

READY TO RESPOND. READY TO CARE.

STRATEGY 2026–2028

Helping South Australians when it matters

More skills. More care. More impact for South Australia.



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OUR NEXT CHAPTER

A message to South Australia

For more than 140 years, St John SA has stood beside South Australians in the moments that matter. Across our communities, our people have shared life-saving skills, provided trusted care and stepped forward when help was needed.

Our volunteers and staff deliver education and training, provide trusted care, supply health and safety products, support community events and emergencies, engage and support young people, and help people stay safe, connected and independent.

Our world is changing. Pressure on health and community services is growing, inequality continues to affect access and outcomes, and the ways people work, volunteer and connect are evolving. Technology is also changing how people learn and seek help. We must be focused, agile and easy to engage with.

Our Strategy 2026–2028 sets a clear direction: to increase our impact, strengthen our contribution to South Australia and ensure St John SA remains strong and sustainable for generations to come.

Our promise

We will focus on where St John SA can make the greatest difference, guided by evidence, our strengths and the needs of the communities we serve. We will listen, learn and adapt, and be open about our progress and impact.

More South Australians ready to act, cared for and connected.

OUR STRATEGY ON A PAGE

One aim. Three ambitions. Five priorities.

One aim

More South Australians ready to act, cared for and connected.

Three ambitions



AMPLIFY OUR PURPOSE

Reach more people with practical skills, trusted care and measurable community impact.



SET THE STANDARD

Make quality, reliability, inclusion and ease of engagement hallmarks of every St John SA experience.



UNLOCK OUR POTENTIAL

Harness insight, innovation, partnerships and sustainable income to increase our impact and shape the St John SA of tomorrow.

Our three ambitions will shape how we pursue our five strategic priorities, ensuring that greater reach is matched by quality, stronger capability and sustainable impact. Together, our priorities will focus our efforts, guide our investment and unite our work around a common purpose: making a greater difference for South Australians.

Five priorities

ONE	TWO	THREE	FOUR	FIVE
A Community Ready and Able to Act	Trusted Care, Closer to Community	Partnerships That Multiply Impact	People Powered by Purpose	Strong Today. Sustainable Tomorrow.
Helping more South Australians be ready and able to act when it matters.	Helping more South Australians access the care and support they need, when and where they need it.	Achieving more for South Australians, together.	Empowering our people to make a greater difference for South Australians.	Building our strength to deliver more for South Australians.

PRIORITY ONE

A Community Ready and Able to Act

Helping more South Australians be ready and able to act when it matters.

Equipping South Australians with the skills, confidence and life-saving equipment to act when it matters is at the heart of what St John SA does. When someone becomes ill or injured, the people nearby can make a critical difference. Through education and training, stronger community preparedness, and better access to AEDs and other life-saving equipment, we will help more people respond when someone needs help.

We will

- extend the reach of first aid and mental health education and training;
- help more children and young people develop life-saving skills and confidence;
- advocate for first aid education and training to be included in learning to drive, helping more South Australians gain life-saving skills early in life;
- increase access to AEDs, including mobile AEDs, and other life-saving equipment;
- strengthen preparedness across metropolitan and regional communities;
- harness technology to make life-saving knowledge, tools and support more accessible;
- find new ways to empower people to respond when someone needs help.

What success looks like

More South Australians have the skills, confidence and access to life-saving equipment to help when it matters.

Measure of success

By 2028, increase participation in St John SA first aid and mental health training by 20% compared with the 2025–26 baseline, with at least 90% of participants reporting that they feel ready and able to act.

PRIORITY TWO

Trusted Care, Closer to Community

Helping more South Australians access the care and support they need, when and where they need it.

Keeping South Australians safe and supported is at the heart of what we do. We will build on our strengths in Health and Medical Services, patient transport and Community Services to provide high-quality care when and where people need it. By reaching more people, maintaining strong clinical standards, improving people's experiences and creating better-connected pathways to care, we will make a greater difference in communities across South Australia.

We will

- strengthen and grow our Health and Medical Services;
- expand our contribution to patient transport;
- grow person-centred Community Services that responds to local needs;
- maintain an unwavering focus on clinical quality, safety and care;
- improve the experiences of patients, clients and customers;
- use technology and innovation to extend our reach, enhance care and improve people's experience;
- work with partners to create better pathways to care where St John SA can make a practical difference.

What success looks like

More South Australians can access high-quality care and support when and where they need it, whether at events, in their communities, at work or at home, with better experiences and stronger pathways to appropriate care.

Measure of success

By 2028, increase the number of South Australians receiving St John SA care and support by 20% compared with the 2025–26 baseline.

PRIORITY THREE

Partnerships That Multiply Impact

Achieving more for South Australians, together.

Working together to achieve more for South Australians is at the heart of what we do. Through strong partnerships with government, health and emergency services, businesses and community organisations, we will combine our strengths, resources and expertise to extend our reach, connect people and communities with support, and deliver greater impact across South Australia.

We will

- build deeper, impact-led partnerships around shared goals;
- strengthen relationships across government, health and emergency services;
- work with businesses and community organisations to extend our reach and impact;
- develop partnerships that bring new resources, capabilities and opportunities to South Australian communities;
- contribute our expertise to health priorities, emergency preparedness and recovery;
- share knowledge and expertise across the St John family;
- use our voice, experience and influence to advocate for safer, more resilient communities.

What success looks like

More South Australians and communities benefit from the greater reach, resources, capability and opportunities created through our partnerships.

Measure of success

By 2028, our priority strategic partnerships will have agreed impact measures and demonstrate increased reach, resources or capability benefiting South Australians.

PRIORITY FOUR

People Powered by Purpose

Empowering our people to make a greater difference for South Australians.

St John SA is powered by people. Our volunteers and staff bring diverse skills, experiences and perspectives, united by a shared purpose: serving the community. We want our people to feel valued, supported and connected, with meaningful and flexible ways to contribute and opportunities to grow. We will create a people experience that evolves with the changing needs and expectations of our volunteers and staff.

We will

- build a volunteer and staff experience fit for the future, with more flexible ways to contribute;
- make it easier for people to join, participate and stay involved;
- invest in leadership, skills and career development;
- improve the systems and tools that enable our people;
- support wellbeing, inclusion and psychological and physical safety;
- build a connected culture where people feel valued, informed and united by purpose;
- recognise and celebrate the contribution and impact of our people.

What success looks like

More volunteers and staff feel valued, connected to our purpose and supported to contribute, grow and make a difference.

Measure of success

By 2028, at least 80% of volunteers and staff will report feeling valued, connected to our purpose and supported to contribute and grow.

PRIORITY FIVE

Strong Today. Sustainable Tomorrow.

Building our strength to deliver more for South Australians.

To deliver greater impact for South Australians, we need strong foundations and the capability to adapt and grow. We will strengthen how we work today while building the insight, innovation and sustainability needed for tomorrow.

We will

- make visible improvements to systems, processes and ways of working;
- use quality data and insight to guide decisions, focus resources and demonstrate impact;
- embrace technology and digital solutions that make us simpler, smarter and more effective;
- test, learn from and scale ideas that improve outcomes;
- build sustainable and diversified income through education, services, fundraising and partnerships;
- use our resources responsibly to strengthen our long-term sustainability;
- maintain strong governance, financial stewardship and risk management.

What success looks like

A stronger, more sustainable St John SA, with improved systems, more effective use of data and technology, diversified income and the organisational capability to deliver greater impact for South Australians.

Measure of success

By 2028, achieve a sustainable underlying operating surplus and demonstrate measurable year-on-year improvements in organisational efficiency.

TURNING AMBITION INTO ACTION

From Ambition to Impact

Education, response and care are at the heart of who we are.

Every skill we share can give someone the confidence to act. Every moment of care can help someone feel safe and supported. Every volunteer, staff member and partner can help us reach further and make a greater difference.

Quality, reliability and simplicity will shape every experience of St John SA. Our people, partnerships, insight, innovation and sustainable foundations will enable us to extend our reach and increase our impact.

We will be there when someone needs the confidence to step forward. When a person becomes ill or injured. When a community needs care. When knowing what to do can change what happens next.

We will be there through the skills we share, the care we provide, the people who step forward and the partnerships that strengthen our reach.

We will honour our history by building an organisation ready for the future. We will measure our success not simply by what we do, but by the difference we make in people's lives.

And we will remain united by a purpose that has endured for generations:

Helping South Australians when it matters

- **Ready to share skills.**
- **Ready to provide care.**
- **Ready to step forward.**

WHEN IT MATTERS, ST JOHN SA WILL BE THERE.




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St John




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