



Annual Report

FY23/24



Acknowledgement of Country

St John Western Australia acknowledges the First Nations peoples of the many Traditional land and language groups across Western Australia as the Traditional Custodians of the Country. We pay our respects to their Ancestors and Elders, past and present.

St John WA is committed to honouring the unique cultural and spiritual relationships to the land, sea and waterways and the rich continuing contribution Aboriginal and Torres Strait Islander peoples make to our society.



Our community commitment

St John WA is committed to delivering a positive impact on the safety, wellbeing and health of everyone and the environment.



Cover picture: Esperance First Aid trainer Nola George participating in a mass casualty simulation during the year.

In Memoriam

St John WA pays tribute following the loss of Clinical Support Paramedic Tinesh Tamilkodi, tragically killed in the line of duty during the year.

Tinesh was a treasured member of the St John WA team whose boundless compassion and unwavering dedication touched the lives of countless individuals. His selfless commitment to helping everyone serves as an enduring inspiration to us all.

Forever in our hearts.

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Chair's Foreword

Kanya. ngalak kaadatj ngalang Whadjak moort wirin
- We acknowledge our Whadjak families' spirit.

We recognise our connection with the global St John story, shared through 44 St John Establishments worldwide.

Throughout its long history, St John WA has forged deep connections with communities across Western Australia and strengthened ties internationally, largely thanks to our close partnerships. Our valued partners and funders—including the Department of Health, its Health Services and hospital teams, WA Police Force, Department of Fire and Emergency Services, Department of Communities, Road Safety Commission, and the many others who have supported the charitable work of St John WA, often from their own resources—are the foundation upon which St John WA is built. This organisation is committed to continuing engagement with all stakeholders to further the purpose of SJWA.

We are deeply grateful to our 8600 St John WA team members for their exceptional performance this year. Team member's efforts have been pivotal in transforming the organisation to meet the community's needs now and into the future. By the end of the year, SJWA served 1.22 million customers - from end-users to patients - achieved a Group-wide customer Net Promoter Score of +77, and an employee Net Promoter Score of +16, and embedded new Group-wide values. Notably, under the leadership of Group CEO Kevin Brown, SJWA concluded FY24 with a reduced Lost Time Injury Frequency Rate (LTIFR) of 25.6, halving the rate over the past 18 months.

Additionally, SJWA advanced its governance score to 83 per cent from 40 per cent in January 2023 and adopted a new Constitution aligned with modern governance and charitable laws. These achievements follow a year of focused operations under the "Year of G," part of our three-year Environment, Social, and Governance (ESG)

journey, which aims to embed sustainable practices at the core of our operations.

This year, we partnered with a leading consultant to monitor and manage our environmental impact as part of the "Year of E" with a goal of building a Net Zero Plan to reduce emissions. This work measured and validated organisational baseline reporting on carbon emissions for FY24 against the National Greenhouse and Energy Reporting (NGER) framework. Preliminary findings provided a carbon emission measurement for combustion of fuel and purchased energy, with other measurements such as waste and air travel underway. Final validated measurements will be made available at the Annual General Meeting.

Next calendar year, we initiate the final phase of this journey, the "Year of S," focusing on social sustainability.

The St John WA Board has affirmed the next Strategic Direction, guiding the Group CEO in crafting the Strategic Plan, which outlines our path to 2030. This Strategic Direction is centred on four key points:

- Reaching 'everyone' in WA: Ensuring our services are inclusive and accessible to all, while embracing modern diversity and inclusion within our organisation.
- Connection inside and outside the organisation: Strengthening our internal and external connections, particularly through technology, to better serve our communities.
- Adding wellbeing to the concept of health as a line of services: Evolving our services to align with future health expectations, being proactive in building community health resilience.

- Being conscious of 'for-the-future' as much as 'for-today': Ensuring our actions today support a sustainable future, covering corporate, social, people, and environmental aspects.

St John WA is now fully strategically-driven, with a three-year financial plan in place and aligned investments in people, infrastructure, and technology to enhance the accuracy and integrity of our data collection and usage.

The organisation continues its growth trajectory with another 15.3 per cent increase in operating revenues in FY24, with Group revenue now more than \$528million. This growth comes with the first full year of operations under the new contract for emergency ambulance services with the Department of Health, and a significant increase in operations of the Group's self-funded Service Streams, particularly Industry Medical Services, with revenues up 148 per cent to \$16.8million for the year. The Group's increase in revenue has come whilst transitioning to the new group model, geared to transform the business into a clear, transparent, and coherent model. This has led to significant expenditure in people, property, and technology. These investments in the long-term sustainability of the organisation reduced the net surplus for the year to \$2.8million. This positive result ensures reserves are maintained, enabling the Group to continue to deliver on its strategic objectives over the coming years.

This year also brought moments of celebration. Mukinbudin volunteer Peter Geraghty was honoured as the RAC WA Volunteer of the Year for his extraordinary service to the Wheatbelt over 40 years. At the annual St John WA Experience, Jay Hammond was recognised as the Country Volunteer of the Year for his commitment in Wyalkatchem/Koorda, and the husband-and-wife team, Alex and Nikki



Gibson, were awarded the Metropolitan Volunteer of the Year. The hard-working Northam team was named Sub Centre of the Year.

The Board welcomed new independent Non-Executive Directors (Directors or NEDs), Monish Paul and Matt Mueller as casual vacancies. On behalf of the Board, I extend our gratitude to Anthony Ahern KStJ, who retired from the Board of Directors this year, after many years of immense contribution to SJWA and the broader pre-hospital care environment in Western Australia, as well as Michael Gurry who truly impacted the organisation's stance on risk oversight.

This year, team members mourned the loss of Clinical Support Paramedic Tinesh Tamilkodi, who sadly passed away in November while serving the community he loved. His loss is deeply felt across SJWA and the wider St John family.

In closing, the Board thanks Group CEO Kevin Brown, who, alongside a refreshed leadership team, has guided St John WA towards fulfilling its Strategic Plan and strengthening the organisation's 17 services offered across WA. All Board members pay gratitude to those who serve through preventative, community and emergency services, plus the corporate teams who support those in contact with end-users and patients all across WA.

We look forward to continuing our work together to serve the people of WA for many years to come.

Sally Carbon - Board Chair OAM, OLY, CSTJ, FAICD

St John WA's Corporate Governance

The Board's Governance of St John WA

St John WA recognises that strong governance is essential for its long-term performance and sustainability, and to protect and enhance the interests of members and other stakeholders. St John WA defines 'governance' as the relationship and system that directs or controls the organisation.

The Board affirms that good governance exists by having systems and processes in place that are appropriate to the organisation's circumstances to ensure it is run well, within the laws, ethically and with high integrity. The Board's role is to provide oversight of St John WA and remain accountable to the WA Order Members and its other stakeholders, including the Minister for Health in WA.

Our Governance Framework

The Board continues to build on its governance foundation to continually improve and ensure it complies with current regulations, market practices, and stakeholder expectations.

Our Corporate Governance Framework plays a critical role in helping the Board and the business deliver its strategic direction and plan. It provides the structure through which business objectives are set, performance is monitored, and risks are managed. It covers various aspects such as role delineation, Board composition, Board effectiveness, risk management, organisational performance, accountability and transparency, stakeholder engagement, conduct and compliance and the culture model.

The Board, with the support of its committees, oversees the implementation of the Corporate Governance Framework. In carrying out its roles, the Board considers

the interests of all stakeholders, including its members, employees and volunteers, regulators, partners, customers, and the wider community.

St John WA's Corporate Governance Framework aims to:

- Provide effective and responsible decision-making, assisting St John WA to deliver on its strategic plan through its purpose.
- Ensure the Board comprises of experienced and independent NEDs.
- Provide a clear delineation of the roles and responsibilities between the Board and Management.
- Ensure members' assets, and services are managed to meet stakeholders' needs and expectations.
- Establish a robust and systematic process for managing risk and compliance.
- Create a culture where values are demonstrated by the Board and embedded in its decisions and actions.
- Provide accountability to stakeholders for the overall strategic direction, governance, and performance of St John WA.

FY24 Governance Highlights include:

- The Board approved a GCEO Accountability Framework.
- The Board further strengthened operational and strategic performance oversight via a comprehensive Quarterly Operational Report (QOR) and Quarterly Strategic Report (QSR) system.
- The Board further enhanced its oversight on compliance through refreshed Code of Conduct, Compliance Framework, and Clinical Governance Framework.
- The Board set a strategic direction for St John WA and approved a Strategic Plan.

St John WA must comply with the Australian Charities Not-For-Profit Commission Governance Standards (ACNC Standards) and aspires to comply with relevant best practice governance principles and standards, including the Australian Institute of Company Directors Not-For-Profit Governance Principles (3rd Edition) (AICD Principles).

Overall approach to St John WA's corporate governance is detailed, along with the FY24 Corporate Governance Statement and Corporate Governance documents, including its Board Charter, Committee Charters and key policies, on the St John WA website stjohnwa.com.au/about-us/corporate-governance.

The Board

The Board's Role

The Board, chaired by Sally Carbon, is the governing body of St John WA and is accountable to Members and stakeholders for the strategic direction, governance, and performance of St John WA.

At the uppermost level, the Board has four distinct accountabilities:

- Role 1: Support and oversight of the GCEO.
- Role 2: Oversight of performance and accountability.
- Role 3: Oversight of risk and compliance.
- Role 4: Articulating long-term strategic direction.

The Board has a fifth, non-governance role, which is maintaining and continuing the philosophies of the Order of St John.

Board's Structure and Operation

Board Composition

The Board is structured so that its membership provides a mix of skills, knowledge, experience, and diversity to enable it to discharge its responsibilities, add value, and facilitate effective discussion and decision-making. It performs its role daily, has eight full Board meetings, one professional development meeting and one planning day annually.

The Board determines its size and composition, subject to the terms of St John WA's Constitution. Under the Constitution, there must be no less than six and no more than nine Directors. The Board sets and reviews the criteria for the appointment of new Directors, considering the composition of the Board, the Board's desired skills matrix, diversity, tenure, Company's strategic direction, and the Director's performance.

The Board's composition will continue to evolve year-on-year to accommodate St John WA's strategic direction, the expectations of stakeholders, and the changing governance needs. The Board may appoint a Director, at any time,

to fill casual vacancies on the Board. Their continuing appointment is subject to approval by Members at the AGM following their appointment. The selection and appointment of Directors and the Chairperson to the Board are subject to an externally driven appointment process.

A Board Composition Matrix is updated annually and is available on the St John WA website stjohnwa.com.au/about-us/corporate-governance.

Board Committees

The Board has four standing governance Committees, and two bespoke Committees, to assist in the discharge of its responsibilities. Periodically, the Board will review the composition of each Board Committee. Each Committee operates under a charter approved by the Board, which sets out the authority, membership, and responsibilities of the Committee, together with any relevant administrative arrangements and any other matters considered appropriate by the Board. The role of Committees is to advise and make recommendations to the Board.



The Board (continued)

Committee Chairs and Members		Key Functions
Audit and Investment Committee		
Craig Heatley (Chair) Elisa Fear Monish Paul	» At least three members » Only Independent Non-Executive Directors	<ul style="list-style-type: none"> • Oversight of financial reporting • External audit, independence of external auditor and provision of non-audit services • Recommendation of annual operating budget and management reports • Oversight of capital management, property and investment • Insurance
Risk, Compliance and ESG Committee		
Andrea LeGuier (Chair) Monish Paul Matt Mueller	» At least three members » Only Independent Non-Executive Directors	<ul style="list-style-type: none"> • Formation of Risk Appetite Statement, oversight of risk management and risk profile • Oversight of corporate compliance • Oversight of information management and cyber security posture • Oversight of internal audit • Formation of ESG framework and performance oversight
Health, Safety and Culture Committee		
Elisa Fear (Chair) Amanda Healy Craig Heatley	» At least three members » Only Independent Non-Executive Directors	<ul style="list-style-type: none"> • Defining and oversight of culture • Reward, recognition and development of people • Expectations of diversity and inclusion • Whistleblower Framework and Reports • Oversight of vulnerable peoples • Expectations and oversight of Wellbeing Framework • Oversight of First Nations growth • Expectations, oversight and Due Diligence on work health and safety
Nominations and Remuneration Committee		
Sally Carbon (Chair) Jeffrey Williams Amanda Healy	» At least three members » Only Independent Non-Executive Directors	<ul style="list-style-type: none"> • Board composition, succession planning, appointment, re-appointment and removal of Directors • Fitness and propriety of Directors • Board induction, development and training • Board performance • Group CEO Appointment, Performance and Succession • Remuneration of Directors, GCEO and Chiefs, and oversight of Group-wide remuneration

The Board has formed a special purpose committee to discharge its oversight of clinical governance responsibilities:

Committee Chairs and Members		Key Functions
Clinical Governance Committee		
Jeffrey Williams (Chair) Anthony Walker Nilufeur McKay	» At least three members, consisting of Independent Non-Executive Directors and subject matter experts	<ul style="list-style-type: none"> • Oversight of clinical leadership, culture, governance framework, risk management and compliance • Monitoring of clinical performance and safety • Oversight on incidents, variations in care, patient and client experience satisfaction

The Board has also formed a subject-matter committee, namely Honours and Awards Committee, aligned to the Board's fifth role, to assist with responsibilities for the oversight of Order of St John WA's Awards nomination system, chaired by Jeffrey Williams.

The Board (continued)

Board Performance

The Board's performance is subject to an annual assessment, together with a review of the performance of individual Directors, the Chairperson, Board Committees, and Committee Chairpersons. The Board's performance is evaluated against the core elements for effective governance and how the Board is adding value to St John WA.

Board performance reviews are conducted externally through assistance of an independent third-party at a minimum of three-year intervals. An externally facilitated Board evaluation was conducted in November 2023 to assess the Board's overall effectiveness and the performance of each Director and the Committees.

Non-Executive Director, Group CEO and Chiefs Remuneration

The Remuneration principles of the Policy support the achievement of St John WA's purpose and strategic direction through programs that:

- Attract, motivate, and retain talented leaders.
- Promote St John WA's purpose, values, and behaviours.
- Reinforce performance, risk, and culture expectations.
- Reward for doing the right thing with regard to customers and stakeholders.
- Create sustainable value for Order Members, team members, customers/patients, and other stakeholders.
- Offer fair and reasonable remuneration.
- Are simple, flexible and contain clawback options.

Remuneration approach

Non-Executive Director, Group CEO and Chief remuneration is formed through external review at a minimum of every three years.

The Policy is positioned to achieve equity among the three governance tiers: the Board, the GCEO, and the Chiefs. The Board is responsible for remuneration principles of the Board, GCEO and Chiefs, and sets principles for the Group-wide Remuneration Policy.

Regarding Director remuneration, to maximise the effectiveness of remuneration within St John WA, and through external recommendation, consideration is taken to ensure the remuneration elements enable the Board to achieve all four roles, in particular, Role 4: form a Strategic Direction and drive corporate sustainability. Likewise, the remuneration is to serve the long-term interests of its St John WA Order Members and other stakeholders, whilst also taking into account that St John WA is a charity and not-for-profit (NFP) and that it provides services through both paid and volunteer team members. St John WA Board notes remuneration is to be aligned with the organisation's size and scale and increase or decrease according to that need.

Remuneration Elements

Director Remuneration Framework:

Director Fees recognise the governance role and accountabilities over the full year and the time commitments required, as well as risks associated with being a Director and is considered against five key industry sectors (education, health, health services, technology and logistics). The remuneration of Directors consists of base fee and Committee Chairing or membership fee. Superannuation is inclusive in these fees. Directors may take full or part fee/s at their discretion.

GCEO Accountability Framework:

The Board, through an independent external review, approves the GCEO's annual Accountability Framework which is to be signed by the GCEO. The GCEO's Accountability Framework ensures alignment with St John WA's purpose, values, strategic direction, risk appetite, stakeholders' interests, and regulatory requirements, and aims to ensure the GCEO is not incentivised for behaviour that may lead to inappropriate or excessive risk-taking.

The GCEO Accountability Framework and Chiefs Remuneration Framework can include a total fixed remuneration, short-term and/or long-term incentive remuneration components aligned to the individual's employment contract.

Current GCEO Accountability Framework consists of a total fixed remuneration and long-term incentive, determined based on an annual performance review process.

Chiefs' Remuneration Framework:

The GCEO determines and approves each Chief's remuneration framework. The Board approves the Chiefs' incentive pool (either or both short or long term in nature) as per recommendation received from the GCEO.

The current Chiefs' Remuneration Framework includes a total fixed remuneration component and a short-term incentive as per employment contracts and is determined based on an annual performance review process, conducted by the GCEO.

Financial Report

St John Ambulance Western Australia Limited

Financial report for year ended 30 June 2024



Directors' report

The Board of St John Ambulance Western Australia Limited ("the Company" or "St John WA") submit herewith the Directors' Report together with the consolidated financial statements of the Company and its controlled entities ("the Group") for the financial year ended 30 June 2024. The Directors' Report as follows:

Directors' report (continued)

Information about the Directors

The names and particulars of the Directors of the Company during or since the end of the financial year ended 30 June 2024 are:



Ms Sally Carbon, OAM CStJ FAICD
Board Chair/Commandery Lieutenant
Chairperson of the Nominations & Remuneration Committee

*Appointed - 24 April 2012
Appointed as Chair and Commandery Lieutenant with effect from 25 October 2022.*

Ms Carbon is a commercial strategist, with her business of 13 years assisting the growth and performance of Western Australian, Australian, and global businesses. She also advises other CEOs on their performance and the leadership of their businesses. Her previous executive roles span a breadth of profit and not-for-profit sectors, was a Director of Docklands Authority in Melbourne, and she has served as a Victorian ministerial advisor.

Ms Carbon has been a Non-Executive Director for 34 years covering sport, health, education, insurance, finance, and more. She is a Fellow of the Australian Institute of Company Directors and is an Order of Australian medal and Prime Minister Award recipient for her volunteerism. Ms Carbon represented Australia in the sport of hockey for nine years, through two Olympics and two World Cups, winning an Olympic gold medal and World Cup gold and silver medals, and is on the Board of Hockey Australia.



Ms Andrea LeGuier, MStJ GAICD
Non-executive Director
Chairperson of Risk, Compliance & ESG Committee
Member of Clinical Performance Committee

Appointed - 30 May 2017

Ms LeGuier is the Chief Executive Officer of the Perth Eye Hospital and Subiaco Private Hospital. She has enjoyed a diverse national and international career in senior management and director roles across many industry sectors, including information technology, private education, and health. Ms LeGuier is a Graduate of the Australian Institute of Company Directors and has previously been a Non-Executive Director of Plastic Free Foundation.



Mr Jeffrey Williams, KStJ GAICD

Non-executive Director
Chairperson of Clinical Performance Committee
Member of Nominations & Remuneration Committee

Appointed - 27 October 2020

Mr Williams has been a volunteer with St John WA since he was 11 years old. He has contributed to a wide range of reforms in volunteering and event health services for St John WA at a state and national level. He is a Knight of the Order of St John. In his professional career, Mr Williams is a Registered Nurse with wide ranging experience in Health Service Management having held senior leadership roles in public and private health care.

He is currently the Executive Director of Women's & Newborn Health Service, North Metropolitan Health Services and Chair of the Edith Cowan University School of Nursing & Midwifery Course Consultative Committee. Jeffrey is a Graduate of the Australian Institute of Company Directors and a Fellow of the Australasian College of Health Service Management.



Ms Elisa Fear, GAICD

Non-executive Director
Chairperson of the Health, Safety and Culture Committee
Member of Audit & Investment Committee

Appointed - 25 August 2022

Ms Fear has extensive financial executive experience from roles in investment banking including equity capital markets, debt, advisory, and venture capital. This is overlaid with solid commercial experience from owning and running businesses.

As well as serving on the board of St John WA, she also is the Chair of Yourtoolkit.com Limited and is a member of the Council of Curtin University. Ms Fear is also committed to providing support for women and children facing domestic violence and financial abuse and has a keen interest in organisational work health and safety. She is a Graduate of the Australian Institute of Company Directors and holds an MBA (Finance).



Ms Amanda Healy, MAICD

Non-executive Director
Member of Nominations & Remunerations Committee
Member of Clinical Performance Committee

Appointed - 16 March 2023

Ms Healy is an experienced professional with more than 35 years in mining and heavy industry, working in Human Resource Management, Employee Relations, Safety Management, Training, and Camp Management. For 20 years, Ms Healy has developed and run several small to medium businesses in maintenance and asset management, one of which provides employment and development opportunities for Aboriginal people in Western Australia's Pilbara.

As an Aboriginal woman from the Wonnarua Nation (Hunter Valley NSW), part of the Koori language group, Ms Healy has also created a social enterprise for sustainable income for remote Aboriginal artists. She is on the boards of Save the Children Fund, WA Social Enterprise Council, and is the Chair of Enterprise Learning Projects and Director of the Waalitj (Wirrapanda) Foundation.



Mr Craig Heatley, GAICD

Non-executive Director
Chair of Audit & Investment Committee
Member of Health, Safety & Culture Committee

Appointed - 16 March 2023

Mr Heatley has more than 25 years of experience in providing external audit services along with improving financial systems and controls and solving complex financial reporting challenges for companies, much of it as a partner with PwC. Working as a chartered accountant led to trotting the globe from Canada to the United Kingdom, the Middle East, and a number of countries in Africa, as well as being stationed predominantly in the United States and Australia.

As a family man who played hockey all his life, Mr Heatley's passion to help others and give back to the community led to joining not-for-profit organisations which help children often in a sporting or parenting support capacity. In addition to St John WA, he is also the President of Netball WA and West Coast Fever previously being the Chair of Red Nose Australia and NED of The Fathering Project. Mr Heatley tackles life challenges with the motto: 'The standard you walk past is the standard you accept'.



Mr Matt Mueller, GAICD

Member of Risk, Compliance & ESG Committee

Appointed - 1 February 2024

Mr Mueller's career is characterised by substantial contributions in risk, governance, technology, and AI across various sectors. Matt has held senior roles at Origin Energy and Western Power, founded a technology business in the USA, provided technology and risk management expertise to Boards and Executives in Singapore, Australia and New Zealand, and lectured at Curtin University. At Iluka Resources he established the AI and Automation team to enhance digital and automation capabilities and held the dual role as Chief Information Officer and Group Risk Manager which underscored his strategic influence on the company's technology and risk management frameworks.

His non-executive roles include serving on the Curtin University Council as a co-opted member of the Audit Risk and Compliance Committee and the Digital and Data Governance Committee, demonstrating his commitment to excellence and strong governance while contributing to the university's digital ambitions. Mr Mueller is also a member of the Fremantle Press Board and active in supporting youth leadership including coaching local AFL teams and volunteering. He holds a Bachelor of Computer Science with Magna Cum Laude Honours, a Master of Commerce with Honours completed as a Rotary International Ambassadorial Scholar, is a graduate of the Australian Institute of Company Directors and a Governance Institute of Australia Fellow.



Mr Monish Paul, MAICD

Non-executive Director

Member of Risk, Compliance & ESG Committee

Member of Audit & Investment Committee

Appointed - 1 February 2024

Mr Paul brings deep expertise in strategy, business performance, and international trade and investment, honed over an Executive and Non-Executive Director career. His roles have included Partner, Strategy & Operations at Deloitte Consulting Australia and Lead Partner for Digital Strategy at IBM in Australia, where he guided transformation in government and ASX 200 listed companies. Presently, Mr Paul serves on the Boards of Western Power Corporation and P&N Bank Ltd, as well as leading FTI Consulting's Economic and Financial Consulting Division in Western Australia.

Committed to community engagement, Mr Paul co-founded and governs an Indian Performing Arts School in Perth, amongst other purposeful activities he supports. His academic credentials include an MBA from the University of Western Australia and a Bachelor of Business from Curtin University of Technology, complemented by Executive Education in Digital Strategy from Harvard Business School. Mr Paul is a Member of the Australian Institute of Company Directors.

Mr Anthony Ahern, KStJ GAICD

Member of Audit & Investment Committee

Member of Risk, Compliance & ESG Committee

Appointed - 29 October 2019

Resigned - 28 November 2023

Mr Ahern was Chief Executive Officer of St John Western Australia from 2006 to 2018, when he retired after 45 years of service. Mr Ahern has extensive board experience, including on the Council of Ambulance Authorities and the WA Primary Health Alliance. Mr Ahern holds a business degree, a Masters in Information Systems and completed the London Business School Senior Executive program.

Mr Michael Gurry, AM, FAICD

Non-executive Director

Member of Risk, Compliance and ESG Committee

Appointed - 30 May 2017

Retired - 31 October 2023

Mr Gurry is the former Managing Director of HBF and President (Asia Pacific) of the DMR Consulting Group. He is a Fellow of the Australian Institute of Company Directors, a Fellow of the Australia Institute of Management and Senior Fellow of the Finance Institute of Australia. He has a science degree and has served on numerous boards, including as Chair and President of various industry bodies. He is Chair of Tabitha Foundation Australia, undertaking charitable programs in Cambodia.

The above-named Directors held office during the whole of the financial year and since the end of the financial year, unless otherwise indicated.

Company Secretary

Ms Gauri Potdar held the position of Joint Company Secretary as at 30 June 2024 and has held the position since 25 May 2023. Gauri has extensive company secretarial experience with the not-for-profits, charities and government trading enterprises. Gauri is an Associate Member of the Governance Institute of Australia (GIA) and has completed the GIA Company Secretary course. Gauri holds a Bachelor of Commerce, Post Graduate Diploma in Business Administration - Finance, and Company Secretary qualifications from India.

Mr Martyn Jenkins has held the position of Joint Company Secretary as at 30 June 2024 and has held the position since 24 February 2024. Martyn has an extensive background in finance, having led large, diverse teams in various industries, countries, and corporate structures for over two decades, with the last ten years dedicated to senior executive roles. He is a fellow of the Association of Certified Chartered Accountants and a graduate of the Australian Institute of Company Directors and is the Chief Finance Officer of St John WA.

Ms Ly Cejka held the position of Joint Company Secretary from 25 February 2021 to 24 February 2024. As a qualified lawyer with extensive legal experience in the private and public sectors both locally and internationally, Ly holds a Bachelor of Laws and a Bachelor of Commerce from the University of Western Australia. Ly is a graduate of the Australian Institute of Company Directors course, the Governance Institute of Australia (GIA) Company Secretary course, and the GIA Certificate in Governance for Not-for-Profits.

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 2024 and the number of meetings attended by each Director while they were a Director or Committee Member. The table also includes committee meetings attended by Directors as a guest attendee. During the year ended 30 June 2024, 8 Board meetings, 3 Audit and Investment Committee meetings, 4 Risk, Compliance, and ESG Committee meetings, 4 Clinical Performance Committee meetings, 3 Health, Safety and Culture Committee meetings and 4 Nominations and Remuneration Committee meetings were held.

Director	Board		Audit and Investment Committee		Risk, Compliance and ESG Committee		Clinical Performance Committee		Health, Safety and Culture Committee		Nomination and Remuneration Committee	
	Eligible	Attended	Eligible	Attended	Eligible	Attended	Eligible	Attended	Eligible	Attended	Eligible	Attended
Ms Sally Carbon	8	8	-	2	-	1	-	2	-	-	4	4
Ms Andrea LeGuier	8	7	-	-	4	4	2	1	-	1	3	3
Mr Jeffrey Williams	8	5	-	-	-	-	4	3	-	-	4	4
Ms Elisa Fear	8	8	3	3	-	-	-	1	3	3	-	-
Ms Amanda Healy	8	6	-	-	2	2	-	-	3	3	1	1
Mr Craig Heatley	8	8	3	3	-	-	-	-	3	2	-	-
Matt Mueller	4	4	-	1	2	2	-	-	-	-	-	-
Monish Paul	4	4	2	2	2	2	-	-	-	-	-	-
Michael Gurry	3	3	-	-	1	1	-	-	-	-	-	-
Anthony Ahern	3	3	1	1	1	1	-	-	-	-	-	-



Other information

Members of the Commandery of St John Ambulance Western Australia Limited are liable to contribute up to a maximum of one dollar to the Company if the Company is wound up. The total amount members of the Commandery are liable to contribute is \$664 (FY2023 \$621).

Principal Activities

The Group's principal activities throughout the financial year were the operation of West Australia's emergency ambulance service, the provision of First Aid training and products and primary health care. These principal activities form part of the wider Group operations that delivers 17 services to the people of WA through three Service Streams: Preventative, Community and Emergency. It is through these activities that St John WA is better positioned to serve humanity and build resilient communities through the relief of sickness, distress, suffering and danger.

Purpose

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

Strategic Direction

The Board drives a Strategic Direction, currently targeting June 2030

- Reaching 'everyone' in WA
- Connection inside and outside the organisation
- Adding wellbeing to the concept of health as a line of services
- Being conscious of 'for-the-future' as much as 'for-today'

Strategic Plan

The GCEO forms a Strategic Plan, with the current version approved through to June 2026. There are five Focus Areas in this plan consisting of:

- Focus Area One: Connect and grow with our community
- Focus Area Two: Build a wellbeing and health ecosystem
- Focus Area Three: Volunteering reimaged
- Focus Area Four: The best place to work in WA
- Focus Area Five: Become an excellent organisation

Short term objectives

- Expand our reach, grow our services and enhance satisfaction.
- Deliver more wellbeing and health support and training to every corner of WA.
- Enhance our volunteer experience to attract and retain team members.
- Increase our team members' connection and engagement with St John WA.
- Deliver effective and efficient performance in all business operations.

Long term objectives

- Connect with every household in WA
- Lift the wellbeing and health of the WA community
- WA's #1 volunteer organisation
- Rated as WA's premier workplace

Performance measures

- Number of connections with Community through delivering or participating in education, training and care.
- Customer Net Promoter Score.
- Number of wellbeing and health services per customer.
- Number of new wellbeing programs launched.
- Percentage of revenue (competitive and charitable) reinvested in charitable activities interfacing with community.
- Volunteer Net Promoter Score.
- Average number of hours donated per volunteer each year (total # hours/ total # of volunteers).
- Paid Team Member Net Promoter Score.
- St John WA Service Performance Index.
- Overall Reputation Score (Reprtrak).

Values

- Lead with Heart
- Think Team
- Make it Better
- Walk the Talk

Financial Results

The consolidated net surplus for the year ended 30 June 2024 was \$2.8million. (FY2023: \$16.2million). The reduced surplus is contributed to by the significant increase in employee benefit expenses, up 21 per cent to \$379.6million (FY23 \$314.0million) a reflection on the increased investment in front line resources and support services across the organisation, with an 11 per cent increase in Full Time Equivalent (FTE), split between 151 operational and 104 support role FTEs during the year; a 22.6 per cent increase in operating expenditure on property and equipment a total of \$28.3million, as the organisation began to execute on its strategic property plan and technology transformation; and with increased cost of living pressures, the organisation also experienced a 12.7 per cent increase in bad and doubtful debt expenses for ambulance services, increasing to \$42.0million, noting proportionate revenue levels were maintained (FY24 7.9 per cent and FY23 8.1 per cent).

These increased costs of operating have been necessary for the organisation to deliver the increase operating revenue of 15.3 per cent to \$528.1million (FY23 \$457.9million). The increase in revenue has been experienced across all services, but the predominantly through growth in demand for ambulance services and notable increases in Industrial Medical Services.

FY24 saw a substantial change in the operating model for SJWA, transitioning to the new Group Model. Whilst reporting a smaller net surplus for the year, this is after incurring costs for a series of initiatives to enable the transformation of the business and drive improved patient outcomes and Emergency Department diversions for ambulance patients.

The Group invested heavily in capital expenditure through FY24, with a total capital spend of \$62.2million (FY23 \$21.8million). With \$29.0million invested in real property, \$17.2million (FY23 \$9.4million) in the vehicle fleet, reflecting the catch-up following the Covid-19 lead supply chain issues of the previous years, and a further \$16.0million on plant and equipment, including medical devices, IT equipment and depot fit outs. This investment enables the organisation to continue towards its strategic plans improving the working environment for team members and improve the responsiveness and quality of service across the state.

As a result of the lower operating surplus for the year and the increased investment in capital expenditure saw a reduction in cash reserves of \$22million to \$132.9million. These reserves, accumulated over 130 years of operations, provide the stability and sustainability for the organisation, and capacity to continue investing in its strategic plans to 2030.

Review of Operations

Development, launch and embedding of new values for the first time in at least two decades underpinned a substantial shift in focus towards workplace culture and wellbeing during the year. The refreshed values, transition to a contemporary "pulse check" style culture survey platform, and step-change in approach to workplace wellbeing and safety resulting in a two-year low for Lost Time Injury Frequency Rate proved measurable achievements towards becoming a workplace of choice for both paid team members and volunteers alike.

This renewed focus on a cohesive, positive culture ensured St John WA delivered on its purpose in an environment of increasing demand on emergency ambulance services, with a 6.8 per cent increase in emergency ambulance cases during the year. St John WA met all targets set for response times and Triple Zero (000) call answering, with 97.4 per

cent of calls answered within 10 seconds. It is notable the State Control Centre team celebrated reaching 100 per cent of calls answered within 10 seconds on some days.

The continued development of the outward-facing services in Preventative, Community and Emergency Streams brought clarity to stakeholders and funders to enable transparency and surety on charitable and contractual investment.

The Company progressed its commitment to strengthening the relationship with Aboriginal and Torres Strait Islander peoples through submitting its 'Innovate' Reconciliation Action Plan to Reconciliation Australia. This followed successful completion of the 'Reflect' RAP in December 2023.

	FY24	FY23
Triple Zero (000) calls received	307,689	291,704
Emergency Ambulance (Priority 1-3)	283,349	265,354
Patient transfer occasions of care (Priority 4)	104,954	94,489
First Aid training and engagement	306,685	347,159
Primary care patients	332,373	340,999
Events attended	2907	3534

Change in the State of Affairs

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 occurring subsequent to the end of the financial year that has significantly affected, or may significantly affect, the operations of the Group, the results of those operations, or the state of affairs of the Group in future financial years.

Indemnification of Officers and Auditors

During the financial year, the Group paid a premium in respect of a contract insuring the Directors of the Company (as named on page 19 - 22) and of any related body corporate, the Company Secretaries and all Executive Officers of the Company and of any related body corporate against a liability incurred as such 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 Group 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 an Officer or Auditor.

Future Developments

The Group will continue to pursue its principal activities, namely operation of West Australia's emergency ambulance service, the provision of First Aid training and products and primary health care. These principal activities form part of the wider Group operations that delivers 17 services to the people of WA through three Service Streams; Preventative, Community and Emergency. It is through these activities that St John WA is better positioned to serve humanity and build resilient communities through the relief of sickness, distress, suffering and danger.

Proceedings on Behalf of the Company

No person has applied for leave of Court to bring proceedings on behalf of the Company or intervene in any proceedings to which the Company is a party for the purpose of taking responsibility on behalf of the Company for all or any part of those proceedings. The Company was not a party to any such proceedings during the year.

Environmental Regulation

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

Auditors' Independence Declaration

The auditor's independence declaration has been given to the Directors in accordance with subdivision 60-C of the Australian Charities and Not-for-Profit Commission Act 2012 is on page 32. This Directors' Report is signed in accordance with a resolution of Directors made pursuant to section 298(2) of the Corporations Act 2001.

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 Board declares that:

- a. In the opinion of the Board, the attached financial statements are in compliance with Australian Accounting Standards, as stated in Note 3 to the financial statements.
- b. In the opinion of the Board, the attached financial statements and notes thereto are in accordance with the Australian Charities and Not-for-Profit Commission Act 2012, including compliance with accounting standards and gives a true and fair view of the financial position and performance of the Group; and
- 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:

SALLY CARBON



CHAIRPERSON

DATE: 1 NOVEMBER 2024





Deloitte Touche Tohmatsu
ABN 74 490 121 060

Tower 2
Brookfield Place
123 St Georges Terrace
Perth WA 6000
GPO Box A46
Perth WA 6837 Australia

Tel: +61 8 9365 7000
Fax: +61 8 9365 7001
www.deloitte.com.au

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

1 November 2024

Dear Board Members

Auditor's Independence Declaration to St John Ambulance Western Australia Ltd

In accordance with section 60-40 of the *Australian Charities and Not-for-Profits Commission Act 2012*, I am pleased to provide the following declaration of independence to the Board of the 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 year ended 30 June 2024, I declare that to the best of my knowledge and belief, there have been no contraventions of:

- The auditor independence requirements of the *Australian Charities and Not-for-Profits Commission Act 2012* in relation to the audit; and
- Any applicable code of professional conduct in relation to the audit.

Yours faithfully

DELOITTE TOUCHE TOHMATSU

Penelope Pink
Partner
Chartered Accountants

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Deloitte Touche Tohmatsu
ABN 74 490 121 060

Tower 2
Brookfield Place
123 St Georges Terrace
Perth WA 6000
GPO Box A46
Perth WA 6837 Australia

Tel: +61 8 9365 7000
Fax: +61 8 9365 7001
www.deloitte.com.au

Independent Auditor's Report to the Members of St John Ambulance Western Australia Ltd

Opinion

We have audited the financial report of St John Ambulance Western Australia Ltd (the "Company") and its subsidiary (the "Group") which comprises the consolidated statement of financial position as at 30 June 2024, the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information, and the declaration by the directors.

In our opinion, the accompanying financial report of the Group is in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* (the "ACNC Act"), including:

- giving a true and fair view of the Group's financial position as at 30 June 2024 and of its financial performance for the year then ended; and
- complying with Australian Accounting Standards and Division 60 of the *Australian Charities and Not-for-profits Commission Regulations 2022*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Group in accordance with the auditor independence requirements of the ACNC Act and the ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the "Code") that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Other Information

The Directors are responsible for the other information. The other information comprises the Chair's Foreword, St John WA's Corporate Governance, The Board, and Directors' Report for the year ended 30 June 2024, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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Responsibilities of the Directors for the Financial Report

The Directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the ACNC Act and for such internal control as the Directors determine 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 preparing the financial report, the Directors are responsible for assessing the ability of the Group to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial report. We are responsible for the direction, supervision and performance of the Group's audit. We remain solely responsible for our audit opinion.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Independence

We confirm that the independence declaration required by the ACNC Act, which has been given to the Directors of the Group, would be in the same terms if given to the Directors as at the time of this auditor's report.

Deloitte Touche Tohmatsu
DELOITTE TOUCHE TOHMATSU

Penelope Pink

Penelope Pink
Partner
Chartered Accountants
Perth, 1 November 2024

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 Board declares that:

- (a) In the opinion of the Board, the attached financial statements are in compliance with Australian Accounting Standards, as stated in Note 3 to the financial statements.
- (b) In the opinion of the Board, the attached financial statements and notes thereto are in accordance with the Australian Charities and Not-for-Profit Commission Act 2012, including compliance with accounting standards and gives a true and fair view of the financial position and performance of the Group; and
- (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:



SALLY CARBON
 CHAIRPERSON
 Date: 1 November 2024

Consolidated Statement of Profit or Loss and Other Comprehensive Income
for the financial year ended 30 June 2024

	Note	2024 \$'000	2023 \$'000
Revenues	5	528,067	457,906
Interest income		6,127	3,019
Other (losses)/gains		(5,146)	974
Administration expenses		(12,527)	(11,588)
Ambulance operating expenses		(11,509)	(10,521)
Bad and doubtful debts	6	(41,978)	(37,235)
Depreciation of property, plant and equipment	11	(22,609)	(21,342)
Depreciation of right of use asset	12	(5,131)	(5,036)
Impairment of right of use asset	12	-	(905)
Interest expense for lease liabilities and make good provision		(1,011)	(966)
Financial charges		(3,644)	(2,235)
Marketing expenses		(4,826)	(5,684)
Professional fees		(8,156)	(7,135)
Property and equipment expenses		(28,304)	(23,077)
Employee benefits	6	(379,628)	(313,974)
Training materials		(982)	(1,103)
Other expenses		(5,991)	(4,927)
Surplus for the Year		2,752	16,171
Other comprehensive income		-	-
Total Comprehensive Income for the Year		2,752	16,171

Notes to the financial statements are included on pages 41 to 62.

**Consolidated Statement of Financial Position
as at 30 June 2024**

	Note	2024 \$'000	2023 \$'000
Current Assets			
Cash at bank	19	130,940	152,863
Restricted cash	7, 19	2,005	2,056
Inventories	8	6,178	6,194
Trade and other receivables	9	50,104	22,987
Other current assets	10	17,349	11,469
Total Current Assets		206,576	195,569
Non-Current Assets			
Property, plant and equipment	11	284,848	250,164
Right of use assets	12	13,763	17,585
Total Non-Current Assets		298,611	267,749
Total Assets		505,187	463,318
Current Liabilities			
Trade and other payables	14	14,339	7,605
Provisions	15	62,535	55,389
Other current liabilities	16	51,761	24,729
Lease liabilities	17	4,077	3,889
Total Current Liabilities		132,712	91,612
Non-Current Liabilities			
Provisions	15	15,176	12,571
Lease liabilities	17	10,345	14,933
Total Non-Current Liabilities		25,521	27,504
Total Liabilities		158,233	119,116
Net Assets		346,954	344,202
Equity			
Retained surpluses		346,954	344,202
Total Equity		346,954	344,202

Notes to the financial statements are included on pages 41 to 62.

**Consolidated Statement of Changes in Equity
for the financial year ended 30 June 2024**

	Note	2024 \$'000	2023 \$'000
Retained Surpluses			
Balance at the start of the year		344,202	328,031
Surplus for the year		2,752	16,171
Other comprehensive income for the year		-	-
Total Comprehensive Income for the Year		2,752	16,171
Balance at the end of the Year		346,954	344,202
Total Retained Surpluses		346,954	344,202
Total Equity		346,954	344,202

Notes to the financial statements are included on pages 41 to 62.

Consolidated Statement of Cash Flows
for the financial year ended 30 June 2024

Notes to the Consolidated Financial Statements for the financial year ended 30 June 2024

	Note	2024 \$'000	2023 \$'000
Cash Flow from Operating Activities			
Receipts from operating activities		189,650	248,198
Ambulances services revenue		313,498	224,039
Payments for operating activities		(464,145)	(401,953)
Net Cash Provided by Operating Activities	19(b)	39,003	70,284
Cash Flows from Investing Activities			
Proceeds from the sale of property, plant and equipment		2,325	1,562
Payments for surrender of lease		(3,889)	-
Payments for property, plant and equipment		(60,479)	(21,792)
Interest income		6,127	3,019
Net Cash Used in Investing Activities		(55,916)	(17,211)
Cash Flow from Financing Activities			
Repayment of lease liabilities		(4,135)	(3,457)
Lease interest payment		(926)	(639)
Net Cash Used in Financing Activities		(5,061)	(4,096)
Net Movement in Cash and Cash Equivalents		(21,974)	48,977
Cash and Cash Equivalents at the Beginning of the Financial Year		154,919	105,942
Cash and Cash Equivalents at the End of the Financial Year	19(a)	132,945	154,919

Note	Contents
1	General information
2	Application of New and Revised Accounting Standards
3	Material Accounting Policies
4	Critical Accounting Judgements and Key Sources of Estimation Uncertainty
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7	Restricted Cash
8	Inventories
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Notes to the financial statements are included on pages 41 to 62.

Notes to the Consolidated Financial Statements for the financial year ended 30 June 2024

1. General Information

St John Ambulance Western Australia Limited (the Company) is a company limited by guarantee incorporated in Australia. The address of its registered office and principal place of business is as follows:

209 Great Eastern Highway Belmont, Western Australia, 6104
 Phone: (08) 9334 1222
 Web Site: www.stjohnwa.com.au

The Company's principal activities are the provision of ambulance services, primary and ancillary care and first aid training within the state of Western Australia.

2. Application of New and Revised Accounting Standards

(a) New Standards and Interpretations Adopted

The Group 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 2023.

Standard/ Amendment	Effective Date	Nature of the change and expected impact
AASB 2021-2 Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates	30 June 2024	Requires the disclosure of material accounting policy information and clarifies how entities should distinguish changes in accounting policies and changes in accounting estimates. The application of the amendments did not have a material impact on the Group's consolidated financial statements but has changed the disclosure of accounting policy information in the consolidated financial statements.

The remaining changes are not expected to have material impact, and hence not required to be disclosed.

(b) Accounting Standards and Interpretations Issued but not yet Effective

Certain amendments to accounting standards have been published that are not mandatory for 30 June 2024 reporting periods and have not been early adopted by the Group. These amendments are not expected to have a material impact on the Group in the current or future reporting periods and on foreseeable future transactions.

In addition, at the date of authorisation of the financial statements the following IFRS Accounting Standards were on issue for which equivalent Australian Accounting Standards have not been issued:

Standard/ Amendment	Effective Date	Nature of the change and expected impact
IFRS 18 Presentation and Disclosure in Financial Statements	1 January 2027	This Standard will not change the recognition and measurement of items in the financial statements, but will affect presentation and disclosure in the financial statements, including introducing new categories and subtotals in the statement of profit or loss, requiring the disclosure of management defined performance measures, and changing the grouping of information in the financial statements.

The Company is in the process of determining the impact of these standards on the Group's future financial statements and does not plan to adopt these standards before their effective dates.

Notes to the Consolidated Financial Statements for the financial year ended 30 June 2024

3. Material Accounting Policies

Statement of Compliance

The consolidated financial statements are general purpose financial statements which have been prepared in accordance with Australian Accounting Standards (AASBs) and other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and the Australian Charities and Not-for-Profit Commission Act 2012 and the Charitable Collections Act (WA) 1946.

These consolidated financial statements reflect the financial position of St John Ambulance Western Australia Limited (Company) and its consolidated entities (Group). The financial position of the Company includes the combined financial position of metropolitan and country ambulance operations. Country operations include the amalgamated financial position of 91 country sub centres staffed by volunteers, 22 hybrid country sub centres operated by a combined volunteers and paid team members and four regional support funds (refer note 27).

For the purposes of preparing the financial statements, the Group is a not-for-profit entity.

The financial statements were authorised for issue by the Directors on 1 November 2024.

Going Concern

The Board have, at the time of approving the financial statements, a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. Thus, they continue to adopt the going concern basis of accounting in preparing these consolidated financial statements.

Basis of Preparation

The consolidated financial statements have been prepared on the basis of historical cost. Historical cost is based on the fair values of the consideration given in exchange for goods and services.

Fair values for measurement and/or disclosure purpose in these consolidated financial statements is determined on such a basis, except leasing transactions, that are within the scope of *AASB 16 Leases*, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in *AASB 102 Inventories* or value in use in *AASB 136 Impairment of Assets*.

All amounts are rounded to the nearest thousand dollars, unless otherwise indicated and are presented in Australian dollars.

The following material accounting policies have been adopted in the preparation and presentation of the financial statements:

(a) Basis of Consolidation

The consolidated financial statements incorporate the financial statements of the Company and entities controlled by the Company. Control is achieved when the Company:

- has power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- has the ability to use its power to affect its returns

The Company reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and cease when the Company loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit and loss and other comprehensive income from the date the Company gains control until the date when the Company ceases to control the subsidiary.

3. Material Accounting Policies (continued)**(a) Basis of Consolidation (continued)**

Profit or loss and each component of other comprehensive income are attributed to the owners of the Company. Total comprehensive income of subsidiaries is attributed to the owners of the Company.

When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies.

All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

(b) Cash and Cash Equivalents

Cash comprises of cash on hand and demand deposits. Cash equivalents are short-term (generally with original maturity of twelve months or less), 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 settlement will be required, 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 annual and 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 recognised as an expense when employees have rendered services entitling them to the contribution.

(d) Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Impairment of financial assets

The Group recognises an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12 months (a 12 month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For trade receivables, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

3. Material Accounting Policies (continued)**(d) Financial Instruments (continued)**

The Group considers a financial asset in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

(e) Income Tax

The Company is a public benevolent institution and is exempt from income tax from 1 July 2000 under Subdivision 50-B of the Income Tax Assessment Act 1997.

The subsidiary Apollo Health Ltd is a not-for-profit entity and is exempt from income tax.

(f) Inventories

Inventories are valued at the lower of cost and net realisable value. Cost comprises direct materials and where applicable, direct labour costs and those overheads that have been incurred in bringing the inventories to their present location and condition. Cost is calculated using the first in first out method. Net realisable value represents the estimated selling price less estimated costs of completion and costs necessary to make the sale.

(g) Leases*The Group as a lessee*

The Group assesses whether a contract is or contains a lease, at inception of the contract. The Group recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets (such as tablets and personal computers, small items of office furniture and telephones). For these leases, the Group recognises the lease payments as an operating expense in the Property and Equipment line, on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The right-of-use assets are presented as a separate line in the consolidated statement of financial position.

As a practical expedient, *AASB 16 Leases* permits a lessee not to separate non-lease components, and instead account for any lease and associated non-lease components as a single arrangement. The Group has not used this practical expedient. For contracts that contain a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

Concessionary leases

The Group leases a number of buildings from Government and other third parties with significantly below-market terms and conditions principally to enable it to further its objectives. The Group is dependent on these leases to further its objectives as it utilises the buildings to run its operations to deliver its services. The Group is restricted on the use of the buildings as agreed with the counterparties and may not utilise it for other purposes including sub-leasing to other entities. The Group has elected to measure these leases at cost.

3. Material Accounting Policies (continued)**(h) Property, Plant and Equipment**

Land is measured at cost.

Plant and equipment, buildings and leasehold improvements are stated at cost less accumulated depreciation and impairment.

Depreciation is calculated using the following basis:

Buildings and Leasehold Improvements – Between 10 to 40 years straight-line method

Plant and Equipment - Between 3 to 10 years straight-line method

Ambulances and Other Vehicles - Between 4 to 8 years straight-line method

Land is not depreciated

(i) Revenue

Revenue is measured based on the consideration to which the Group expects to be entitled in a contract with a customer and excludes amounts collected on behalf of third parties. The Group recognises revenue when it transfers control of a product or service to a customer.

The Group recognises income from its main revenue/income streams as listed below:

- Ambulance transport fees
- Government grants and funding arrangements
- First aid training and services income
- Primary health services
- Capital grants

Ambulance transport fees

Ambulance Transport revenue is fee for service and is recognised at the point in time when the performance obligation has been met, being when the service has been provided to the customer. It is recognised at the amount that reflects the consideration to which the Group expects to be entitled in exchange for transferring services to the customer.

Government grants and funding arrangements

When the Group receives government grants and funding, it performs an assessment to determine if the contract is 'enforceable' and contains 'sufficiently specific' performance obligations. In cases where there is an 'enforceable' contract with a customer with 'sufficiently specific' performance obligations, the transaction is accounted for under *AASB 15 Revenue from Contracts with Customers* where income is recognised when (or as) the performance obligations are satisfied. In all other cases (where the contract is not 'enforceable' or the performance obligations are not 'sufficiently specific'), the transaction is accounted for under *AASB 1058 Income of Not-for-Profit Entities* where the Group:

- Recognises the asset in accordance with the requirements of other relevant applicable Australian Accounting Standards (e.g. *AASB 9 Financial Instruments*, *AASB 16 Leases*, *AASB 116 Property, Plant and Equipment* and *AASB 138 Intangible Assets*)
- Considers whether any other financial statement elements should be recognised ('related amounts') in accordance with the relevant applicable Australian Accounting Standard including:
 - contributions by owners (*AASB 1004 Contributions*)
 - a lease liability (*AASB 16 Leases*)
 - revenue, or a contract liability arising from a contract with a customer (*AASB 15 Revenue from Contracts with Customers*)
 - a financial instrument (*AASB 9 Financial Instruments*)
 - a provision (*AASB 137 Provisions, Contingent Liabilities and Contingent Assets*)
- Recognises income immediately in profit or loss for the excess of the initial carrying amount of the asset over any related amounts recognised.

3. Material Accounting Policies (continued)**(i) Revenue (continued)**

Grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs are recognised as income of the period in which it becomes receivable.

Grants whose primary condition is that the Group should purchase, construct or otherwise acquire non-current assets (including property, plant and equipment) are recognised as a financial liability in the statement of financial position and transferred to profit or loss on a systematic and rational basis over the useful life of the related assets.

The grant received from the Federal Government for the provision of Urgent Care centres has given rise to a financial liability, due to its terms, which reduces over the period of the grant agreement. The income will be recognised as grant income progressively in the Statement of Profit or Loss and Other Comprehensive Income as the grant agreement conditions are satisfied.

On the 1st of January 2023 the Company commenced operating under a new Ambulance Services Agreement with the Health Department of Western Australia for the provision of ambulance services in Western Australia.

First aid training and services income

First aid training and services income is recognised at the point in time when the service has been completed at amounts that reflect the consideration to which the Group expects to be entitled in exchange for providing the service.

Primary health services

Primary Health revenue is recognised net of doctor and dentist fees at the point in time when the service has been completed at amounts that reflect the consideration to which the Group expects to be entitled in exchange for providing the service.

Capital grants – Buildings

For capital grants received under an enforceable agreement where it includes a transfer to enable the Group to acquire or construct a recognisable non-financial asset to identified specifications which will be controlled by the Group when completed, the Group recognises a liability for the excess of the fair value of the transfer over any related amounts recognised and recognises income as it satisfies its obligations under the transfer.

As the capital grants received by the Group are primarily for the construction of buildings, the Group recognises income as the buildings are constructed (when it satisfies its obligations).

Volunteer services

The Group has decided not to recognise volunteer services within the financial statements (as permitted by *AASB 1058*), given the fair value of these services is not reliably measured in financial terms. Volunteer services provide value by delivering vital country ambulance, community transport, event health and first aid training resources, contributing an abundance of knowledge, time and attributes connecting communities and furthering St John's services to humanity.

4. Critical Accounting Judgements and Key Sources of Estimation Uncertainty

In the application of the Group's accounting policies, which are described in note 3, 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 circumstance, the results of which form the basis of making the judgments. Actual results may differ from these estimates.

Critical Judgement in recognising revenue for Apollo Health Limited

The Medical and Health Practitioners working at Apollo Health Limited are engaged under a revenue sharing agreement, where the Group considers itself to be working in the capacity of an agent for the purposes of

4. Critical Accounting Judgements and Key Sources of Estimation Uncertainty (continued)**Critical Judgement in recognising revenue for Apollo Health Limited (continued)**

revenue recognition for Primary Health Services. Consequently, Primary Health Services revenue is recognised net of doctor and dentist fees at the point in time when the service has been completed.

Determining the performance obligations in relation to the Ambulance Services Agreement funding arrangements

Note 3(i) describes the revenue recognition in relation to the provision of ambulance services to Western Australia, which is identified as one performance obligation. The contract outlines multiple services that the Group is required to deliver in the performance of the contract. On assessing these services the Directors have applied judgement in determining that they are not distinct in the context of the contract as whole, and therefore represent one performance obligation. In making their judgement, the Directors considered the detailed criteria for the recognition of revenue set out in AASB 15.

Key Sources of Estimation Uncertainty

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.

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:

Revenue recognition

To determine if a grant contract should be accounted for under AASB 1058 *Income of Not-for-Profit Entities* or AASB 15 *Revenue from Contracts with Customers*, the Group has to determine if the contract is 'enforceable' and contains 'sufficiently specific' performance obligations. When assessing if the performance obligations are 'sufficiently specific', the Group applies significant judgement in this regard by performing a detailed analysis of the terms and conditions contained in the grant agreements, the allocation of funding between projects, review of accompanying documentation and holding discussions with relevant parties.

The amount recognised as revenue in the year incorporates the current position of the State in relation to the variable revenue elements for the 2023 and 2024 financial years. The recognition of variable revenue is an estimate and is therefore adjusted prospectively when circumstances mean the estimations change. Should the agreed position change in future years, this will reflect a further change in estimate and any adjustment necessary will be recognised in those years.

Impairment of receivables

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

Variable consideration in relation to the Ambulance Services Agreement funding arrangements

The over-time revenue from the Ambulance Services Agreement includes fixed and variable consideration. The Group has assessed the conditions attached to the variable consideration component for the period 1 July 2023 to 30 June 2024 and determined there are no constraints applicable to the variable consideration in this period.

Recognition of contingent liabilities

Contingent liabilities have the potential to expose the Company to financial obligations which are not otherwise recognised in financial statements. A contingent liability represents a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Company. Contingent Liabilities will only be recognised in the financial statements where the amount of the obligations can be measured with sufficient reliability.

If an event occurs which triggers or crystallises a liability or provision, the contingent liability is replaced with a reportable liability or provision in the statement of financial position.

Note 25 details the company's current position on contingent liabilities as at 30 June 2024.

4. Critical Accounting Judgements and Key Sources of Estimation Uncertainty (continued)*Annual leave and long service leave provisions*

In determining the liability to the Group 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

Provision for future claims under the National Redress Scheme

Applications under The National Redress Scheme can be made any time before 30 June 2027. The company applied various actuarial assumptions to estimate the possible obligation for future claims under the scheme. No change has been made to these assumptions in the reporting period.

5. Revenues

	2024 \$'000	2023 \$'000
The following is an analysis of the Group's revenue for the year.		
Revenue from Contract with Customers		
Point in Time Revenue		
Ambulance transport fees	180,739	187,470
Membership fees	1,359	2,690
DFES helicopter fees	4,195	3,667
First aid training and services income	24,789	21,372
Event health services	3,920	3,904
Primary health services	24,780	22,349
Ambulances services revenue (previous agreement)	-	84,743
Over Time Revenue		
Ambulance services agreement revenue ^(iv)	265,835	117,824
Medical health services	16,771	6,752
Total Revenue from Contract with Customers	522,388	450,771
Other Revenue		
Donations and bequests ⁽ⁱ⁾	2,027	1,538
Urgent care facilities grant funding ⁽ⁱⁱ⁾	1,811	4,012
Other revenue	1,841	1,585
Total Other Revenue	5,679	7,135
Total Revenues	528,067	457,906

(i) Donations received are utilised for specific philanthropic objectives as well as general operating activities.

(ii) Federal Government grant funding received for the construction and operation of three urgent care centres.

(iii) \$1.1 million (2023 \$0.6 million) revenue has been recognised in the reporting period that was included in the contract liability balance at the beginning of the period.

(iv) Revenue recognised includes an element for reversal of \$2.2 million (2023: Nil) of variable consideration in relation to performance obligations satisfied in previous periods.

Notes to the Consolidated Financial Statements for the financial year ended 30 June 2024

6. Surplus for the Year

	2024 \$'000	2023 \$'000
The surplus from ordinary activities includes the following items:		
(Loss)/gain on sales of property, plant and equipment	(2,553)	974
Loss on lease surrender	(2,593)	-
Other (losses)/gains	(5,146)	974
Interest income	6,127	3,019
Short-term and low value lease expenses	1,137	1,650
Bad and Doubtful Debts Expense:		
Bad debts expense	41,155	39,179
Movement in doubtful debts provision	823	(1,944)
Total Bad and Doubtful Debts Expense	41,978	37,235
Employee Benefit Expense:		
Personnel salaries and wages	311,634	262,712
Defined contribution plan	31,434	25,556
Other employee expenses	36,559	25,706
Total Employee Benefit Expense	379,628	313,974

Lease commitments for short-term and low value leases are disclosed in note 18.

7. Restricted Cash

	2024 \$'000	2023 \$'000
The Bertie and Olga Charitable Trust	2,005	2,056
Total	2,005	2,056

The Company is the Trustee of the Bertie & Olga Cohen Charitable Trust. The funds contained within the Trust have been brought to account as restricted cash to be distributed according to the terms of the Trust.

8. Inventories

	2024 \$'000	2023 \$'000
Inventories at cost	6,278	7,647
Provision for expiring stock	(100)	(1,453)
Total	6,178	6,194

Inventories recognised as an expense during the year 30 June 2024 amounted to \$18.9 million (2023 \$13.3 million), and have been included in Ambulance Operating Expenses, Training Materials and Other Expenses in the statement of profit and loss and other comprehensive income.

Notes to the Consolidated Financial Statements for the financial year ended 30 June 2024

9. Trade and Other Receivables

	2024 \$'000	2023 \$'000	2022 \$'000
Ambulance transport receivables	21,347	17,991	19,632
Allowance for losses	(9,007)	(7,519)	(9,805)
	12,340	10,472	9,827
Sundry receivables	38,230	13,114	27,198
Allowance for losses	(466)	(1,131)	(789)
	37,764	11,983	26,409
Net goods and services tax	-	532	-
Total	50,104	22,987	36,236

The Group applies the AASB 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables and contract assets.

To measure the expected credit losses, trade receivables and contract assets have been grouped based on shared risk characteristics and days past due. The contract assets relate to unbilled work in progress and have substantially the same risk characteristics as the trade receivables for the same types of contracts. The Group has therefore concluded that the expected credit loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

The expected loss rates are based on the payment profiles of sales over a 12-month period to 30 June 2024 and historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The group considers inflationary pressures in the regions that it sells its goods and services to be the most relevant factors, and accordingly adjusts the historical loss rates based on expected changes in these factors.

Trade receivables written off during the period are still subject to enforcement activity for a period of 12 months.

Movement in the Allowance for Impairment Losses

	2024 \$'000	2023 \$'000
Balance at the start of the year	8,650	10,594
Net impairment losses provided for	823	(1,944)
Balance at the end of the year	9,473	8,650

The Group measures the loss allowance for trade receivables at an amount equal to lifetime ECL. The expected credit losses on trade receivables are estimated using a provision matrix by reference to past default experience of the debtor, adjusted for factors that are specific to the debtor and general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date.

10. Other Current Assets

	2024 \$'000	2023 \$'000	2022 \$'000
Prepayments	3,843	6,206	2,336
Accrued interest	1,124	642	121
Contract assets	12,382	4,621	14,822
Total	17,349	11,469	17,279

Contract assets relate to ambulance transport revenue, Health Department contract for services revenue, industry medical services and primary health services revenue. The reduction in contract assets is the result of the conversion of transport revenue to receivables over the course of the year offset by increased assets relating to industry medical services the result of additional contracts brought on during the year.

11. Property, Plant and Equipment

	Leasehold and Freehold Land at Cost \$'000	Buildings and Leasehold Improvements at Cost \$'000	Plant and Equipment at Cost \$'000	Ambulance and Vehicles at Cost \$'000	Assets Under Construction \$'000	Total \$'000
Gross Carrying Amount						
Balance as at 1 July 2022	39,260	154,150	84,671	110,669	29,537	418,287
Additions	-	-	-	-	21,839	21,839
Transfer from capital work in progress	-	5,159	10,725	9,370	(25,254)	-
Disposals	-	(82)	(1,434)	(9,489)	-	(11,005)
Balance as at 30 June 2023	39,260	159,227	93,962	110,550	26,122	429,121
Additions	-	-	-	-	62,171	62,171
Transfer from capital work in progress	7,055	3,350	13,862	18,369	(42,636)	-
Disposals	-	(5,032)	(720)	(15,777)	-	(21,529)
Balance as at 30 June 2024	46,315	157,545	107,104	113,142	45,657	469,763
Accumulated Depreciation						
Balance as at 1 July 2022	-	41,010	52,036	74,986	-	168,032
Disposals	-	(64)	(1,217)	(9,136)	-	(10,417)
Depreciation expense	-	5,588	5,908	9,846	-	21,342
Balance as at 30 June 2023	-	46,534	56,727	75,696	-	178,957
Disposals	-	(674)	(677)	(15,300)	-	(16,651)
Depreciation expense	-	5,624	6,987	9,998	-	22,609
Balance as at 30 June 2024	-	51,484	63,037	70,394	-	184,915
Net Book Value						
as at 30 June 2023	39,260	112,693	37,235	34,854	26,122	250,164
as at 30 June 2024	46,315	106,061	44,067	42,748	45,657	284,848

Urgent Care Grant Funded Assets with Special Conditions

Property, plant and equipment with a net book value of \$5.6million (2023: \$7.2million) has been pledged as security against the financial liability of the Group in relation to the Federal Government grant provided for the Urgent Care centres. The Group is not allowed to pledge these assets as security for other borrowings or to sell them to another entity without the approval of the Federal Government.

12. Right of Use Assets

	2024 \$'000	2023 \$'000
Cost		
Balance at 1 July	30,959	22,277
Additions	7,495	8,682
Surrender of Leases	(9,066)	-
Balance at 30 June	29,388	30,959
Accumulated Depreciation and Impairment		
Balance at 1 July	(13,374)	(7,184)
Surrender of Leases	2,880	-
Depreciation expense	(5,131)	(5,036)
Adjustment	-	(249)
Impairment	-	(905)
Balance at 30 June	(15,625)	(13,374)
Carrying amount at 30 June	13,763	17,585

- (i) The right of use assets relate to several buildings that are leased by the Group and the associated make good provisions. The average lease term for the current financial year is 5.0 years (2023: 5.1 years).
- (ii) Depreciation expense of \$5.1 million (2023: \$5.0 million) and interest expense on lease liabilities and make good provisions of \$1.0 million (2023: \$1.0 million) were recognised in profit and loss in 2024.
- (iii) The maturity of lease liabilities is presented in note 17.

13. Subsidiary

Details of the Group's subsidiary at the end of the reporting period are as follows:

Name of Subsidiary	Principal Activity	Place of Incorporation and Operation	Proportion of Ownership Interest and Voting Held by the Group	
			2024	2023
Apollo Health Limited	Provision of primary and ancillary health services	Australia	100%	100%

14. Trade and Other Payables

	2024 \$'000	2023 \$'000
Trade payables	9,884	6,786
Other payables	3,153	819
Net goods and services tax	1,302	-
Total	14,339	7,605

The average credit term offered to the Group is 30 days interest free from date of invoice. The Group pays all accounts by the due date but normally within 14 days from the receipt of invoices. The Group has financial risk management policies in place to ensure that all payables are paid within the credit terms.

15. Provisions

Movement in Provisions

	Annual Leave \$'000	Long Service \$'000	Future Claims \$'000	Other \$'000	Make Good \$'000	Total \$'000
Carrying Amount at 01 July 2022	28,152	27,462	2,630	41	-	58,285
Additions	23,707	6,144	-	-	2,779	32,630
Release	(19,656)	(3,268)	-	(31)	-	(22,955)
Carrying Amount at 30 June 2023	32,203	30,338	2,630	10	2,779	67,960
Additions	29,606	6,252	102	-	457	36,315
Release	(22,807)	(3,757)	(102)	-	-	(26,564)
Carrying Amount at 30 June 2024	39,002	32,833	2,630	10	3,236	77,711
Total at 30 June 2024	39,002	32,833	2,630	10	3,236	77,711
Current	39,002	23,523	-	10	-	62,535
Non-Current	-	9,310	2,630	-	3,236	15,176
Total at 30 June 2023	32,203	30,338	2,630	10	2,779	67,960
Current	32,203	23,176	-	10	-	55,389
Non-Current	-	7,162	2,630	-	2,779	12,571

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

The provision for potential future claims is related to the Group's total outstanding exposure under the National Redress Scheme. The amount relates to an actuarial estimation of likely future reported civil claims and future payments as a result of past events where the Group may be found responsible.

16. Other Current Liabilities

	2024 \$'000	2023 \$'000	2022 \$'000
Accrued expenses	18,245	12,404	11,097
Accrued expenses – property, plant and equipment	1,909	218	171
Unearned income	9,544	10,997	11,637
Contract liability	22,063	1,110	695
Total	51,761	24,729	23,600

Unearned income includes grant funding (including primary health grants), specified donations and benefit fund fees.

Contract liabilities include revenues under the Ambulance Services Agreement, first aid course fees and primary health rental revenue. The increase in contract liabilities is the result of additional liabilities related to the Ambulance Services Agreement which is billed in advance of service delivery.

The Federal Government, via a grant agreement executed in 2019 have provided the Group with funding of \$21.6m to support the administration and construction of Urgent Care centres. At 30 June 2024, \$21.6m (2023: \$21.5m) has been spent by the Company. At 30 June 2024 \$11.3 million had been spent on operational expenditure (2023: \$11.2m) and \$10.3 million had been spent on capital (2023: \$10.3 million) expenditure in line with the agreement. This capital expenditure has been recognised in the Statement of Financial Position as Property, Plant and Equipment.

17. Lease Liabilities

Maturity Analysis:

	2024 \$'000	2023 \$'000
Year 1	4,659	4,645
Year 2	2,871	4,477
Year 3	1,982	2,741
Year 4	1,892	1,974
Year 5	1,248	1,884
Onwards	3,866	6,400

Less: Unearned interest

Analysed as:

	2024 \$'000	2023 \$'000
Current	4,077	3,889
Non-current	10,345	14,933
	14,422	18,822

The Group does not face a significant liquidity risk with regard to its lease liabilities. Lease liabilities are monitored within the Group's finance function.

18. Commitments for Expenditure

Capital Expenditure Commitments

Land and buildings

	2024 \$'000	2023 \$'000
Not longer than 1 year	10,306	550
Longer than 1 year and not longer than 5 years	-	-
Longer than 5 years	-	-
	10,306	550

Total Commitments for Capital Expenditure

Lease Commitments

Radio Sites

	2024 \$'000	2023 \$'000
Not longer than 1 year	96	157
Longer than 1 year and not longer than 5 years	252	80
Longer than 5 years	-	-
	348	237

Residential Properties

	2024 \$'000	2023 \$'000
Not longer than 1 year	1,189	455
Longer than 1 year and not longer than 5 years	87	23
Longer than 5 years	-	-
	1,276	478

Commercial Properties

	2024 \$'000	2023 \$'000
Not longer than 1 year	214	523
Longer than 1 year and not longer than 5 years	39	3,163
Longer than 5 years	2	3,085
	255	6,771

Total Commitments for Lease Expenditure

	2024 \$'000	2023 \$'000
	1,879	7,486

19. 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:

	2024 \$'000	2023 \$'000
a) Reconciliation of Cash and Cash Equivalents		
Cash	32,757	51,524
Term deposit investments (short term)	98,183	101,339
Cash at bank	130,940	152,863
Restricted cash	2,005	2,056
Total Cash and Cash Equivalents	132,945	154,919
b) Reconciliation of Surplus to Net Cash Flow		
Surplus	2,752	16,171
Depreciation expense – property, plant and equipment	22,609	21,342
Depreciation expense – right of use assets	5,131	5,036
Amortisation and impairment expense	-	905
Loss/(gain) on sale of property, plant and equipment	2,552	(974)
Loss/(gain) on surrender of lease	2,593	-
Interest income	(6,127)	(3,019)
Interest expense – lease liabilities and make good	1,011	966
Decrease/(Increase) in assets:		
Inventories	16	3,441
Receivables	(27,649)	13,249
Prepayments	2,363	(3,870)
Accrued interest	(482)	(521)
Contract assets	(7,761)	10,201
(Decrease)/Increase in liabilities		
Payables	7,267	(919)
Leave provisions	6,799	6,927
Other provisions	2,588	267
Accrued expenses	5,841	1,307
Unearned revenue	(1,544)	1,098
Contract liabilities	21,044	(1,323)
Net cash from operating activities	39,003	70,284

c) Financing Facilities

An unsecured bank overdraft facility was available at the end of the year for \$4.0 million (2023: \$4.0 million), the facility was not used during the year. The facility is reviewed annually.

For financing facilities relating to leases refer to note 17 and note 20.

d) Non-cash Financing and Investing Transactions

Additions to right of use assets during the year amounting to \$7.5 million (2023: \$8.7 million) were financed by new leases of \$7.1 million (2023: \$6.3 million) and make good provisions of \$0.4 million (2022: \$2.4 million).

Accruals for Property, Plant and Equipment costs amount to \$1.9 million (2023: \$0.2 million).

19. Notes to the Statement of Cash Flows (continued)

e) Reconciliation of Liabilities Arising from Financing Activities

The table below details changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group's statement of cash flows as cash flows from financing activities.

2024	Non-cash changes				30 June 2024 \$'000
	1 July 2023 \$'000	Cash flows \$'000	New leases \$'000	Other \$'000	
Lease liabilities	18,822	(5,061)	7,086	(6,425)	14,422
Total liabilities arising from financing activities	18,822	(5,061)	7,086	(6,425)	14,422

2023	Non-cash changes				30 June 2023 \$'000
	1 July 2022 \$'000	Cash flows \$'000	New leases \$'000	Other \$'000	
Lease liabilities	16,000	(4,096)	6,275	643	18,822
Total liabilities arising from financing activities	16,000	(4,096)	6,275	643	18,822

The Group classifies interest paid as cash flows from financing activities

20. Financial Instruments

a) Financial Risk Management

The Group has a policy of being conservative in financial risk management. The Group 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 undertaken 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 Group manages its capital to ensure that the Group will be able to continue as a going concern while fulfilling its objective of providing first aid and ambulance services within Western Australia.

The Group's overall strategy remains unchanged from 2023. The capital structure of the Group consists of equity which wholly consists of retained surpluses.

The Group is not subject to externally imposed capital requirements.

Operating cash flows are used to maintain and expand the Group's capital requirements.

c) Material Accounting Policies

Details of the material 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 Group's market risk exposure is primarily to interest rate movements related to amounts of interest income derived from bank deposits. Any change in interest rates will impact the interest income for the Group as well as the incremental borrowing rate associated with leases will in turn impact the Group's finance costs. The interest rate risk is inherently managed through the Group's investment and borrowing policies.

There has been no change to the Group's exposure to market risks or the manner in which these risks are managed and measured.

20. Financial Instruments (continued)

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 Group's short, medium and long-term funding and liquidity management requirements. The Group manages liquidity risk by maintaining adequate cash reserves, leases and banking facilities by continuously monitoring forecast and actual cash flows and matching the maturity profiles of financial assets and liabilities. Note 19 (c) sets out details of undrawn facilities that the Group has at its disposal to further reduce the liquidity risk.

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 Group. The Group has credit approval processes in place to scrutinise commercial applications for credit prior to providing services on credit terms.

Trade receivables relating to ambulance transport consist of a large number of customers. Individual receivables are written off 75 days from the date of invoicing and are sent to debt collection agencies for recovery.

In addition, the Group is exposed to credit risk in relation to bank guarantees held for several leased properties. The total exposure to the Group as at 30 June 2024 is \$1.9m (30 June 2023: \$1.7m).

The credit risk on liquid funds is limited because the counterparties are banks with high credit ratings assigned by international credit rating agencies.

The maximum exposure to credit risk at the reporting date is the carrying value of each class of financial assets disclosed in Note 20 (g).

g) Categories of Financial Instruments and their Fair Values

This note provides information about the categories of the Group's financial instruments and how the Group determines fair values of various financial assets and financial liabilities.

The Group has no financial instruments that are required to be measured at fair value on a recurring basis.

The Board considers that due to the short term nature of the financial assets and financial liabilities carried at amortised cost in the financial statements, their carrying values are considered to be the same as their fair values.

	2024 Carrying Amount \$'000	2023 Carrying Amount \$'000
Financial Assets		
Trade and other receivables	50,104	22,455
Cash and cash equivalents	132,945	154,919
Total Financial Assets	183,049	177,374
Financial Liabilities		
Trade and other payables	13,037	7,605
Accrued expenses	18,245	12,404
Accrued expenses - property, plant and equipment	1,909	218
Total Financial Liabilities	33,191	20,227

Non-financial assets of nil (2023: \$0.5million) and non-financial liabilities of \$1.3 million (2023: nil) have been excluded from the Trade and other receivables and Trade and other payables respectively.

20. Financial Instruments (continued)

h) Maturity Profile of Financial Instruments

The maturity profile of financial assets and financial liabilities held by the Group are detailed on the following pages. The tables below have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group can be required to pay.

The following table details the Group's exposure to interest rate and liquidity risk as at 30 June 2024:

2024	Weighted Average Interest Rate	Variable Interest Rates (at call) \$'000	Fixed Maturity Dates		Total \$'000
			Less than 1 Year \$'000	Greater than 1 year \$'000	
Financial Assets					
Trade and other receivables	-	-	50,104	-	50,104
Cash and cash equivalents	3.49%	32,757	100,188	-	132,945
	-	32,757	150,292	-	
Financial Liabilities					
Trade and other payables	-	-	13,037	-	13,037
Accrued expenses	-	-	18,245	-	18,245
Accrued expenses – property, plant and equipment	-	-	1,909	-	1,909
	-	-	33,191	-	33,191

The following table details the Group's exposure to interest rate and liquidity risk as at 30 June 2023:

2023	Weighted Average Interest Rate	Variable Interest Rates (at call) \$'000	Fixed Maturity Dates		Total \$'000
			Less than 1 Year \$'000	Greater than 1 years \$'000	
Financial Assets					
Trade and other receivables	-	-	22,455	-	22,455
Cash and cash equivalents	3.52%	51,524	103,395	-	154,919
	-	51,524	125,850	-	177,374
Financial Liabilities					
Trade and other payables	-	-	7,605	-	7,605
Accrued expenses	-	-	13,857	-	13,857
Accrued expenses – property, plant and equipment	-	-	218	-	218
	-	-	21,680	-	21,680

Notes to the Consolidated Financial Statements for the financial year ended 30 June 2024

21. Key Management Personnel

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

	2024 \$'000	2023 \$'000
Short-term employee benefits – Board Members	711	446
Short-term employee benefits – Management Personnel	4,301	3,990
Post-employment benefits	344	383
Other long-term benefits	93	(13)
Termination benefits	1,356	-
Total	6,805	4,806

Key Management Personnel remuneration principles are detailed in the Directors' Report and reflect a mix of fixed and variable (at risk) remuneration. Board members receive a fixed fee based on independent market evaluation and reflects fees appropriate for a comparably sized and complex organisation. Board members receive additional fees for holding the position of Chair or member of board committees.

22. Remuneration of Auditors

	2024 \$	2023 \$
Audit of the financial report	260,000	242,000
Other non-audit services:		
Risk advisory services	-	77,580
Total	260,000	319,580

The auditors for the Group are Deloitte Touche Tohmatsu.

23. Related Party Transactions

There were no transactions with other related parties of the Group during the financial year.

There were no balances outstanding at the end of the reporting period due to or from related parties (2023: nil).

Balances and transactions between the Company and its subsidiary, which is a related party of the Company, have been eliminated on consolidation and are not disclosed in this note.

Refer to note 21 for information regarding key management personnel related parties.

24. 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 Group, the results of those operations, or the state of affairs of the Group in future financial years.

25. Contingent Liabilities

From time to time, the Group is party to various legal claims as well as inquiries from regulators and government bodies that arise in the ordinary course of business. Consideration is given to such matters and contingent liabilities are disclosed when management reaches a stage where a reasonable evaluation of likely outcome can be supported. As at 30 June 2024, the Directors have determined that there are no such matters (2023: Nil).

Notes to the Consolidated Financial Statements for the financial year ended 30 June 2024

26. Parent Entity Information

The accounting policies of the parent entity, which have been applied in determining the financial information shown below, are the same as those applied in the consolidated financial statements except as set out below. Refer to note 3 for a summary of the material accounting policies relating to the Group.

Investments in Subsidiaries

Investments in subsidiaries are accounted for at cost. Dividends received from subsidiaries are recognised in profit or loss when its right to receive the dividend is established (provided that it is probable that the economic benefits will flow to the Parent and the amount of income can be measured reliably).

	2024 \$'000	2023 \$'000
Financial Position		
Assets		
Current assets	216,323	202,198
Non-Current assets	279,642	243,655
Total Assets	495,965	445,853
Liabilities		
Current liabilities	116,564	79,971
Non-Current liabilities	32,448	21,681
Total Liabilities	149,012	101,652
Equity		
Retained surpluses	346,953	344,201
Total Equity	346,953	344,201
Financial Performance		
Surplus for the year	2,752	16,170
Other comprehensive income	-	-
Total comprehensive income	2,752	16,170

Capital Expenditure Commitments by the Parent Entity

	2024 \$'000	2023 \$'000
Property, Plant and Equipment		
Not longer than 1 year	10,306	550
Longer than 1 year but not longer than 5 years	-	-
Longer than 5 years	-	-
Total	10,306	550

Commitments by the Parent Entity

	2024 \$'000	2023 \$'000
Not longer than 1 year	1,552	948
Longer than 1 year but not longer than 5 years	381	1,366
Longer than 5 years	2	30
Total	1,935	2,344

27. St John Country Sub Centres

The following St John sub centre locations and support funds have been consolidated with the metropolitan operations in the consolidated financial statements:

St John Sub Centres with Volunteers:		91
Augusta	Irwin Districts	Newdegate
Beverley	Jerramungup	Northampton
Boddington	Jurien Bay	North Midlands
Boyup Brook	Kalbarri	Onslow
Bridgetown	Kambalda	Pemberton
Brookton	Katanning	Perenjori
Bruce Rock	Kellerberrin	Pingelly
Brunswick	Kent	Quairading
Bullsbrook	Kojonup	Ravensthorpe
Capel	Kondinin	Rocky Gully
Carnarvon	Kulin	Sandstone
Cervantes	Kununoppin	Shark Bay
Chapman Valley	Lake Grace	Southern Cross
Chittering/Gingin	Lake King	Tambellup
Christmas Island	Lancelin	Tom Price
Coolgardie	Laverton	Toodyay
Corrigin	Leeman Greenhead	Varley
Cranbrook	Leinster	Victoria Plains
Cue	Leonora	Wagin
Cunderdin	Manjimup	Walpole
Dalwallinu	Meekatharra	Waroona
Dandaragan	Menzies	Wickepin
Darkan	Moora	Wickham-Roebourne
Denmark	Morangup	Williams
Donnybrook	Morawa	Wongan Hills
Dowerin	Mt Barker	Wundowie
Dumbleyung	Mt Magnet	Wyalkatchem
Dunsborough	Mullewa	Wyndham
Exmouth	Nannup	Yalgoo
Gnowangerup	Narembeen	York
Goomalling		
St John Sub Centres with Paid Team Members:		22
Albany	Esperance	Margaret River
Australind	Geraldton	Merredin
Broome	Harvey	Narrogin
Bunbury	Hedland	Newman
Busselton	Kalgoorlie	Norseman
Collie	Karratha	Northam
Dawesville	Kununurra	Pinjarra
East Bunbury		
St John Regional Support Funds:		4
Great Southern Regional Support Fund	Wheatbelt Regional Support Fund	
Midwest Regional Support Fund	Southwest Regional Support Fund	

St John WA

209 Great Eastern Highway, Belmont WA 6104
T 08 9334 1222

stjohnwa.com.au

