



St John WA

Board Communiqué

Kaya. Welcome to St John WA Board Communiqué which transparently opens the doors of the Board to the Order Members, team members and partners, of this 131-year-old purposeful organisation. The July Quarterly Board meeting was held at 187 Great Eastern Highway, the first time a Board meeting was held amongst First Aid, Industry Medical Services, Clinical Services and other team members of St John WA. Board members are grateful for this side-by-side immersion they are experiencing this year – working amongst those providing such services to the people of WA. The Board and Group CEO are still working through the findings from the Board Immersion in the Bunbury region, four weeks prior.

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 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

It follows the 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 Governance Principles.

Acknowledgements

An Acknowledgement of Country: St John WA Board Member, Craig Heatley, is one of two Board members who commenced in March 2023. He opened the Board meeting sharing an Acknowledgement approach from his days Chairing Red Nose Australia. He encouraged the organisation to consider ways to personalise the Acknowledgement aligned to what St John WA offers the people of WA. It was a great challenge, one backed by fellow new Board member Amanda Healy who reminded the Board of the First Nations Warriors of the region. Ms Healy is looking forward to collecting and sharing more about these Warriors.

An Acknowledgement of St John: The July Board meeting was held in amongst a 10-day patch where three pioneering Order Members had passed. Board members took a moment to highlight the contribution all of Order Members, in particular Hazel Goldacre OStJ, Margaret Cockman OAM CStJ, and Kevin Young KStJ.

Board Member Andrea LeGuier shared learnings from an overseas adventure where she met one-on-one with St John USA CEO, Michelle Blair. Ms LeGuier reminded the Board of St John USA's philanthropic support of those in need of eye surgery around the world.

Agenda items

At the July Board meeting, between two rooms full of Western Australians training in advanced Cardiopulmonary Resuscitation (CPR) and first aid training, the Board met from 8am until 3.30pm. The three big-rock items on this agenda included:

- an April to June, plus end of year, check of Group performance,
- a strategic direction stimuli into Service Stream One: Preventative, and
- the advancement of Board-based governance (in particular 'risk').

1. Quarterly Group CEO Report

The Board was presented with performance material for the last quarter with great succinctness including:

- The closure of issues over time: the organisation is now in a stronger position of posting issues, closing issues, making change, and tracking progress. The Board noted that this system, now in



operations since January, and across the full Group Model, is an effective advancement in terms of performance and accountability.

- Service Stream One: Preventative (including St John WA services such as First Aid Training, First Aid Products, AED Network, First Responder App, etc) – a strong position with customer engagement, whilst being able to express where improvements can be made, in particular, with technology advancements already in action, due for a milestone completion at end of December. Regarding overarching strategic position, it was apparent that Western Australians could become more confident in providing care to others.
- Service Stream Two: Community (including St John WA services such as General Practice, Urgent Care, Event Health Services, Industry Medical Services etc) – the last quarter resulted in an increase in patient numbers and partner numbers in most 'Community' services. The Board was advised Event Health Services was working hard to provide its most complex deployment with the FIFA Women's World Cup. The Board heard that the new partnership between St John WA and Rio Tinto was progressing well with 16 new Industry Medical Services sites and the transition well underway.
- Service Stream Three: Emergency (including St John WA services such as Ambulance, special operations, Patient Transport, clinical governance etc) – the last quarter demonstrated much improved services to West Australians through intentional recruitment and improved systems in ambulance. Results show more determination is needed to enable team members and systems for country providers of ambulance – a focus through to year's end. The Board also noted the organisation's solid performance associated with the Department of Health's Ambulance Service Agreement (ASA) and St John WA's accountabilities in the State Government's response to the Legislative Council Standing Committee on Public Administration "*Critical Condition: Inquiry into the Delivery of Ambulance Services in WA.*"
- Corporate Stream: People, Culture and Development – reporting covered wellbeing management, injury management, safety, volunteering, team FTE tracking, and diversity and inclusion. Like all businesses, a balance between high need of recruitment and supporting current team members presented as a focus. The roll-out of Peakon (culture survey platform) was identified as an area-of-note for the Board of St John WA, in keeping with Governance Principles (AICD Principle 10).
- Corporate Stream: Finance – reporting covered funding, finance, supply chain, IT, risk, intelligence and business development, plus more. The Board was advised progress on high priority and robustness needs such as Digital Transformation Program, St John WA station capacity and standards, fleet investment, security, and procurement (including the organisation's new ESG theme). A strategic focus area was identified as the future optimal location of St John WA services and subsequent built form across the large state of WA.
- Whilst in the 'First Aid' building, where the Board doesn't typically meet, the Board was provided with a tour by Group CEO Kevin Brown indicating the standard by which the organisation currently, then in future state, will accommodate team members along Great Eastern Highway, throughout the metropolitan area and across the State. The Board also met many team members as it toured this facility, learning current and future issues first-hand.
- The Board and Group CEO noted that as the new St John WA Strategic Direction, then Strategic Plan are launched towards the end of the year along with a new execution system, the quarterly Group reporting will be aligned to strategic advancement, in addition to issue rectification, as currently being reported. (Roles 1, 2 and 4)

2. Strategic Direction stimuli – Service Stream One: Preventative



Chief Preventative Officer Megan O'Donnell

The Board received a thorough 'current situation' Board pack, and then an inspiring supplementary presentation, from new Chief Preventative Officer, Megan O'Donnell, at her 60-day point in her role.

Whilst investigating this material, the Board cross-checked the St John WA new 'strategic direction' unfolding and how the long-term St John WA purpose can be reimaged within this Stream to enable high engagement by its current and future team members. Throughout the presentation, the Board checked compliance, risk, stakeholders, culture, finances, purpose, values, etc – in keeping with strong governance positioning – for this Stream.



The Board noted and checked:

- Current:
 - the heavy purposeful, charitable and social enterprise component within this Stream, where St John WA gives Western Australians support from pre-school to older age;
 - the impact of volunteering (a uniqueness of St John around the world) and connection it has on one's own wellbeing; and
 - the need for expedited investment in technology for the team working in this Stream at St John WA.
- Future:
 - the emerging wellbeing and health trends bespoke to the WA community, and how St John WA's Preventative Stream (and its team members) can better assist the community, for both the short and long-term future,
 - the team is challenging itself to deliver current services in a new, innovative and responsive manner, with focus on digital means, plus focus on providing services to the diverse needs of many West Australian communities,
 - the new St John WA 'youth program' (to be announced) ready for action in 2024 once all youth-related compliance needs are fully embedded, and
 - that a new effort being placed in higher customer and partner engagement noting a deeper and deliberate offering for reach in diverse, inclusive, multi-cultural and First Nations audiences (Role 4).

3. Governance Advancement Plan

The Board has intentionally dialled-up governance and integrity at St John WA in the last six months, predominantly reaffirming its role (where it plays), alignment with governance principles (AICD, ACNC and relevant ASX principles), a 'sweating' of Committees, and a check-point consideration of the organisation's advanced constitution.

- Governance principles in focus: under the spotlight of an external reviewer, the Board has in-action more-defined Board succession, Board performance review process, risk and compliance, Vulnerable Person's Framework, ESPG reporting, and health and safety, amongst more.
- St John Ambulance WA's advanced Constitution: the current status is that the Board approved a version four of the Constitution which has been sent to St John International to check alignment with the International Statutes. Once feedback is gathered from St John International, and any edits are made, engagement with Order Members will increase, through to the AGM, 31 October 2023, for approval.
- St John WA Board currently works with the following Board Committees with many approvals completed at this Board meeting:
 - *Audit and Investment*: the Committee's focus is on the FY2022-23 financial year external audit, the Group's investment plan, and a stronger oversight analysis on the effectiveness, standard and optimisation of built assets.
 - *Risk, Compliance and ESG Committee*: with elevation of the Group's Risk Appetite Statement and how it is used in Board and management decision-making going forward. ESPG reporting occurred for the first time through this Committee.
 - *Health, Safety and Culture Committee*: the Board checked the organisation's new Sexual Harassment Policy, injury frequency rates, and culture reporting.
 - *Clinical Performance Committee*: The Board noted the organisation's steps towards Board approval of a Clinical Governance Framework.
 - *Remunerations and Nominations*: A newly-fused Committee elevating external analysis of Board and Group CEO performance and remuneration, Chief's remuneration process, and Director succession, and adherence to Group strategic execution tracking (Role 3).

Next meeting

The Board is looking forward to the annual St John WA *Experience* event, both in terms of content and also as another way to engage and hear from team members from across the length and breadth of WA. In addition to its regular Committee meetings, the full Board's next Group meeting is a mid-quarter meeting held in September. The agenda of this meeting includes results from the annual external audit and focus on Service Stream Two: Community.



Closing remarks

The Board of St John WA is challenging itself to find a balance between good governance and immersion as it evolves with new Board members this year. A message from St John International this week reminded all regions to focus on leadership, as the 44 St John entities around the world work hard to firmly stamp St John as a sophisticated organisation worth doing business with. Board members completed professional development throughout the month, with many attending AI-related learning, for both roles of risk/compliance and strategic direction. The Board is grateful for the exceptional work the growing St John WA cohort is doing to serve the community of WA. Welcome to all new team members, both workforce and volunteer-based, since we last communicated.

Regards all,



Sally Carbon
she/her

Board Chair OAM, OLY, CSTj, FAICD

Attendance

July 2023:

- NEDs Present: Sally Carbon (Chair), Elisa Fear, Tony Ahern, Craig Heatley, Amanda Healy and Mike Gurry (in person).
- NED Apologies: Jeffrey Williams
- Executives: Kevin Brown, Megan O'Donnell, Ryan Marshall, Stephen Cummins (in-person)
- Company Secretary: Gauri Potdar (in person)