



ANNUAL BUSINESS PLAN 2019

OUR VISION

Everyone who needs it should receive first aid from those around them. No one should suffer for the lack of trained first aiders.

VALUES:

Humanity, Excellence, Accountability, Responsiveness, Teamwork



Introduction

This 2019 Annual Business Plan has been produced following discussions within the Commandery. The plans represent the views of the Commandery Management Committee and the Chairman.

Vision

Our vision is that everyone who needs it should receive first aid from those around them. No one should suffer for the lack of trained first aiders.

Goals

We have four main goals in 2019;

1. We will raise awareness of the importance of first aid in Jersey and encourage everyone to promote and take positive action to be “The Difference”
2. We will teach at least 5% of the population first aid each year through our work in schools, targeted groups and workplace training, including both our commercial and community courses.
3. We will build and mobilise a network of active first aiders strengthening community resilience through our youth programmes, attendance at public events and support to the States of Jersey Ambulance Service in the event of a major incident or medical emergency.
4. We will increase our share of the first aid training market and increase fundraising to aim for at least a break even position at operating level

Enablers

Three enablers help us achieve our goals

1. People
2. Good Governance
3. Resources

Our Values

The values guide our thinking and actions – they set out the ‘way we do things’. Collectively, the values spell out **HEART** – our people are at the heart of our charity and together shape the culture of St John Ambulance

Humanity – Treating others with compassion and respect

Excellence – Pride in doing an excellent job

Accountability – Delivering what we promise

Responsiveness – Continuously learning and improving

Teamwork – Working together effectively



Goal One; We will raise awareness of the importance of first aid in Jersey and encourage everyone to promote and take positive action to be “The Difference”

Awareness campaign

We have appointed a Business Manager and a Fundraising, Marketing & Communications Officer and intend to raise our profile within the Bailiwick in terms of communication and distribution of information to inform the public of our services and our achievements. We also intend to improve communication within the Commandery through modern means of communication. The use of IT will be key elements of this strategy as this is the most cost effective medium. We continue to obtain significant “hits” on our Facebook, Twitter, web pages and intend to invest time in new emerging social media communications. We will continue to build on the St John Ambulance awareness campaign in Jersey which has occurred over the past years with an aim of bringing in new sponsorship and new adult volunteers. The focus has been to raise public, political and business understanding and appreciation of the wide range of services we provide for our community. Awareness lunches with key members of the community will be arranged and a new Fundraising and Marketing Strategy will be developed to maintain the recruitment, fundraising and income generation levels required.

Partnership and Collaboration

We have considerable experience of working in partnership with sponsors and other charities and we will develop this further over the life of this plan to achieve our vision. This will include collaboration with other charities, or States departments to deliver our community courses and working with other organisations to raise awareness at public events.



Goal Two; We will teach at least 5% of the population first aid each year through our work in schools, targeted groups and workplace training, including both our commercial and community courses

Competitions

Training for, organising and participating in competitions remains a key component of our programme. The inter-insular competitions between Jersey and Guernsey will continue to take place on an annual basis. We will continue to encourage SJA in the UK to arrange national competitions.

Training

Our commercial training business provides a core element of our stability and with the appointment of a Business Manager believe that the local first aid training market has the potential to continue to grow steadily (through our commercial and charitable course programmes).

Care Training, free to home carers, is a significant provision for Jersey which we intend to expand further over the period of this plan and we have been successful in obtaining sponsorship to operate these courses. We also want to continue to support our schools programme which provides free first aid training at 21 out of 42 island schools, including supporting the Young First Aider Award Scheme.

Further growth will depend on our ability to offer attractive products to existing and new clients and to achieve this we will promote our products as being flexible, appropriate and affordable to customers' needs but still maintaining the quality of our brand.



Goal Three; We will build and mobilise a network of active first aiders strengthening community resilience through our youth programmes, attendance at public events and support to the States of Jersey Ambulance Service in the event of a major incident or medical emergency.

Badger, Cadet and Youth Units

There are currently 11 youth groups, made up of 5 badger setts (7 – 10 year olds); 5 Cadet groups (10 – 17 year olds) and 1 Youth group for (14-17 year olds) these members may have transferred from another unit or are new to SJA. There are currently waiting lists for some of the groups and there is a shortage of Youth Leaders and Youth Groups helpers. Currently we have 51 badgers and 100 cadets.

Public Duties

We continue to have a full range of public duties for each year, including more outdoor concerts. Donations from these events need to be costed more competitively as such events could not take place without first aid cover as our awareness campaign emphasised. We received a new ambulance in 2018 and our intention whilst funding is available is to maintain a fleet of four modern ambulances supported by two additional vehicles. Currently our 4x4 ambulance is on permanent loan to the States of Jersey Ambulance Service.

Memorandum of Understanding (MoU) with States of Jersey Ambulance Service

It is planned to continue to develop and exercise the MOU over the next year and take part in a number of major incident exercises.



Goal Four; We will increase our share of the first aid training market and increase fundraising to aim for at least a break even position at operating level

Commercial and Community Course Activity

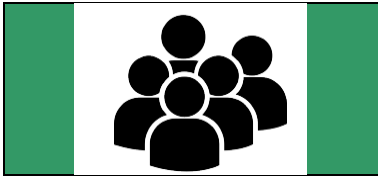
With the appointment of a Business Manager it is our intention to increase our share of the first aid market by raising awareness of our existing services and ascertaining from the community what emerging demand there is for new products. We will work with SJA Guernsey to develop a new commercial activity supplying, fitting and servicing Stannah stairlifts. We will also explore how we can enhance the sale of first aid products such as first aid kits and similar items.

Fundraising

A dedicated Fundraising, Marketing & Communications Officer has been appointed and it is our intention to develop and implement a new Fundraising, Marketing and Communications Strategy. Key to our success will be to develop a range of fundraising campaigns and an expectation that there will be full organisational support to support our aims.

Good Housekeeping

The office team continue to explore what opportunities exist to achieve best value and reduce expenditure whilst still maintaining the quality expected of SJA.



Enabler One: People

Membership

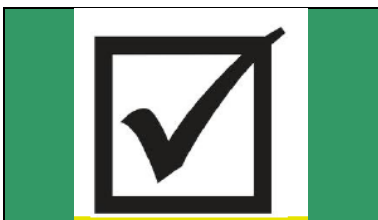
On the charitable activity front, our key challenge is to retain and grow membership numbers, which in turn will enable us to undertake more public duties than we are currently able to do. This will also increase the number of trained members available to meet other commitments, including our internal training and development programmes. The availability of adult volunteers, both for public duties and to be Badger and Cadet leaders is vital in this respect. Succession planning with these members is essential for the future.

Recruitment and Retention

A concern still remains on finding youth leaders and senior volunteers, as we could easily increase the number of Badgers and Cadets we have if we were able to increase our youth leader capacity. Recruitment and retention remains a key focus in our plan. We also have a concern about the number of adult members available for public duties.

“Team St John”

It is a particular achievement to have very healthy Badger and Cadet numbers and a core of committed adult volunteers and we thank all members of St John Ambulance Jersey, in every part of our organisation, including our Board, our uniformed members and our Appeals Committee for their continued dedication and enthusiasm in giving up so much of their time to support our training and our community. We would also like to thank our small permanent staff for the commitment they give to St John Ambulance, and thank the families of our members, particularly our young members, for the support they give to the organisation too. The Fellowship of St John Ambulance Jersey also need a special mention for the continued support they give to many activities organised by St John Ambulance, including competitions, training courses, and other events.



Enabler Two : Good Governance

Commandery Governance

We have appointed Alex Picot as our auditors, and will continue to carry out the necessary legal requirements of the audit of a Public Company. A full review of accounts will be agreed between the Finance Officer, the Hon. Treasurer and Alex Picot. There will continue to be some key documents and guidelines produced, which are a key part of our planning. Of particular note are the following:

- 5 year (2019 – 2023) Strategic Plan.
- 2019 Annual Business Plan.
- Annual Risk Register.
- Key Performance Indicators (KPIs).
- 2019 Forecast and 2020 Budget.

Jersey's Dependent Commandery

Following the formation of our dependent Commandery in 2012, whilst maintaining key links to the UK we now operate as a Jersey Public Company limited by guarantee. Our first full year's trading was in 2013 and we continue to have a better indication of how the company performs due to better financial and performance management information being available.

Risk Management

We have also reviewed our Risk Management Plan for 2019, which is a key part of our planning and development going forward, and will continue to be updated every year.

Strategy

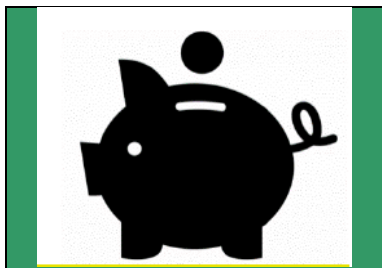
We support the national strategy in the majority of areas, but recognise that Jersey conditions are different from the UK in some respects, such as local laws, employment conditions and costs. The formation of our Dependent Commandery in 2012 has seen an opportunity for the organisation to raise its profile on the Island and the related entity now permits immovable property to be left to the charity.

Safeguarding Children and Vulnerable Adults

Safeguarding remains the highest priority within the Bailiwick. The Safeguarding Officer reports at every Commandery Management Committee and Board meeting. The programme of planned and unplanned visits will continue for 2019 and a training programme for the entire Commandery will be established and delivered. All persons working with children and vulnerable adults will continue to be subject of DBS checks.

Jersey Charity Commissioner

We applied to the Jersey Charity Commissioner to be recognised as a charity in accordance with the Charities (Jersey) Law 2014 and this was approved on the 6th February 2019 being allocated registered charity no 53.



Enabler Three; Resources

Commercial Income

We have experienced considerable competition from other first aid course suppliers who are able to undercut the prices of our workplace training as they don't have the overheads or provide subsidised community courses to the wider community. This has resulted in a noticeable reduction in the number of people receiving first aid certificates and also a reduction in course income. With the appointment of a Business Manager we intend to explore why our customers have changed their suppliers with an intention of trying to attract them back plus increase our market share.

Reserves

St John Ambulance Jersey benefits from a healthy financial position. Reserves are higher than the national average, mainly because we have been building up reserves in order to provide a new training facility. However, the SJA Board has determined that at least one year's expenditure

must be held in reserve to meet future commitments. However, cash flow predictions indicate that these reserves may significantly reduce unless donations are maintained or increased.

The Commandery intends to continue to adopt longer term objectives, particularly through its property strategy with the intention of providing improved facilities and equipment at both sites, in the knowledge that the short term financial position should not impede the investment that is necessary to achieve those objectives.

Property

The Board of Directors have approved for St Martin Hall to be refurbished and for the HQ Midvale Road site to be redeveloped to provide better facilities and to expand our training activities.

Fundraising

A Fundraising and Marketing Group will give strategic leadership to our fundraising activity supported by a new Fundraising, Marketing and Communications Strategy. With the exception of Training Services all our activities need additional funds to operate and in order to reverse the current trend of reducing income we need to develop new channels to broaden our income streams to attract core funding for the charity. Fundraising will continue to be well supported by an active Appeals Committee and a plan will be devised to attract sponsorship for specific activities and equipment, from businesses, trusts and other sources.

Fellowship

We will continue to encourage and support the membership of our Fellowship, who provide essential and active support to many of the duties, competitions or emergencies we participate in. The Board has funded that association with £600 in 2018 and has agreed a similar amount in 2019.

Ophthalmic Hospital

We honour our agreed commitment to support the Ophthalmic Hospital in Jerusalem, by providing funding for a "St John Ambulance Jersey" Nurse and our intention is to donate a further £13,000 this year. This is match funded by the Jersey Overseas Aid which ensures the island pays for the total salary and development costs of a specialist nurse.

KEY OUTPUTS 2019



FIRST AID SERVICES

We will make a difference by;

- (A) Ensuring that we are properly resourced to deliver the anticipated demand for our services.
- (B) Establishing our pre-eminence in the direct provision of first aid supported by a robust clinical governance framework.
- (C) Developing an effective event cover model to provide a high quality service making effective use of resources.

Key objectives

Supports

| Key objectives | Supports | |
|---|-----------|-----------|
| | Reference | Timescale |
| To expand our volunteer base to meet demand | A | Ongoing |
| Adopt best practice as advised by National Headquarters | B | Ongoing |
| Implement new template for event risk assessments | C | Ongoing |



TRAINING SERVICES

We will make a difference by;

- (A) Establishing our pre-eminence in the island, as First Aid Trainer of choice, through effective marketing and communications.
- (B) Increase delegate numbers on both commercial and community courses.
- (C) Continue to see an increase in First Aid being delivered as part of the Schools Programme,
- (D) Raising the awareness of the Carer's Support Programme through active marketing.
- (E) Actively selling first aid products and working in conjunction with SJA Guernsey to progress the supply, fitting and servicing of Stannah stairlifts.
- (F) Developing and/or implementing new courses in light of client demand and/or course delegate feedback.
- (G) Early distribution of the 2019 Commercial and Community training brochures by email.

| Key objectives | Supports | |
|--|-----------|-----------|
| | Reference | Timescale |
| Marketing our courses, through both wide and targeted mailshots | A | Ongoing |
| Continual growth in the numbers of people trained on our community first aid courses | B | Ongoing |
| Increase the number of certificates issued under the Youth First Aid scheme | C | Ongoing |
| Raising awareness of CSPs through mail shots, meeting and talks | D | Ongoing |
| Marketing the new first aid product & Stannah stairlift service, via publications, mailshots and talks | E & F | Ongoing |
| The electronic training brochure being ready for distribution by December each year | G | December |



PEOPLE

We will make a difference by;

- (A) Optimising recruitment and retention by improving the volunteer experience.
- (B) Realising the objectives outlined in the youth strategy by ensuring that as many young people as possible benefit through their involvement with SJA.
- (C) Providing opportunities for youth members to extend their skills in an age appropriate environment by providing a unit for 14 years plus.
- (D) Increase youth leader numbers and resources.
- (E) Providing ongoing continuous professional development for our youth leaders and trainers.
- (F) Engaging in the new youth leader training programme with any new youth leaders.
- (G) Implementing an effective appraisal and development programme to equip all volunteers and employees with the necessary skills and guidance to perform their duties.
- (H) Creating effective and motivated teams.
- (I) Identifying, recruiting and training leaders to deliver the objectives of the organisation.
- (J) Identify future persons for key roles in the Commandery with focused succession planning.

| Key objectives | Supports | |
|--|-----------|-----------|
| | Reference | Timescale |
| Induction training for new members twice annually | A | Ongoing |
| Identify additional member support | A | Ongoing |
| Implementation of youth strategy within available resources | B | Ongoing |
| Provide a unit for 14 years plus | C | Ongoing |
| Recruit new leaders and identify premises | D | Ongoing |
| Development for our youth leaders in post | E | Ongoing |
| Engaging in the new youth leader training programme | F | Ongoing |
| Extend existing training to adult volunteers | G | Ongoing |
| Recruiting enthusiastic and skilful volunteers to existing teams | H | Ongoing |
| Continuation of leader training, BTEC | I | Ongoing |
| Identify future persons for key roles in the Commandery | J | Ongoing |



RESOURCES

We will make a difference by;

- (A) Utilising our vehicles more effectively, ensuring they help deliver our charitable objectives and (where possible) generate a financial return.
- (B) Utilising our properties more effectively, ensuring that all properties comply with legislation and regulations relating to health and safety, access for the disabled, and other national and local requirements.
- (C) Develop the Commandery property strategy to ensure they meet the expectations and requirements of volunteers and customers.
- (D) Maintaining a strong financial position with adequate inflows of funds to meet anticipated expenditure and to fund improvements and enhancements to services.
- (E) We have nearly £1 Million in the bank with £500k of it invested with Cazenove and with other fund raising activities in anticipation of proposed property, vehicle and facility developments.
- (F) Prompt preparation of management information permitting management to respond quickly to changes in market conditions and to unexpected increases in expenditure.
- (G) Implement new coding system for accounting to ensure accurate and meaningful figures are produced on time.

Key objectives

| Key objectives | | |
|--|-----------|-----------|
| | Reference | Timescale |
| Annual review of vehicle needs | A | Ongoing |
| Annual review of premises, car parking income and telephone mast income | B | Ongoing |
| Review taking place of St Martin hall and future accommodation requirements. | C | Ongoing |
| Consider the property requirements for all aspects of the organisation | C | Ongoing |
| Ongoing monitoring and reporting to Commandery Board | D | Ongoing |
| Fund raising activities | E | Ongoing |
| Prompt preparation of management information permitting | F | Ongoing |
| Implement new coding system for accounting | G | Ongoing |








FUNDRAISING

We will make a difference by;

- (A) Implement a new Fundraising, Marketing & Communications Strategy
- (B) Seek support from the Appeals Committee and other parts of the organisation to raise funds for the charity.
- (C) Continue with successful awareness lunches.
- (D) Develop and deliver a Fundraising and Marketing Strategy.

| Key objectives | Supports | |
|--|-----------|-----------|
| | Reference | Timescale |
| Implement the Fundraising, Marketing & Communications Strategy | A | Ongoing |
| Appeals Committee to continue with their range of events | B | Ongoing |
| Continue with awareness lunches and identify suitable donors for agreed projects | C | Ongoing |
| Develop and deliver a Fundraising and Marketing Strategy | D | Ongoing |

HOW WE DID IN 2018

| | | 2018 Target | 2018 Performance | 2019 Target |
|--|---|-----------------|-----------------------------|-----------------|
|  EQUIP | Number of adult volunteers for events | 60 | 60 | 60 |
| | Number of events covered | 160 | 154 | 160 |
| | Number of people treated at events | n/a | 404 | n/a |
|  TEACH | Number of adults trained receiving certificates | 3,500 | 2,585 | 3,500 |
| | Number of young people trained using SJA schools material | 500 | 565 | 500 |
| | Number of people receiving non certified sessions or talks | 2,000 | 3,211 | 3,000 |
| | % of population taught first aid | 5% | 5.3% | 5% |
| | First Aid Kit Audit visits | 25 | None (project discontinued) | |
| | Kits inspected during the above visits | 275 | None (project discontinued) | |
| | To maintain or increase the number of people attending adult carers courses | 30 | 44 | 35 |
|  | Number of youth leaders | 27 | 15 | 15 |
| | Number of badgers | 53 | 51 | 53 |
| | Number of cadets | 97 | 100 | 100 |
| | 100% of paid staff to have annual appraisals | 100% | 100% | 100% |
|  TRANSPORT | Maintain or increase car parking income | 15,272 | 19,467 | 19,467 |
| | Maintain or increase telephone mast income | 9,436 | 15,118 | 15,118 |
| | To aim for at least a break-even position at operating level | Break even | 46,142 (deficit) | Break even |
| | Budget holders to remain within their agreed budget | To be developed | To be developed | To be developed |
|  | Fundraising income (general donations) to be maintained or improved | 135,000 | 207,053 | 225,000 |
| | Fundraising income (restricted donations) to be maintained or improved | | | |
| | Appeals Committee to maintain or increase fundraising contribution (included in fundraising income) | 5,000 | 4,243 | 5,000 |
| | First aid training and other products income | No target set | 282,131 | 290,000 |
| | Public duty income | No target set | 30,678 | 40,000 |



First Aid Services

The number of adult volunteers available for operational duties has remained the same at 60 but we have had a reduction in duties over the past few years as in 2015 there were the island games and 2016 the Dance World Cup and a further reduction in 2018 due to not having the number of trained volunteers to undertake duty at the Motor Cross events. This is worrying not only due to the significant reduction in public event income but also an erosion of our profile at public events something which could be filled by other charities. There is a plan to not only increase recruitment but also to achieve greater retention by allocating specialist roles to members and also provide new FREC (First Response Emergency Care) training to some members. We do have a nucleus of some very dedicated volunteers who performed 5,133 operational hours, and if we had more volunteers then we probably could undertake even more duties. 404 people received first aid attention (68 more than 2017) with only 25 requiring hospital attention (2 less than 2017).



Training Services

The number of people receiving some form of first aid training in 2018 was 6,361 (in 2017 it was 7,308) which equates to 5.3% of the entire population. In schools we issued 565 certificates which is higher than our target of 500. The first aid kit audit visits initiative continues had to be discontinued in the year as it was not cost effective and an alternative solution whereby people attend SJA HQ was introduced. The adult carers course programme was relaunched and we increased the number of participants to 44 due to increased marketing. We believe there is still the potential for this to be developed further.



People

In 2018 there was a considerable turnover in the office staff with some long term members of staff either leaving or retiring. In addition it was necessary to review the number of permanent trainers we had to more accurately reflect the demand for our services. This sadly resulted in two staff members being made redundant and a reduction in the contracted hours of the remaining permanent trainers. The new posts of Business Manager and Funding, Marketing & Communications Officer have been introduced with an intention of achieving greater business growth and greater fundraising. It is hoped in 2019 there will be a period of stability to enable all staff members to consolidate as a new team. The number of youth leaders was inaccurate for 2017 (27) and is more accurately recorded as 15. This ensures each of our 11 young people groups have a dedicated leader and a little resilience for cover. We have demand on our cadet groups but some of the badger groups have vacancies and this is because we raised the starting age to 7 years in line with SJA UK guidelines. This resulted in children aged 5 to 6 joining other youth associations and the matter is currently under review by ourselves.



Resources

Regrettably total expenses increased considerably in 2018 due to a myriad of reasons. The largest increase was personnel costs due to redundancies and a review of salaries. Other significant changes were higher depreciation due to now having a modern fleet of four ambulances, the need for a cleaning and security contract due to the loss of an unpaid caretaker, a significant increase in professional and legal fees for HR and property advice. There was a significant increase in income but sadly this was insufficient to avoid another financial deficit budget. Further work has been conducted on budget analysis and our intention in 2019 is to allocate budgets to budget holders so that they can manage their budgets more effectively.



Fundraising

The expected 2017 fundraising target of £135,000 has been achieved but this was partly due to the receipt of a further ambulance valued at £80,000. If this was removed our performance would have been £127,000 which is below target. In 2019 we have recruited a Fundraising, Marketing & Communication Officer and have set a target for the individual to attract twice her salary in donations. Thus the fundraising target for 2019 has been set at the 2017 target plus an additional £90,000 though it is hoped this target will be exceeded. The Appeals Committee continue to support the charity in fundraising and will assist in the delivery of the Fundraising, Marketing and Communication Strategy.