



**St John**



**2025-2027**

**St John NSW Strategy**

Sustaining the NSW Medical Reserve

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## From the Chair & CEO

**St John Ambulance NSW stands as a vital member of the NSW emergency services family.**

We are an organisation dedicated to saving lives and strengthening community resilience. We lead in first aid, medical response and community health education.

Founded on a centuries old global humanitarian movement St John Ambulance NSW (St John NSW) has been working 'in the service of humanity' for the community of NSW for over 140 years.

**At the heart of St John NSW is our people. Highly skilled individuals** – nurses, paramedics, doctors, students, teachers and everyday citizens – wearing our uniform to serve the NSW community at a moment's notice.

**They are Australia's Medical Reserve, proudly embodying our national culture of volunteerism.** Whether responding alongside Emergency Services and NSW Ambulance in a bushfire, providing first aid relief at flood evacuation centres, or caring for patients at major public events, our volunteers give their time and expertise to save lives and work tirelessly to keep communities safe in times of crisis.

Without our volunteers and dedicated staff, St John NSW simply does not exist – and with them, we have built a resilient organisation that NSW can depend on in any emergency.

**St John NSW is always ready to respond.** We are officially recognised as the primary provider of onsite medical support at countless events and as an essential resource as part of the NSW emergency management Health Plan.

**This means we are a critical partner in NSW's emergency response framework,** complementing frontline services and relieving pressure on hospitals and ambulance crews.

We are proud to present this 2025–2027 St John NSW 'Sustaining the NSW Medical Reserve' Strategy which outlines the key objectives, methodology and aspiration that ensures St John NSW remains capable to meet the current and emerging First Aid and healthcare needs of the community.



**Dominic Teakle**  
CEO



**Sean McGuinness CStJ**  
Chair



# Led by mission and values enabled

## **Our Vision**

For the service of humanity

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## **Our Mission**

Lead globally in First Aid and medical responses to community healthcare needs

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## **Our Purpose**

A safer and healthier community where everyone is ready to respond to a healthcare crisis

**Our Values**



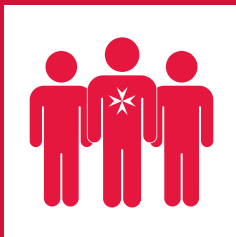
## **Respect**

We are the ambassadors for St John. We are respected for the work that we do and the way that we do it. We recognise our strength comes from our diversity. We have the courage to be authentic and true.



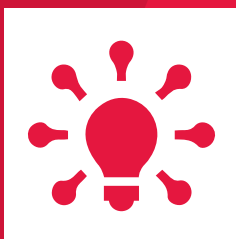
## **Integrity**

We do the right thing. We are honest and trustworthy. We are accountable for our actions and take ownership of our goals. We are there when you need us. You can depend on us.



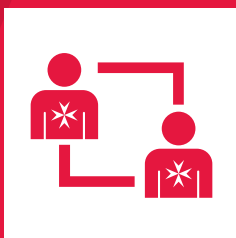
## **Leadership**

We are the custodians of our future. We enable our teams to grow and succeed. We lead by example and learn from our mistakes. Our passion and commitment engage and inspire.



## **Communication**

We are sincere in our voice and actions. We share ideas and listen to each other, our customers and community. We are open and transparent in all that we do.



## **Collaboration**

We work best when we work together. We care for our colleagues and our community. We take initiative, generate new ideas and embrace change. We share success. Together we can make a difference.

# The essence of our purpose and ambition

## The Medical Reserve - Building safer, resilient communities

- St John NSW provides event first aid and medical services for local community and major events.
- We bring best practice clinical and operational management to partner with event organisers to manage risks and keep people safe.
- We enable through our highly skilled workforce and infrastructure the capability to respond during emergencies alongside government combat agencies, acting as the Medical Reserve during fires, floods and other incidents.
- We provide expert advice and raise awareness about the importance of first aid. We reach children and adults, and community groups with diverse backgrounds and needs.

## St John Safe

- Our brand is synonymous with safety and wellbeing.
- Our accredited and clinically governed practices provide peace of mind for employers and mitigate risk.
- We make it easy to improve employee wellbeing and stay compliant with WHS Act requirements. St John can advise organisations as well as provide a range of solutions to meet their needs, from training and products to staffing.

## Impact that matters to everyone

- St John NSW recruits, trains and sustains a skilled Volunteer force of accredited first aid responders within the community. We are about caring for people and saving lives in the community. Our youth program builds future leaders that value contributing to their community and helping others.
- Our charitable programs are relevant to the whole community (eg, First Aid In Schools, Public Access AEDs) and build resilience.
- We are a charity and social trader. When individuals, businesses or government use our mission-aligned commercial services and buy our products they support volunteers and community impact. We help organisations meet their ESG goals.
- We operate with the highest ethical and governance standards and through our own business operations strive to contribute to wider social and environmental goals.
- We advocate for changes that will make our communities safer, these include initiatives such public access defibrillators and first aid education for all licensed drivers.

## Australia's preferred and most trusted healthcare Volunteer organisation

- Recognised as a leading Volunteer organization with high levels of Volunteer engagement and retention. An inclusive, vibrant and diverse organisation that serves the community.
- Australia's preferred healthcare Volunteer organisation. Our volunteers are credentialed medically trained responders. Registered charity with skilled and vibrant Volunteer organisation (3,000+ members, young and diverse).
- We provide a way to give back, build community and provide a place to belong.

## Benchmark First Aid Training is in our DNA

- Our quality first aid training not only gives students the right skills, but the confidence to act in an emergency before emergency services arrive.
- Our first aid and mental health training provides safer workplaces, builds community resilience and the confidence to respond to a health crisis.
- First Aid is a basic life skill for employment readiness. St John's accredited training is backed by its reputation and 140 years of service to the community.



# Strategic Intent

Investment in St John NSW is an investment in community resilience and safety. It ensures that during the next heatwave, pandemic, bushfire, or flood, there will be a team of St John volunteers ready to deploy, to set up field clinics, render first aid, and support the health system.

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With adequate support, we will continue to be there for whenever needed ‘for the service of humanity’ as we have been for over a century.

We are proud to present this 2025–2027 St John NSW ‘Sustaining the NSW Medical Reserve’ Strategy. This plan outlines how we will innovate and grow to meet emerging challenges, all while staying true to our core purpose.

**Our strategic imperatives will guide us in shaping our positioning and increasing our impact.**

**SI 1: Market Connection and Differentiated Proposition**

**SI 2: Aligned and Deployable Workforce**

**SI 3: Collaborative, Adaptive and Responsive**

Guided by this strategic approach St John NSW is determined to stand taller than ever as a trusted, indispensable emergency and community service with heart.





# SI 1: Market Connection and Differentiated Proposition



## Challenge

St John NSW is perceived as a well funded volunteer organisation. Lack of clarity in our business model and unclear market positioning reduces our income and threatens our sustainability.

## Strategy

**Business transformation to present a differentiated market position which offers value and impact to Government, Community and Commercial customers.**

## Objectives

**Achieve sustainability and strengthen our differentiation and competitiveness within our market by:**

- Develop and deliver a stakeholder engagement plan to engage government, allied agencies and emergency services to achieve government funding to underpin a sustainable contribution to community resilience and support to health and emergency response.
- Develop and deliver a sales and marketing plan which includes market differentiation and call to action to better engage customers to increase revenue to build sustainability.
- Build our sales and marketing capability and output to achieve sustainability targets through increased revenue, donations and corporate investment.

# SI 2: Aligned and Deployable Workforce



## Challenge

Build a unified, aligned and effective workforce of the size, scale, skills and competence to meet the needs of the present and the future.

## Strategy

**Capability transformation to create a unified, aligned, deployable St John NSW member workforce.**

## Objectives

**Ensure an appropriately skilled, deployable and financially stable workforce generating market leading levels of training, EHS and Medical Reserve Support by:**

- Designing and building a composite workforce comprising volunteers, contractors and staff that delivers the optimal balance of skills and capacity to meet the needs of our community, government & corporate target market segments.
- Developing targeted recruitment and retention strategies that sustain the skills and capacity of our workforce at levels able to meet the needs of our market segments.
- Maximising workforce capacity and availability through a hybrid distributed model supported by individual accountability and collective responsibility.

# SI 3: Collaborative, Adaptive and Responsive



## Challenge

Innovation, cross-functional collaboration, strategic leadership, learning and reflection, responsiveness and accountability.

## Strategy

**Creating a culture which amplifies organisational collaboration, experimentation and proactive engagement/ accountability.**

## Objectives

**Build our capacity to adapt to the rapid and constant evolution of the community's health needs, and to the challenges and opportunities within the market by:**

- Building the leadership, stakeholder communication, commercial acumen and adaptive capacity of our people to capitalise on our mission and commercial sustainability to serve the communities health and well being needs.
- Promoting innovation by enabling psychological safety and supporting the experimentation, failure and learning required to develop new mindsets and practices better aligned with emerging market challenges.
- Focusing leadership energy on fostering trust, collaboration and mutual accountability across the hybrid workforce, to mobilise and enable the broader organisation.



# Position Statement

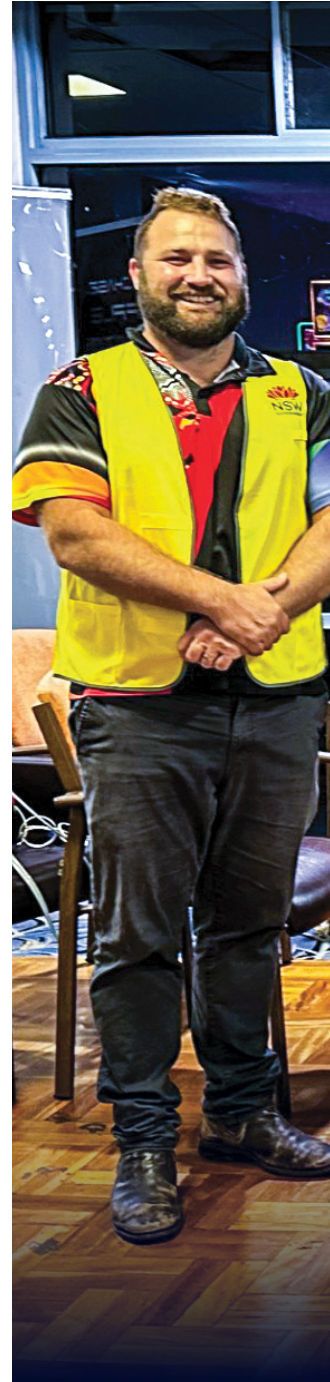
By working hand-in-hand with the NSW Government, businesses and the community, we can both sustain and expand our capacity, continue to modernise our operations and train even more volunteers.

Our training and equipment services do more than generate revenue, they equip thousands of people every year with life-saving first aid skills. Every dollar of surplus is reinvested into our emergency and community response capabilities.

Every First Aid and CPR class taught, every defibrillator placed in the community is part of our commitment to a safer, healthier NSW.

However, meeting the growing needs of our community in an increasingly complex environment requires strong partnerships and support. At present St John NSW relies solely on its self-sustaining funding model – but there is a limit to what this can support and achieve alone.

Together with our members, government partners, and the people of NSW, we remain the Medical Reserve, ready to respond. We are a unique asset on the frontline of community health and emergency response, and a proud contributor to a safer NSW.





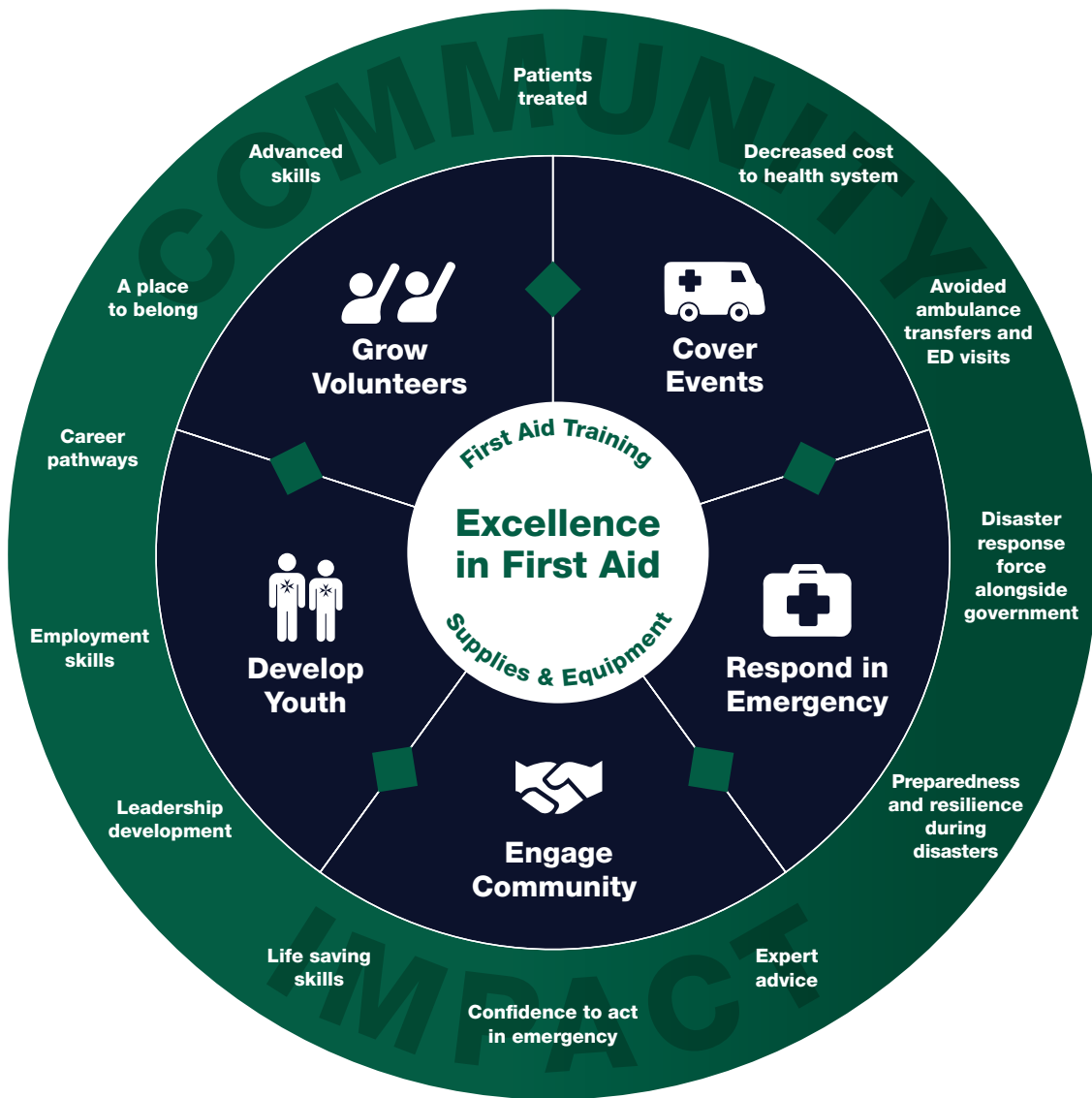
**An integrated emergency response in action at the Harrington Evacuation Centre.**

Teams from the NSW Department of Communities and Justice, St John NSW and NSW Ambulance all fully equipped and working together to support community evacuated during the May 2025 Mid North Coast Floods.

# St John NSW - The Medical Reserve

## Delivering Trusted Community Impact

St John NSW's skilled workforce and infrastructure form a Medical Reserve, active every week in the community at events and ready to respond during emergencies.

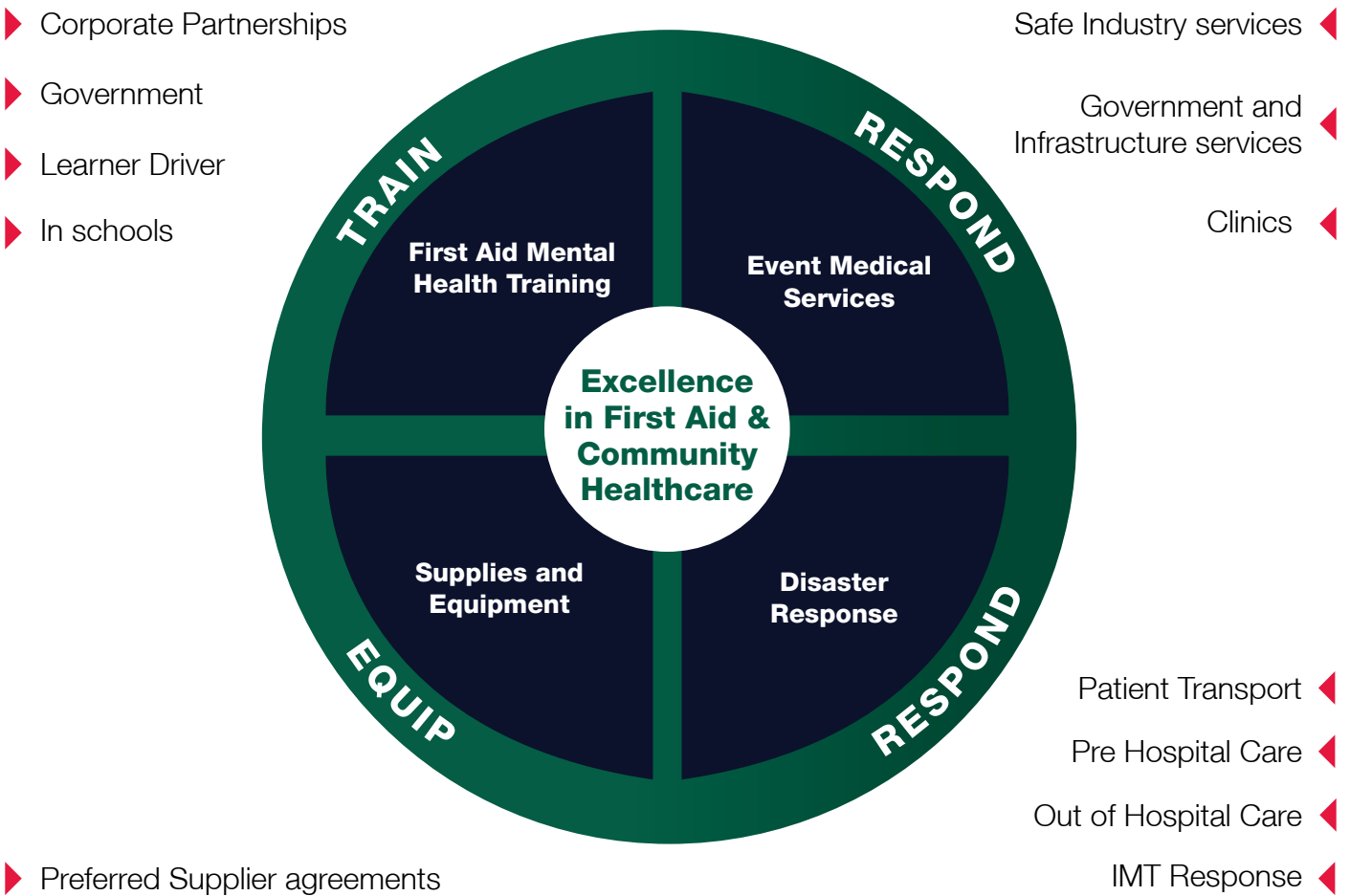


Volunteers and Health Services at the heart of everything we do.

# First Aid Excellence is in our DNA

## Honouring our past, cementing our future

We lead in First Aid and medical responses to community healthcare needs through our core business areas of training, event and disaster medical services, and supplies and equipment.



Opportunities for sustainable, successful growth through expansion into allied, and adjacent services.





Resuscitation  
Bed 1

CRITICAL CARE  
DOCTOR

CRITICAL CARE  
NURSE

Resuscitation Trolley  
#2

Airway

Breathing

Circulation

Extra



**St John**

**St John  
Ambulance NSW**