enable the team to best provide leading customer service and standards (including clinical standards in 10 of the 17 services with a clinical base), provide for security and privacy assurance, and assist in forming an enjoyable place to work. Due to the importance of Project Lighthouse, and commitment to it, at the February meeting, the Board decided to join forces with senior executive to form a 'Project Lighthouse Project Team' effective March. Members of the Board committed to this project team are Craig Heatley, Chair of Audit and Investment, and new Board members Matt Mueller and Monish Paul, both members of the Risk, Compliance and ESG Committee. This Project Lighthouse Project Team enables greater agility in decision-making, provides risk assurance for the Board, and adds external stewardship throughout the early stages of the transformation journey.
  - Health, Safety and Culture Committee:
    - Workplace Gender Equity Act: The Board discussed that on 30 March 2023, Parliament passed the Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Bill 2023, progressing the Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Bill 2023 making amendments to the Workplace Gender Equality Act 2012 (WGE Act). The Board therefore noted the St John WA



WGEA Executive Summary and Industry Benchmark Report plus ways in which the organisation was working towards improvements in scores.

- Vulnerable Persons Definition and Framework: The Board noted a new positioning recommended by the Board's Health, Safety and Culture Committee pertaining to St John WA's positioning on 'vulnerable persons'. This position firms up St John WA's purposeful commitment to both vulnerable people working and volunteering within St John WA, plus its commitment to outward-facing services supportive of helping vulnerable community members.
- Risk, Compliance and ESG Committee
  - Internal Audit Plan: The Board supported a three-year internal audit plan – a key component of St John WA's commitment to leading-practice governance, and led by new Internal Audit lead Ash Kumar.
- Nominations and Remunerations Committee
  - Group CEO Accountability Framework: The Board worked through the advice from external remuneration advisor to assess and progress this Framework
  - Board Composition Matrix: The Board approved a new 2024 Board Composition Matrix, which has subsequently been uploaded on [the St John WA Governance page](#).

### Next meeting

- The March Board meeting is a yellow, or organic, Strategic Board meeting. Reporting from 16 annual Committee meetings, and now Project Lighthouse Project Team, is included in full Board meeting *Communiqués*. The Board will do a deep dive on St John WA's Urgent Care Centres as well as the balance across all 17 services.

### Closing remarks

- Over the last 12 months, the Board, Group CEO and Chiefs have held a sharp focus on 'making it better' through 'safety'. The Board initiated a Health, Safety and Culture Committee at the start of 2023, and is increasing its meeting cadence of this Committee in 2024, through Chair, Elisa Fear.
- The Board and Executive, having set the tone of high governance levels in 2023, is releasing the company's first environmental impact measures. It is calling 2024 the 'Year of E', after the 'Year of G' of 2023, within a three-year journey on driving ESG within the organisation.

The Group Board Communiqué is released after each full Board meeting affirming St John WA's positioning on transparency.

Regards, St John WA Board



*Sally Carbon*  
she/her

Board Chair OAM, OLY, CStJ, FAICD

### Attendance

- Board members present: Sally Carbon, Jeffrey Williams, Amanda Healy, Monish Paul, Craig Heatley, Elisa Fear, Matt Mueller
- Board member absent: Andrea LeGuier
- Executives present: Kevin Brown, Stephen Cummins, Megan O'Donnell, Darren Webb, Brendon Brodie-Hall, Tamsyn Howard, Martyn Jenkins.
- Company Secretary: Gauri Potdar.