

2023

A
YEAR
OF

DOING GOOD

LIVING OUR VALUES

INNOVATION

PARTNERSHIPS

SUPPORTING PEOPLE

CREATIVITY

AMBITION

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TRUSTEES ANNUAL REPORT (INCORPORATING STRATEGIC REPORT) for Saint John of God Hospitaller Services (SJOG)

Charity Commission registration number 1108428
Company limited by guarantee (registered in England, company number 05324279)

Welcome

It has been another year of successfully providing support to the people that we are here to serve. We say successful because we are providing more support to more people than ever before, and achieving high quality services as we do so, but that success must be tempered with the consciousness that the need for our services continues to grow at a rate that it is difficult for one charity to meet.

Consequently, as we move into 2024, we are placing increased importance on the partnerships that we have with other charities, universities, local authorities and the UK Government.

We do have challenges in the coming year, including the development of new building based services, the downward pressure on income, and the continuing challenges on finding great people to support people. We're also predicting that the coming year will see significant headwinds in terms of funding. With particular pressures on local authorities, a significant funder for the charity, this has the potential to impact on the ambition of our charity to develop further.

Fortunately, through the work done over the past six years to receive a fair level of funding for the care that we provide, we are in a good financial position with a healthy level of reserves. The work undertaken has also meant that we are better able to support our colleagues. All of our colleagues are paid a real living wage and are supported with their emotional, physical, financial and mental wellbeing. It is only fitting in a charity where people support people that we focus on supporting our colleagues so that they can do the work that they do.

**“There is a wish
to be exceptional...
not just any organisation,
but an organisation that
does cutting edge work.”**

People are a theme of this report, and that is fitting as 2023 saw the development of a new strategy called People, Potential and Partnership. This was developed with colleagues across the charity and builds on The People's Charter, developed by people who use SJOG's services to set out what they want from the charity and how they want it delivered. The new strategy is ambitious, and is best captured in this quote from one of our colleagues:

“There is a wish to be exceptional ...not just any organisation, but an organisation that does cutting edge work.”

Without the support of people, both internal and external, we would not be able to do the great work of supporting people. I'm exceptionally proud of the work of our colleagues, and incredibly thankful for the support of our donors and partners.



**EMMA
GIBBONS**
CHAIR OF
TRUSTEES



PAUL BOTT
CHIEF
EXECUTIVE

01 SJOG at a glance

OUR PURPOSE

To meet need
wherever we
find it.



Hospitality
Compassion
Respect

OUR VALUES

OUR AIMS

- To be a charity that is true to its values.
- To be a charity that is ambitious to be of more help to more people.
- To be a charity that is faithful to the inspiration of its founder.

MORE HELP TO MORE PEOPLE



Modern Day Slavery

SJOG is the UK's largest provider of safe houses for people subject to modern day slavery and trafficking. We work with people to help them recover from their experiences, and to rehabilitate and rebuild their lives.



Homeless Services

In times of crisis we provide a place of safety and specialist support to help people rebuild their lives, learn new skills and move on to lead fulfilling lives. Working with health colleagues, our service in London tackles tuberculosis and offers a hospital at home to those without one.



Disability Services

We have a 140-year history of supporting people to live the lives they choose. We provide expert care and support to meet the needs and aspirations of people with learning disabilities, physical impairments, autism and complex needs.



Older Communities

SJOG has a long history of specialist dementia and nursing care for older people. We currently work with a number of religious orders and congregations to support them in the care of their elderly members and management of their care homes.



A YEAR OF ACHIEVEMENT

HOUSING & HOMES

400
PEOPLE
SUPPORTED

ACROSS **130**
PROPERTIES
NATIONALLY



700
WORKS ORDERS
RAISED FOR
REPAIRS

36 FIRE RISK
ASSESSMENTS
COMPLETED

IMPROVEMENTS

- 3** new kitchens installed
- 6** new floor coverings
- 27** new furniture items assembled

28%

TRAFFIC TO OUR
WEBSITE SJOG.UK
UP 28%



43%

43% INCREASE IN
MONTHLY ACTIVE
USERS ON OUR
INTERNAL SOCIAL
MEDIA -
WORKPLACE



37%

NEW FANS AND
FOLLOWERS UP 37%
(ACROSS ALL
SOCIAL MEDIA)



MEDIA



RESEARCH AND POLICY

8

new papers
produced

QUALITY

100%

OF OUR SERVICES
RATED BY CQC AS 'GOOD'
OR 'OUTSTANDING'



252
INTERNAL
QUALITY
AUDITS

undertaken across
our registered and
MDSTH services

FINANCE



57 INDIVIDUAL
BUDGETS
PREPARED AND AGREED

Aligned funding/fees in a cohesive approach with colleagues and funders - improved financial position, increased cash inflow app. £800k and provided more secure budgets for 2024



1 HOUSE DONATED

FUNDING 2 NEW
PROPERTIES
FOR UKRAINIANS
DISPLACED BY WAR

£845k FUNDRAISED
INCOME

HOMES FOR UKRAINE



OVER
250
INDIVIDUALS
SUPPORTED

with **110 guests**
having been placed
with hosts in the UK.



Thank you for your support at every stage, we almost didn't feel any great difficulties connected to this process, from beginning to end. There was a feeling of communication with you that **it's not just a job for you; it is a mission.** That is very precious.

Valentyna (guest)

HELPING OUR COLLEAGUES

2592

EARLY PAY
TRANSACTIONS
VALUING ALMOST

£200k

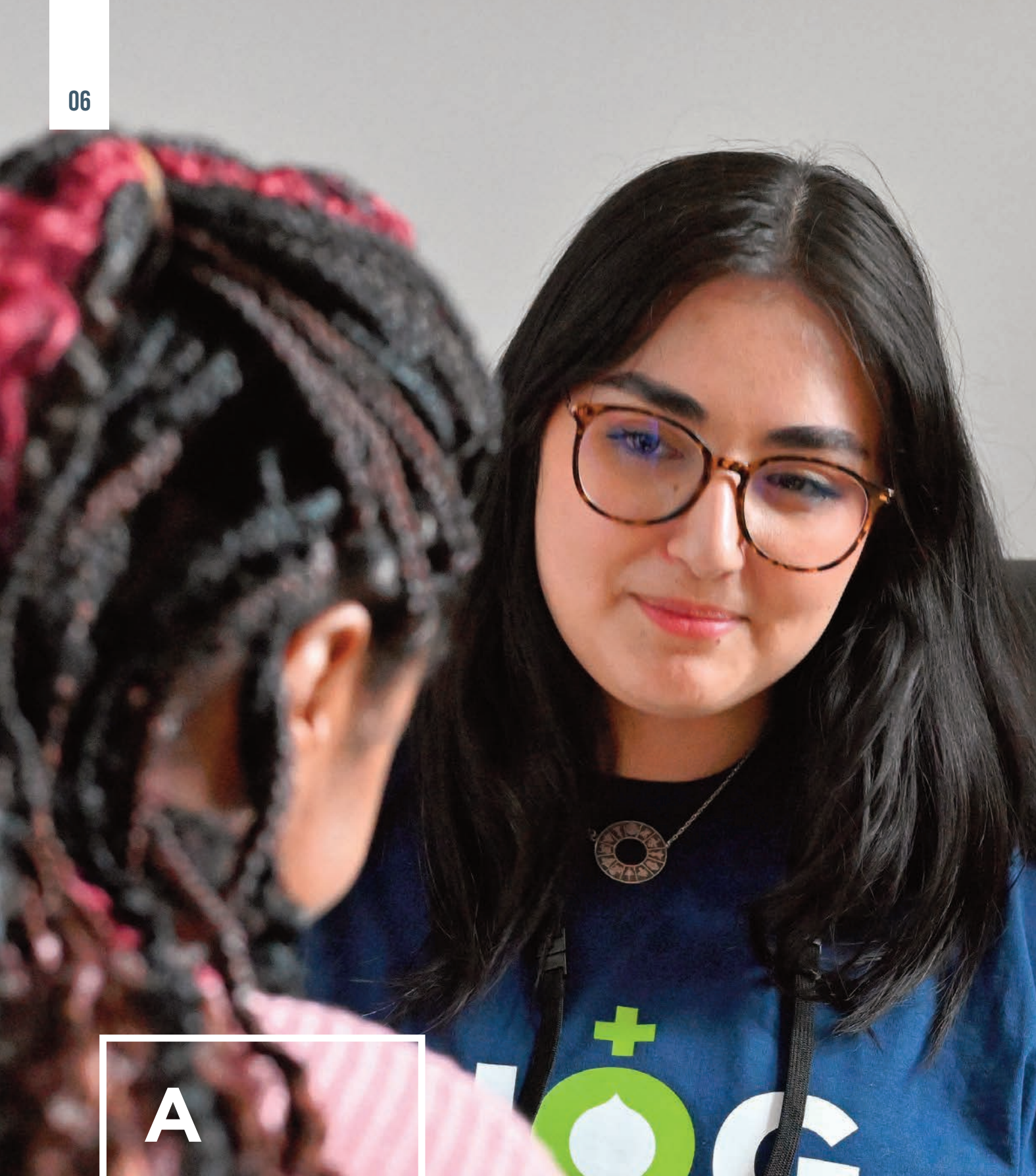
**SALARY
INCREASE**

OF
10.1%

20+

REWARDS AND
BENEFITS AS PART
OF OUR LOVED
PROGRAMME





A
YEAR
OF DOING GOOD

02 Our strategy

This year we reached the end of our strategy 'Doing Good' and this is captured in the publication 'Doing Good? How did we really do?'.

We built on the process we used in creating 'Doing Good' to develop our new strategy.

Significant work was undertaken by the 'Experts by Experience', made up of people that use SJOG services, in creating 'The People's Charter'. We gathered colleagues in a series of events to respond to the challenge that The People's Charter presents. The summation of this work is the strategy called 'People, Potential and Partnerships'.

People, Potential and Partnerships will shape the future of the charity so that it more closely reflects what our community says that it needs and wants from SJOG.



People, Potential and Partnerships

The six key areas are

- Acting with Hospitality
- Respecting the individual
- Embracing creativity and innovation
- Using technology to support people supporting people
- Evidencing what we do
- Influencing others to do more good

The strategy is used to inform delivery across the charity. Each of services and departments, identify how they will deliver, and measure delivery across each of the six areas within People, Potential and Partnerships. This forms the basis of the business plan for every part of the charity which we then represent visually into a theory of change for each service and department that demonstrate how the things that they have decided to do help deliver on our charitable purpose.

The strategy in full can be accessed at https://sjog.uk/pdf/SJOG_Strategy_From_2024.pdf

03 Financial Review

SJOG supports people and we are primarily funded through local authorities and central government, however whilst we are not reliant upon fundraising it allows us to provide more and better services.

The sector continues to be challenging to operate in, but we have worked hard with commissioners to achieve a fair rate for the care and support provided. This means we are able to pay our colleagues a real living wage, and that in turn means that we are able to recruit good colleagues that add to the quality of work of the charity.

Where we have created new services, we benefit from robust financial modelling that ensures their viability and sustainability. Cash flow remains a priority and real strides have been made in credit control in the year.

Our total group income in 2023 was £28.9m (2022: £23.9m) as shown in the Statement of Financial Activities. Charitable expenditure was £27.5m (2022: £22.6m) and the group generated a surplus of £1.4m (2022: £1.3m). Reserves grew from £7m at the end of 2022 to £8.5m at the end of 2023 of these £2.1m are restricted and £6.4m are unrestricted. £4.3m of reserves are held as fixed assets. The results for Saint John of God Hospitaller Services charity only includes net income in 2023 of £1.4m (2022: £1.2m). At year end the free reserves for the group are £3,081k (2022: £2,545k) and free reserves for the charity are £3,013k (2022: £2,548k).

The trustees have a responsibility to hold a prudent level of reserves to ensure the sustainability of the charity. The trustees have set a free unrestricted reserves target of up to £1.8m based upon a risk approach and in line with the charity's reserve policy. Reserves are on target but we continue to keep this under review. This sum is necessary for day to day working capital and to cover potential financial risks, and is in keeping with the Charity Commission's recommendations and guidance.

The result of the turnaround in the financial performance of the charity has significantly strengthened the balance sheet. Good Shepherd became part of SJOG in October 2021 and so we report on the balance sheet of SJOG and the group position incorporating Good Shepherd.

The charity is now in a strong position to support people, both today and **into the future**

PROFILE: DIMITRIOS



Dimitrios works at Terry Yorath House in Leeds and has been with the charity since 2021. The charity will be supporting Dimitrios with an NVQ in Health and Social Care.

The charity has recognised his potential and put him forward to be on the Aspiring Leaders Programme and to become a PBS Coach. Dimitrios feels that the charity has invested in him and instead of leaving to pursue a different career, he has decided to stay and develop within SJOG.

"Working for SJOG was my first (and only) job after I emigrated in England. Also, being my first job in care, I did not know what to expect. I could never have imagined the warm welcome and the support I received from my colleagues and managers who patiently passed on their knowledge and experience and put me forward for the ALP programme.

Besides the ALP programme, I am also attending PBS coaches sessions, and will soon be undertaking an NVQ in health and social care.

When I started working for SJOG I was not sure what I wanted to do as unfortunately support/care work is considered a job without prospects. Now, knowing that SJOG is a learning organisation that actively invests in people by providing various learning pathways and career progression, I would like to stay with the organisation, advance my knowledge and eventually grow with it."



DIMITRIOS
TERRY YORATH HOUSE,
LEEDS

A YEAR OF ACHIEVEMENT

GREEN TEAM

17 TONNES
OF GREEN WASTE
REMOVED
AND DISPOSED OF
in line with legislation



10m²
of FLOWER BEDS
cleared & planted

9 POISONOUS
PLANTS
REMOVED

4 TREES
PLANTED



4000
METRES

OF LAWN EDGING

2000
METRES

OF GUTTERING
CLEANED

1500

SPRING BULBS
PLANTED



990
hours

OF GIVING BACK TO
LOCAL COMMUNITIES
BY COLLEAGUES ON
DO GOOD DAY

SERVICES



2 NEW SERVICES
FOR COMPLEX
CARE

"I feel like I have my happy go lucky son back since he moved into the Old Vicarage. The change in G is remarkable and I feel comfortable spending time with him again."

AUTISM

1 BEDE'S CLOSE
ACHIEVES NAS
ACCREDITATION



97%
OF PEOPLE

say they are
treated with

**RESPECT &
KINDNESS**



98%
OF COLLEAGUES
ATTENDING OUR
ANNUAL
CONFERENCE
—found it—



GREAT OR GOOD



THE CHARITY IS NOW
IN A STRONG POSITION
TO SUPPORT PEOPLE,
BOTH TODAY AND INTO
THE FUTURE.

TOTAL INCOME:

2019	£17.6m
2020	£18m
2021	£20.9m
2022	£23.9m
2023	£28.9m

HEALTH & SAFETY



100%
OF SERVICES
ARE RATED AS
GOOD
by CQC in the
area of 'SAFE'

100%

Over-sight of
incident/accident data
analysed for patterns
and trends at national
level – identifying areas
of concern or learning,
information shared at
service and operational
level.

96% OF SERVICES

have completed monthly
combined health and
safety and infection
control audits.

95%

95% of colleagues
have received
training in health &
safety

95% of colleagues
have received
training in infection
control

95% of senior
colleagues have
attained/or attaining
the IOSH Managing
Safety Certificate



6 GEM
AWARD

6 GEM AWARDS
GIVEN TO COLLEAGUES
GOING THE EXTRA MILE



04 Plans for Future Periods

On the face of it SJOG is a complicated organisation supporting older people, disabled people, people who need support with mental health, homelessness as well as people who have been trafficked and subject to modern day slavery; and those displaced by the war in Ukraine, but at our heart the charity is very simple, we provide housing and we provide support.

So, in the coming year we will continue to focus on:

How we can better provide housing that is fit for the future and has less of an impact on the environment both in its construction and in its use.



How we can provide the support that we offer in a way that offers more benefit to the people that we are here to serve.



HOUSING

We have invested in a Head of Homes and Housing to focus on delivering the best environments for the people that we are here to serve. There have also been developments in strengthening both housing management and on compliance.

We continue to purchase and renovate properties so that they best meet the needs of the people we support, and 2024 will see the development of a new residential service for people with complex needs and autism. We also continue to work with a range of housing providers, charities, housing associations and private landlords to offer a variety of tenures, and 2024 will see further development of new services to people who have been trafficked and subject to modern day slavery.

We still have an ambition to become a registered provider of housing, but we will take a little longer to get there, instead focusing on ensuring all of the 134 properties currently in management are the best that they can be, and to ensure that people have choice about where they live, and what their homes look and feel like.



ACTING WITH HOSPITALITY

This is the third year of 'Do Good Day', which gives our colleagues, and the people that we are here to serve, the opportunity to volunteer in their community. Fittingly this corresponds with Saint John of God day on 8th March, who said that 'doing good does you good'. Our colleagues are of benefit to their communities.

Examples of this include reaching into schools, supporting children with SEND (special educational needs and disabilities) through delivering bespoke training and responding to the queries and questions of teachers and pupils.

Do Good Day in 2023 saw two of our operational colleagues complete a classroom environmental assessment to support children with autism. On a visit back to the school in September the school had developed 'quiet' spaces and were continuing to develop their approach to sensory

strategies and rebound therapies. The school continues to engage with SJOG for support.

Bespoke training was also delivered to another residential school in the North East where training was designed and delivered specifically for two children with autism and PDA. The training was well attended and facilitators enjoyed sharing good practice strategies to improve the quality of experience for children in the residential area of the school.

We've supported our colleagues through the LOVED (Living Our Values Every Day) programme for the past five years.

It offers a means of showing our colleagues that they are valued, and provide them with the means to be financially, emotionally, mentally and physically well both inside and outside of work.



PROFILE: PROMOTING WELLBEING



In addition to SJOG's charity-wide initiatives to support colleagues' mental health, at a local level, services have implemented their own initiatives.



LEANNE WILKINSON
MANAGER AT DALBY VIEW

Colleagues at Rockliffe Court have designed a 'wellbeing corner' for staff to take a break, switch off and access information to promote wellness and wellbeing, and at Lindisfarne Court, an unused room has been converted into a 'wellness room' for colleagues to take a break, prevent burn-out and promote wellbeing.

The manager at Dalby View, Leanne, has created a 'wellbeing board' for colleagues, which offers signposting for various sources of help as well as some light-hearted information to make people smile.

Dalby View has also implemented 'Take 20', which is 20 minutes out of their day for colleagues to spend it doing a fun activity, from Zumba to breathing exercises.

"Taking 20 minutes out if they are 'having a bad day', feeling stressed or just need some time out for themselves is all about promoting good mental health and wellbeing.

I want to encourage people to take time with each other and the residents to have fun, The people we support love seeing the staff smiling, having fun, they love it, and it makes their day. Having a happy staff team is good for everyone." [Leanne Wilkinson](#)

RESPECTING THE INDIVIDUAL

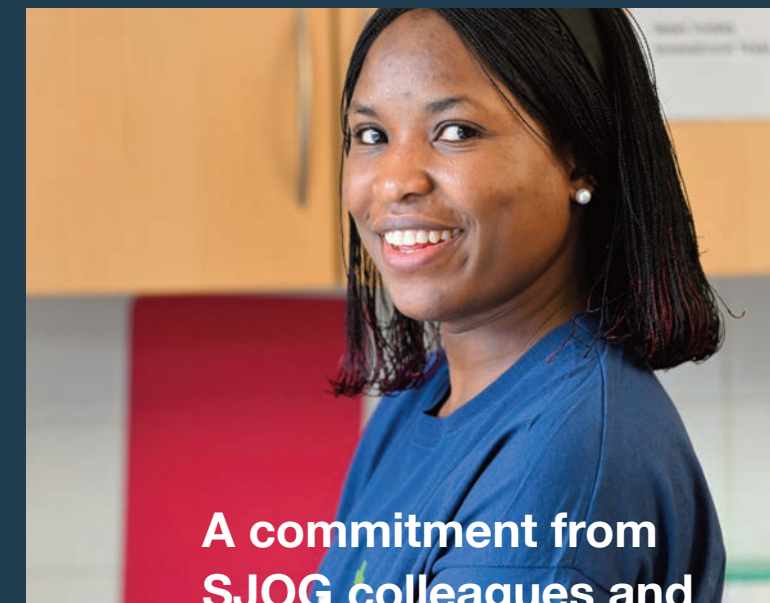
This period will see us further strengthen and utilise the skills of the Experts by Experience, consisting of the people we are here to serve, and we will develop our experts by experience in setting and quality assessment.

'The Peoples Charter', developed by the 'Experts by Experience', has supported the development of a People's Framework and this has included a mutual commitment from SJOG colleagues and the people we serve to enhancing quality across our services. The People's Charter is embedded into all teams'/people's meetings and induction processes to establish our commitment and ensure this is at the forefront of support delivery.

In 2023, Experts by Experience have supported and facilitated training for our managers on co-production and were fundamental in developing our SJOG co-production policy, 'Making Things Happen Together'. Our experts have also supported external training to professionals and taken part in video content and podcasts.

The coming year will see the roll out of training/workshop facilitation from our experts on topics that are meaningful to them to drive person-led approaches. We will also continue to embed our framework through a service development group consisting of colleagues at all levels and people accessing our services.

A Colleague Council is in development to ensure that our colleagues have a voice in how their charity is run, and the first piece of work, led by our new engagement lead, is to focus on a Wellbeing Charter for all of our colleagues.



**A commitment from
SJOG colleagues and
the people we serve
to enhancing quality
across our services**



EMBRACING CREATIVITY AND INNOVATION

We continue to open new services to meet the need within our communities. This will continue in 2024. Fairfield's will build in technology to reduce the environmental impact of the service as well as providing a level of passive monitoring and measurement.

Growth will be slower in 2024, but we will focus on disability, and mental health services, including services to support people with complex support needs in the North East, and working in partnership with the Good Shepherd to deliver a community shop and café in Wolverhampton.

We aim to build a new service for people with autism. Working with a housing provider, we will create a purpose-designed model that can be replicated as we grow. The construction methods used will minimise the buildings' environmental impact both in its construction and in its use.



A YEAR OF INNOVATION

USING TECHNOLOGY TO SUPPORT PEOPLE SUPPORTING PEOPLE

Following an investment in technology and the development of our quality auditing processes, our services are better placed than ever to demonstrate the impact of what they do.

We have our future IT strategy established and multi-year investment program, piloting this in 2023 with a project to replace the infrastructure in Terry Yorath House. This will deliver network architecture and smart building models in 2024 to migrate six of our existing services to this new way of working with an additional refit of our head office in Darlington and the infrastructure for two new services.

We will also benefit from the review of IT service contracts in 2023, and the creation of new roles in the IT department including the creation of both infrastructure and business application lead roles.

In 2021 we established an IT Library. We produced a review paper and the library continues - <https://sjog.uk/pdf/Research/Digital-Literacy-May23.pdf>. This will be further developed in the year. We see digital literacy and the introduction of AI tools in the charity as the primary technology challenges.

There will be a planned implementation and rollout of Power BI in early 2024. This will provide data visualisation tools, initially of use in financial reporting to provide better data and informed decision making.

SJOG as well as being a service deliverer is a purchaser of goods and services. We will continue the work started in 2021 to revisit our supply chain, review our Interested Parties Register and again renew our due diligence checks which will also include environmental factors. This coming year will see a supply chain management system that will oversee all areas of our supply chain from the initial pre-assessment checks conducted with potential suppliers, to delivery tracking and annual supplier auditing to ensure we receive the best value for money within SJOG's supply chain.

EVIDENCING WHAT WE DO

The heads of operations completed 252 audits across our registered and MDSTH services in 2023. For the third year running our services have been externally assessed by CQC as 100% 'Good' with touches of 'Outstanding' across the organisation. We expect to see the ratings to continue to improve to reflect the quality of the work that takes place within services.

Every day we say, "Come in, you are most welcome."

The established Outstanding Managers Network continues to focus on improving external ratings.

As well as external assessment of our quality we will continue to publish research papers and speak at national and international conferences so that others can benefit from both the successes and those elements that didn't work in supporting the people that we are here to serve.

Workshops provided both internally and externally have supported the formulation of a new governance framework for 2024 that focuses upon evidencing impact and good practice, with services and colleagues being asked to showcase their achievements through videos, photographs and case studies at monthly audit. This will be a change in mind set to quality auditing but a more inclusive approach to quality and risk management.

The coming year will see a reaccreditation of ISO27001: Information Security, and also further accreditation for ISO14001: Environmental Management, and for ISO9001: Business Processes.

In line with ESG (Environmental, Social and Governance) reporting, we will develop the metrics we use to evidence the positive impact on the lives of the people that we are here to serve, and our impact on the environments in which we are based.

INFLUENCING OTHERS TO DO MORE GOOD

The coming year will see the launch of a partnership with Nottingham Trent University on developing tools for the charity sector to report on ESG. The project will run for 18 months, is funded by UKRI, and as well as a toolkit will create a consultancy to be of benefit to the third sector and as well as influencing others to do good, will help to measure the difference that they are making.

We will provide funding for the development of a new community resource in Wolverhampton in partnership with Good Shepherd. The pomegranate café has been an idea that was initially developed

three years ago in partnership with Northumbria University. There has been a process of iteration and we have explored basis from Brighton to Middlesbrough the partnership with Good Shepherd is the right base for the project.

We will continue to build on the work on research in 2023, where eight research and policy papers produced. We took two pieces of work to the Hospitaller Order of Saint John of God European Conference on Social Inclusion in Vienna in June 2023 on 'Trauma Informed Care', and 'The Journey to Autonomy and Self-Advocacy'.

In 2023, we restructured our development and research work to focus on evidencing the work that we do. This coming year will see us develop a theory of change framework to underpin all our services and help train our colleagues on the importance of impact measurement, and we have created a new role of impact lead to drive this activity across the charity.

On 1 January 2024, SJOG started a new full management contract for a religious service in Sunderland, the Sisters of Mercy at Oaklea Convent. SJOG has been providing consultancy to the Sisters since February 2023. There are further opportunities to build on the Sisters' experience of supporting people, and the dynamism of SJOG to deliver more good to more people.

A section of the poster
'Trauma Informed Care'



PROFILE: NATALIE



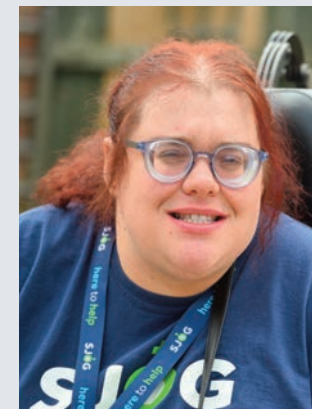
Natalie lives at Dalby View and contributes extensively to SJOG as an Expert by Experience.

"Working as an expert by experience makes me happy because I help staff and people. It helps everyone learn. I created and completed a presentation about co-production, and presented this in front of an audience of SJOG colleagues. I spoke about how I do things at my home, and how to support me from my eyes. This made me feel very involved. I was crying with happiness.

I would like to support the people I live with to also become involved in expert by experience, as we all have different needs and ways we see the world."

Natalie was also asked to be guest editor for the SJOG's first edition of the new hub:

"I was involved with SJOG news hub as a guest editor. It was really interesting to see what was happening. It made me feel very happy to be involved."



NATALIE
DALBY VIEW

95% Satisfaction

We received 475 compliments in 2023, and from our annual satisfaction survey - 95% of respondents, which included people we support, families and professionals, expressed overall satisfaction of our services in the areas of caring, safe, well-led, effective/responsive.

An increase of 4% on the previous year.

I like everything about the staff and the team.
IT'S A BRILLIANT HOME.

THE STAFF ARE ALWAYS FRIENDLY AND NOTHING IS TOO MUCH TROUBLE.

“ All staff are approachable and if there are any concerns, they will listen and where possible act on any issues raised, in a caring confidential manner - thank you for all you do”.
FAMILY MEMBER

The staff are funny and they always make me laugh.

Having worked closely with SJOG for many years, I have always been impressed by the patience and compassion the staff show to the people we refer to them. Many with very challenging lives and equally challenging addictions.

I am very happy here

I AM VERY SATISFIED WITH THE LEVEL OF CARE AND SUPPORT MY RELATIVE RECEIVES.

The care given to the residents is excellent and I can find no fault at all with the service provided. The staff are extremely helpful and so loving to all of the residents.

They are a pleasure to work with.

I ALWAYS ENJOY VISITING THE SERVICE. I KNOW THAT WHAT I WILL FIND IS EXCEPTIONAL CARE AND TREATMENT. I CANNOT SAY THAT FOR EVERYWHERE THAT I GO.

“

I WISH I HAD KNOWN ABOUT THIS SERVICE YEARS AGO AND I WOULDN'T HAVE OF WORRIED FOR YEARS ABOUT WHERE MY SON WOULD LIVE.

Management is excellent, very organised, proactive and not afraid to challenge or ask for advice or support. We always find the service clean and clutter-free.

My support worker was there for me when I needed it the most.

**A
YEAR
OF SUPPORTING
PEOPLE**

05 ESG Summary

Environmental

ENVIRONMENT

We published the results of a research project into environmental audits in early 2022 and have utilised the findings to build a scheme of works that will decarbonise the properties that we use.

SJOG 's strategy 'Doing Good' had a commitment to move to becoming a net-zero organisation, to eliminating or reducing our negative environmental impacts and maximising the benefit from positive environmental opportunities for the charity, our colleagues and for the people that we are here to support.

Our Green team have been remarkable in developing gardens across SJOG and in volunteering in environmental projects across the north of England and they will continue to be of real benefit. We had planned to develop carbon gardens in 2023 but this hasn't happened yet, though the idea is sound, and we will look to fund this in 2024.

Work is underway to reduce food waste in our services, to donate to food banks, and through partnerships with food businesses to use good food to feed people with experience of homelessness at Olallo House.

As part of our ISO commitments pertaining to ISO 14001, we have an environmental management system in place which covers everything from Co2 emissions for employees commuting, to waste disposal. The data gathered over the course of the year will allow us to set tangible reduction targets. These initiatives are currently being trialled across selected services and will be fully rolled out by Q2 of 2024.

ENERGY

In our updated environmental policy we have undertaken to decarbonise our housing stock. We aspire to be carbon neutral and to reduce our energy usage. This includes making structural changes including improving insulation, and the replacement of windows in our properties as well as renewable systems in all refurbishments and to install solar panels in suitable locations.

During 2023 we modernised our complex care scheme at Bede's Close in Bradford, installing new windows and doors. We installed better quality loft insulation at Lindisfarne Court, Darlington, along with the installation on solar panels, to help reduce our energy costs and carbon footprint.

We also installed solar panels at Dalby View in Middlesbrough and will be evaluating the impact of the solar panels during the coming year. At Balmaclellan in Catterick, we installed a new gas boiler, improving energy efficiency and reducing our carbon footprint.

How can we be of help?"
SJOG is a charity where
people support people

We purchased a large property in Acklam in Middlesbrough to develop a new complex care service. The refurbishment works include the installation of solar panels, a new energy efficient boiler, low energy lighting and other efficient technologies.

It also includes behavioural changes from our colleagues and the people that we are here to support which we are supporting through brochures and a range of training, and sessions at our annual conference.

WASTE

SJOG is committed to reducing waste and aspires to sending zero waste to landfill within 2024. We are developing our understanding of the types and quantities of waste and how to track our progress. The environmental audit and research project has provided a baseline of the charity's current impact.

Further to this we are currently trialling a system that collates our refuse data across four services, this will be fully rolled out across all services Q2 of 2024.

Social

We are an organisation that is driven by our values of Hospitality, Compassion and Respect. We say that that values on the wall are the same that you'll see on the floor of any of our services and offices.

SJOG has developed a comprehensive package of support for our colleagues' mental health. We have an aspiration to have mental health first aiders in every service and office across the country. We operate Brightline, a support service for colleagues, run by colleagues, and an escalation process that provides access to professional counselling.

In 2022 the organisation invested in Optime, a wellbeing service that supports our colleagues' emotional, financial and physical wellbeing, and we continue to fund this into 2024 as well as other measures that provide all colleagues with a meal a day and funding for support with both their physical and mental health.

We've achieved 50% female representation on our boards and in our senior management team, and we are committed to improving the ethnic diversity representation on our Board.

In 2022, we founded a team of people displaced by the war in Ukraine to run a programme for other people displaced by the war in Ukraine. The war continues and as this programme ends, due to the withdrawal of funding by the UK Government we are helping people to access the private housing sector.

Governance

SJOG is the trading name of Saint John of God Hospitaller Services and is led and governed by a trustee board. The trustees are volunteers and give their time and experience freely.

SJOG operates throughout the UK and is a charity registered in England and Wales (Charity Commission registration number 1108428), a company limited by guarantee registered in England (company number 05324279).

The charity is governed by its Articles of Association, which was last reviewed and revised in August 2023. The Articles of Association set out the charitable purposes for public benefit in the following terms:

- the relief of poverty, sickness, old age, distress and disabled persons.
- to further the charitable purpose for the time being, of the Hospitaller Order of Saint John of God.

SJOG abides by the Charity Governance Code, which sets the principles and recommended practice for good governance. These cover the areas of:

- **Organisational Purpose**
- **Leadership**
- **Integrity**
- **Decision-Making, Risk and Control**
- **Trustee Board Effectiveness**
- **Inclusion and Diversity**
- **Openness and Accountability**



Integrity is about doing what is right and being open and transparent to demonstrate this.



ORGANISATIONAL PURPOSE

The charity's purpose is detailed in the charity's governing documents. These Articles of Association state that the charity's purpose is to meet need and to progress the aims of the Hospitaller Order of Saint John of God.

The trustees are clear on this purpose and are mindful of these in decision making.

LEADERSHIP

Trustees are both trustees of the charity and the legal directors of the company.

The trustees have complied with their duty in accordance with the Charities Act 2011 to follow the Charity Commission's guidance on the operation of public benefit.

SJOG can have up to 12 trustees on the board, each of whom serve a three-year term, after which they are eligible for re-appointment. The board met formally four times between January 2023 and December 2023, though there were also 8 committee meetings. All meetings were quorate and no member was absent for more than two meetings.

There are two committees: Finance, Audit and Risk Committee and Quality Committee.

This year the level of assurance was aided by the work of the Advisory Council which comprises people who use the services that SJOG provides.

The trustees are volunteers and bring a range of skills and experience to the charity.

The trustees delegate the day to day running of the charity and the delivery of the strategy to the Chief Executive, Chief Finance Officer, Chief Operating Officer and the Chief Development Officer as the most senior managers in the charity, and hold them to account for the performance of the charity.

INTEGRITY

Integrity is about doing what is right and being open and transparent to demonstrate this.

Our trustees scrutinise the decision-making to ensure we meet the standards we set ourselves, as well as those set by regulators such as the Charity Commission, the Care Quality Commission and the Fundraising Regulator.

We record positive feedback as well as complaints, and declare fundraising complaints annually, though there were none in 2023.

To protect the public, the trustees decided to step away from face-to-face fundraising and consequently do not to use third party fundraisers. Donations are primarily from legacies, grant-making trusts and corporate donors. There were no breaches of the Fundraiser Regulator Code.

SJOG is supported
by great volunteers with
a range of professional
and personal skills.

Conflicts of Interest

SJOG operates a conflict of interest policy for all trustees. Conflicts of interest are collated annually and new declarations of conflict of interest are made and recorded at the start of every formal meeting.

The trustees and executive team review all declarations in line with the Charity Commission's disqualification criteria guidelines, the accounting requirements for charities laid down in the Statement of Recommended Practice (SORP) and HMRC 'fit and proper persons'.

Saint John of God Hospitaller Services group remains the sole member of the charity.

Transparency and Trust

As a charity, it is incumbent on SJOG to demonstrate that we use our supporters' generous donations of time and money wisely. We have rigorous financial controls to ensure funds are monitored, tracked and go to the right places at the right time. These are regularly reviewed internally and externally audited annually.

Modern Slavery and Human Trafficking

As a charity directly supporting people who have been subject to modern slavery and human trafficking, SJOG is committed to ensuring modern slavery and human trafficking are not present in its supply chains. We are working with our partners and suppliers to ensure compliance with the UK Modern Slavery Act 2015.

We have introduced, and will continue to develop, processes and procedures to ensure we understand our suppliers' ethical, environmental and social practices.

Equality and Fairness

SJOG is supported by great volunteers with a range of professional and personal skills. Excluding the trustees, the charity had 7 (2022: 4) volunteers helping with our activities. Most of these volunteers contributed on a part-time basis ranging from a few hours per month to 30 hours per week. The economic value of services provided by volunteers is not recorded in the financial statements. The charity is also led by a volunteer trustee board.

SJOG employs colleagues to run and support complex services. They manage the difficult balance of making sure that they are delivering them as safely as possible whilst ensuring maximum benefit to the people that we are here to support.

SJOG undertakes a full and fair consideration of applications for employment made by disabled persons, having regard to their particular aptitudes and abilities. We arrange training for employees who have become disabled persons while employed, and also consider the training and career development and promotion of disabled persons.

Pay

SJOG's pay policy was reviewed in 2020. In reaching decisions about levels of pay, the board receives reports on the prevailing market conditions, the pay practices in other similarly sized charities, the local market, relevant external benchmarks, our future plans and past performance.

We recognise that we have a financial responsibility to our colleagues. In 2022 SJOG became a Real Living Wage organisation, and trustees reaffirmed that commitment in 2023 and for 2024.

In 2023, a 10.1% pay rise was awarded to all colleagues to meet the real challenges presented by the cost of living crisis. This was in line with the recommendation by the Resolution Foundation.



**A
YEAR
OF LIVING OUR
VALUES**

Gender Pay Gap

SJOG has a commitment to fairness in recruitment, pay, promotion and development. We have a requirement to report in line with the UK equality Act 2010 (gender Pay gap information) Regulations.

At December 2023 we were pleased to note that SJOG's mean gender pay gap was significantly lower than that of other organisations and is significantly smaller than the UK national average (5.99% compared to 14.3%: Office of National Statistics).

Our median gender pay gap is 9%.

We are not complacent and more work will be undertaken in the year. The details of the gender pay gap are published on the government's designated website and sjog.uk.

Ethnicity Pay Gap

We publish our ethnicity pay gap report each year and this is in line with government regulations for calculating gender pay gaps.

The ethnicity pay gap is the average difference in hourly rate of pay between white and black, Asian and minority ethnic colleagues.

- Our 2023 median ethnicity pay gap is -6% and our mean ethnicity pay gap is -3%. It is significantly lower than our gender pay gap, and below the UK average of 2.3% (2019 – ONS).
- 27.7% of our colleagues have told us they are from a black, Asian and minority ethnic background. This is above the national average of 16% (from the 2019 census).
- 96% of colleagues provide us with their ethnicity information

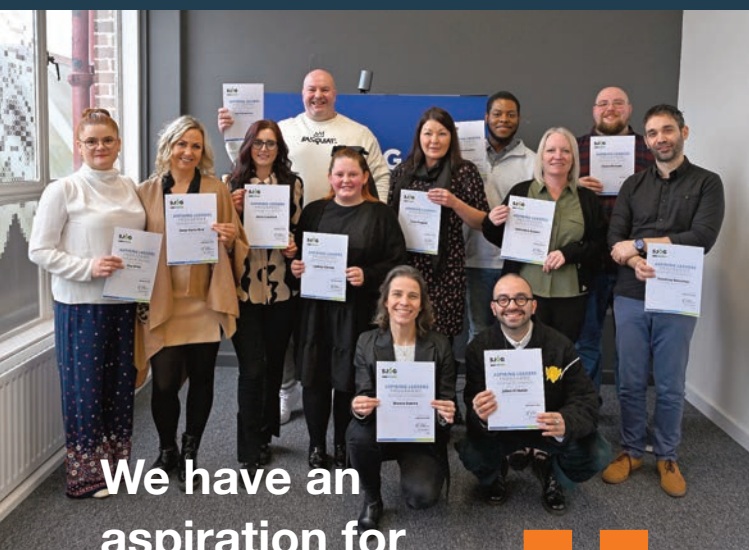
We have an aspiration for our colleagues to reflect the communities that they work in, and for this to be evident across the charity, particularly in senior roles. Achieving this will have a positive impact on the ethnicity pay gap.

Pay Principles

Pay is reviewed consistently using the same approach for all colleagues, including the executive team and the chief executive. No individual performance bonuses are paid. Annual pay budgets take into account affordability, economic trends and external market pay movement and are agreed by the trustees during the setting and signing off the annual budgets.

Senior Pay Disclosure

We recognise the recommendations made following the report of the Inquiry into Charity Senior Executive Pay and guidance for trustees on Setting Remuneration by the National Council for Voluntary Organisations (NCVO). Consequently, we have provided information on the pay of the executive team.



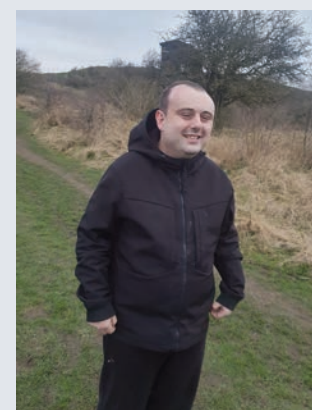
We have an aspiration for our colleagues to reflect the communities that they work in



PROFILE: JAMIE



Jamie lives at Sandown Road and has autism and associated learning disabilities requiring support from a dedicated team 24-hours a day.



JAMIE

RESIDENT AT
SANDOWN ROAD

In 2023, Jamie took up walking and has achieved some remarkable results from the benefits of physical activity and being outdoors.

This was borne from the staff team taking part in a research project that explored the impact of increased physical activity on Jamie and his quality of life.

Over a period of time, Jamie built up to walking 10,000+ steps a day to support a reduction in behaviour and promote physical and emotional well-being. He has walked in some of the most beautiful parts of his local area and beyond.

The staff team has observed a fantastic impact on Jamie's quality of life – physiologically his fitness has improved and the increased structure in his day has supported his ability to cope during times that would usually be quite difficult for him. The average duration of incidents has reduced by 73% and incidents of self-injury have reduced by 29%.

The project has encouraged skill development in other areas such as partaking in activities when in the home and completing tasks like personal shopping. This has enhanced his social opportunities so much so that Jamie no longer utilises the low stimulus environment in the service and he has re-engaged with his peers in the home by accessing the communal areas for times of leisure.

DECISION-MAKING, RISK AND CONTROL

We want to be successful in what we do, and that success is reliant on making good decisions and managing risk effectively.

We work with people: people with mental health issues, people who are homeless and we provide services for people who have been subject to modern day slavery. The work that we do is not without risk.

SJOG exists to facilitate changes in the lives of the people that we are here to serve, and this can only be achieved by taking positive risks to get positive outcomes. We are fully committed to ensuring that these risks are managed so that the people supported, volunteers and colleagues are as safe as possible.

Our risk management arrangements and processes therefore have to be robust, which is why we have them externally audited, accredited and certified by CHAS (Contractors Health and Safety Assessment Scheme). Further assurance comes from our international standards ISO27001 Information Security, ISO14001 Environmental Management and ISO9001 Business Processes. We have created a new role of head of ISO, to strengthen our systems around decision making, risk and control.

Our key risks are contained within the risk register that is reviewed at each board meeting. The board also receives reports on our quality assurance systems and with the implementation of Access integrated software, better information has reduced the risk in services and has resulted in a demonstrable improvement in externally regulated quality ratings.

Finance oversight

The trustees are responsible for safeguarding the assets of the charity and the group. This is enabled through SJOG's financial policies and procedures. Compliance with these policies and procedures is mandatory for all employees, honorary officials and volunteers of SJOG.

The board delegates the implementation of that strategy and the day-to-day management of SJOG to the chief executive, the executive team and through it to individual budget holders following a detailed scheme of delegation that approves specified levels of expenditure.

Supporting people to live the lives they choose



We want to be successful in what we do, and that success is reliant on making good decisions and managing risk effectively.

Each year budget holders put together a costed plan to deliver on the strategic aims of the charity. The plans are aggregated into departmental and then an organisational business plan.

The trustees approve both the business plan and the detailed annual budget, which defines specific projects and detailed departmental plans for the next financial year.

The finance department is also involved in any major project or programme work, providing the necessary support to ensure the right financial decisions are made and on providing the necessary management reports to inform in year decision making.

Financial reporting

There are two elements to financial reporting: reporting on annual report and accounts, and monthly accounts. The monthly accounts and associated reports are of sufficient detail to allow the executive team to make ongoing financial decisions.

Finance, Audit and Risk

The Finance, Audit and Risk Committee is a standing committee of the trustee board and has delegated authority to act on behalf of the board in relation to the matters set out in its terms of reference. The Committee is chaired by a trustee with significant senior leadership and management expertise.

The Committee's main duties are to:

- review and challenge the work of the executive team and of the auditors;
- provide the trustee board with an independent and unbiased view of the effectiveness and appropriateness of the financial reporting, internal controls, risk management, and regulatory compliance procedures of SJOG.

Financial Risk

The most significant financial risks for SJOG are income uncertainty and the ability to operate services within the staffing budgets.

SJOG reviews its financial plans on a regular basis and manages these significant risks accordingly through income pipelines, budgetary control, programme management and capital planning.

Income uncertainty has reduced significantly within the year and there has been a real focus on negotiating a fair rate for the care provided. This has led to a significant improvement in like for like income.

External Audit

External auditors review SJOG's annual financial statements and give an opinion on them. The board approves the appointment, remuneration, re-appointment and removal of the external auditors in relation to statutory audit arrangements.

Risk Management

Effective risk management is also key to successfully delivering our strategy and developing SJOG for a sustainable future. We are now making better use of our risk data to help shape and prioritise SJOG's future delivery of programmes and projects, providing a sharper focus on those things that present the greatest threats, and opportunities.

Work is in train to achieve accreditation on ISO9001 Business Processes, and ISO14001 Environmental Systems to add to the accreditation that we already hold ISO27001 Information Security. Better systems, better monitoring and measurement, and both internal and external audit systems help to ensure a robust risk management system throughout the charity.



A YEAR OF PARTNERSHIPS

Health and Safety risks

We are fully committed to looking after our people and anyone who could be affected by our actions. To do this:

- Our safety management system ensures health and safety is an integral part of how we work.
- Health and safety training is mandatory for all colleagues and is supported by an ongoing programme of internal awareness campaigns.
- Operational policies and procedures have all been reviewed in the year to ensure compliance with high standards.
- We continue to provide sufficient resources to support the implementation and assurance of policies.

Information risks

We've continued to improve information security management in the year so that we can protect all information assets.

This includes security which can be applied through technology but perhaps more crucially the behaviour of the people who manage information. Our processes have received accreditation through the international standard for information management IS27001.

We have continued to improve our IT security this year, improving the defensiveness of our IT systems from unauthorised access or misuse.

The process of review and improvement as we prepared ourselves for ISO27001 strengthened our information governance framework and continues to improve our management of associated risks.

People risks

We are a charity of people supporting people. The challenge of recruiting colleagues has led to the improvement in pay and non-pay rewards, which form part of the LOVED (Living Our Values Every Day) programme.

We recognise that people have a choice about where they work and we have improved the information about the work that we do, and that we are a great place to work. Our annual survey, focus groups and the annual conference have confirmed that our colleagues love working at SJOG, and we continue to benefit from their membership in our community. Recruitment risks are reduced and retention is much improved, but there is still more work to do on reducing the number of people who leave in the first year. Work on recruitment and induction is being undertaken in the charity.

THE AIM OF OUR APPROACH IS TO PRESERVE:

CONFIDENTIALITY

Access to data shall be confined to those with appropriate authority.



INTEGRITY

Information shall be complete and accurate. All systems, assets and networks shall operate correctly, according to specification.



AVAILABILITY

Information shall be available and delivered to the right person at the time when it is needed.



PROFILE: NICOLA



Nicola is pivotal to the implementation of an Autism Quality of Life Measurement Tool in her service.



NICOLA
THE OLD VICARAGE

She has supported amazing outcomes for the people we support who have a diagnosis of autism and complex needs.

The Old Vicarage opened in 2022 and is thriving in quality and practice, supporting four young men to transition effectively and shape their aspirations for the future.

Nicola has explored innovative methods of promoting communication/interaction through technology and has embedded capable environments with choice and community inclusion at the heart of her leadership. Her positivity stimulates the team around her to consistently promote creative ideas to how they care for the people in the service and evidence of this is shared with all who have interest in the home through photographs/videos and monthly family newsletters.

"Nicola has been pivotal in the implementation of an Autism Quality of Life Measurement Tool and in some of the remarkable outcomes for the people we support."

Quality and Compliance

We provide care and support to people. We are heavily regulated and we are committed to delivering a service that is exceptional, to reflect the value of each and every person that we work with. Our new quality framework has delivered 'good' and 'outstanding' ratings across all of services by our external regulators.

Pandemic risks

Whilst the impact of Covid has abated somewhat, the risk from pandemics has not gone away.

Our Business Continuity Plans (BCP) worked effectively and have continued to evolve.

We benefit from the strength of our core services that are funded through statutory authorities and we envisage that this funding will continue. Fundraising remains a small but important part of our income.

As staffing is the single biggest area of expenditure for the charity, levels of sickness for our colleagues are closely monitored. The trustees have reviewed detailed forecasts and cash flows for the next twelve months which provide assurance that going concern is not an issue for the charity.

Detailed financial reporting is reviewed monthly by the executive management team and quarterly by the board. Income and costs are continually monitored.

We have great people, and have continued to grow services thanks to our colleagues' desire to be of more help to more people. Our colleagues have been fantastic, and we are working hard to keep them safe, and to support them so that they can continue to support others. The work that has been undertaken in the past years, supporting our colleagues better, ensuring that the charity is financially sustainable, building partnerships and investing in IT, all improves our preparedness for future pandemics.

TRUSTEE BOARD EFFECTIVENESS

Trustee recruitment is underway using an external organisation to ensure an open process. We have worked with this external organisation before, and previous rounds have delivered a gender balance on the board. Whilst the board better reflects the communities that we work in, there is more to do. Due to the retirement of current trustees, it is envisaged that new trustees will join the board in 2024, and recruitment will focus on strengthening areas of need for the charity as identified in the trustees skills audit.

Independence of thought

SJOG ensures that it can demonstrate that any decision or action is aligned with the delivery of our charitable aims and there is no personal or individual bias. All trustee board decisions are recorded in a decision log at the end of each meeting's minutes. These are reviewed at the following board meetings.

Length of service

Trustee board members serve a three-year term and may be reappointed for up to a further two terms. We aim to match the skills on the board to our strategic goals and business plan needs as well, and the use of the institute of Directors' framework focusing on skills, knowledge and mindset.

Board Meetings

The trustee board meets formally at least four times a year. We have a list of standing agenda items covering strategy, performance, risk and compliance matters.

Whilst the chief executive and executive team are present at the trustee board meetings, they do not have any voting rights. Decisions lie with the trustees.

Once a year, trustees and the executive team meet to discuss the strategic opportunities and risks we may face in the future.

Trustee Board Skills and Knowledge

For the trustees appointed in the year, the induction process created in 2020 was again used to provide formation on the history of the charity, the Hospitaller Order and the life of Saint John of God. The induction covers governance, and the trustees' role requirements, core responsibilities, as well as the strategy, performance and structures within the charity.

Trustees are briefed throughout the year on changes to regulation and standards throughout the year as part of the board meeting papers. Examples of this include our review and implementation of information governance arrangements and the trustees' new roles with regards to ISO27001 accreditation.

INCLUSION AND DIVERSITY

Gender balance

Historically the board has been made up of Brothers from the Hospitaller Order of Saint John of God. This has meant that the board has been exclusively male, though there has been an opening up to people who are not Brothers of the Order.

Due to reviews and progress made over the past three years, there are five women and five men on the board. Emma Gibbons became Chair of Trustees of SJOG in December 2020 taking over from Brother Donatus Forkan.

Across the charity 82% of colleagues identify as female.

Hearing the voices of the people we support

The strategy included a drive to better hear the voices of the people we are here to serve. The Advisory Council of people that we are here to serve was created in 2020. The initial plan was that they would meet in the weeks before the board meeting to review the agenda and papers and offer their comments on matters going to the board, so that their voices can be heard when trustees come to make decisions.

The Advisory Council have however decided to take a different path and instead have started a process of review of policies and practices within the charity, and have created a People's Charter. This forms the underpinning of our new strategy People, Potential and Partnerships

In time the Advisory Council will undertake an annual audit of each regulated service and form part of an expert by experience panel looking at the culture of our services.

The Advisory Council have produced films to inform colleagues and trustees, spoke at the organisation's conference, and continue to be a presence in their communities around issues such as transport and accessibility for disabled people.

Ethnicity

We have an aspiration for our colleagues to reflect the communities that they work in, and for this to be evident across the charity, particularly in senior roles. Whilst our ethnicity pay gap is better than the national average we strive to be better and work continues on engaging our colleagues. A colleague engagement lead was recruited in 2023 to progress this, and initial focus groups will be followed by visits by the EMT to every service in the UK to further engage our colleagues.

OPENNESS AND ACCOUNTABILITY

We strive to be open in our charitable work and accountable for our activities and actions. We aim to keep our communities, supporters and stakeholders appropriately informed of our work, and hope that with their support and engagement we can deliver on our purpose providing real public benefit.

Each year we openly share our work and the progress we have made in our annual report, in an annual review and we publish our research papers and publications on our charity website and in other public communications.



Our values encourage us to be compassionate, strive for justice and **respect each other**



THE PEOPLE'S CHARTER STATES:

1

You must be happy to work with me and smile

5

Take time to get to know me

9

Less paperwork and more time with me

2

Understand me and my needs

6

You must have a good sense of humour & be patient

10

Ask if I am OK – I will let you know

3

Respect me and my belongings

7

Don't bring problems to work – bring solutions!

11

Understand my health needs

4

Support my privacy

8

Listen and value everyone

12

Advocate with me not for me

We strive to be open in our charitable work and accountable for our activities and actions



Raising concerns

There are lots of ways for SJOG people to flag a concern, from starting with a simple conversation with a colleague and, if necessary, chatting to a line manager, through to using the services of the grievance or whistle blowing process.

Our values encourage us to be compassionate, strive for justice and operate in an environment where we respect each other. Speaking up is an important way of doing this. All SJOG colleagues and volunteers agree to behave by the Colleagues Code of Conduct or Volunteer Code of Conduct.

We had hoped to establish a Colleagues' Council in 2023 to fulfil a similar role to the work of the advisory council, but this work will now be driven forward by the colleague engagement lead with the first piece of work being a wellbeing charter for our colleagues.

The work of the advisory council provides a further level of assurance.

Safeguarding

SJOG's safeguarding policy was rewritten and strengthened in 2019 and reviewed in 2021 and 2023. This and the code of conduct apply across the whole organisation and are supported by a range of policies and procedures to reduce the risk of harm to beneficiaries, supporters, colleagues and volunteers.

We work with some of the most vulnerable adults and families, and all of our colleagues are therefore trained in safeguarding. In 2021 we introduced e-learning modules around safeguarding to supplement the face-to-face training that is already in place. The e-learning provides an auditable record of knowledge and competence in safeguarding and is mandatory across the charity.

We have reviewed and strengthened the reporting lines, and improved reporting mechanisms, ensuring that we notify and work with statutory partners. We work closely with partner organisations to help ensure that children, vulnerable adults and their families receive appropriate community support.

Feedback

We continue to record and report on complaints and compliments we receive, and we review this information in reports to the trustee board and the two committees. Our focus in 2024 will be on further developing the work undertaken in previous years and the introduction of data visualisation and AI tools will improve our trend analysis to target areas for improvement.

STATEMENT OF TRUSTEES' RESPONSIBILITIES FOR AN INCORPORATED CHARITY

The trustees (who are also directors of Saint John of God Hospitaller Services for the purposes of company law) are responsible for preparing the Trustees' Report (incorporating the strategic report and directors' report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Statement of Disclosure to Auditor

In so far as the trustees are aware at the time of approving our Trustees' Report:

- There is no relevant information, being information needed by the auditor in connection with preparing their report, of which the charity's auditor is unaware, and
- The trustees, having made enquiries of fellow directors and the charity's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

RSM UK Audit LLP has indicated their willingness to continue as auditor.

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Trustees' Report has been approved by order of the Board of Trustees.

Approved by the trustees on:
5 June 2024

Emma Gibbons
Chair of Trustees

Independent Auditor's Report

TO THE MEMBERS OF SAINT JOHN OF GOD HOSPITALLER SERVICES

Opinion

We have audited the financial statements of Saint John of God Hospitaller Services (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2023 which comprise the Consolidated Statement of Financial Activities including income and expenditure, the Charity Balance Sheet, the Consolidated Balance Sheet, the Statement of Consolidated Cashflows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 December 2023 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.



Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated.

If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, 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.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report, which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report and the Strategic Report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report or the Strategic Report included within the Trustees' Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities set out in the Trustees report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are 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 ISAs (UK) 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 these financial statements.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory frameworks that the group and parent charitable company operates in and how the group and parent charitable company are complying with the legal and regulatory frameworks;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011, and the parent charitable company's governing document. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report, and remaining alert to new or unusual transactions which may not be in accordance with the governing documents.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to the Care Act 2014 and the Data Protection Act 2018. We performed audit procedures to inquire of management whether the group is in compliance with these law and regulations and inspected correspondence with regulatory authorities where appropriate.

The group audit engagement team identified the risk of management override of controls and cut off of revenue recognition as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed in relation to management override of controls included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business, challenging judgments and estimates. Audit procedures performed in relation to cut off of revenue recognition included but was not limited to verification to third party supporting documentation, and analytical review of income based on supporting documentation, and reviewing income transactions around the year end to consider if it has been recorded in the correct period.

A further description of our responsibilities for the audit of the financial statements is provided on the Financial Reporting Council's website at <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Claire Leece
(Senior Statutory Auditor)

For and on behalf of RSM UK Audit LLP,
Statutory Auditor

Chartered Accountants
1 St. James' Gate
Newcastle upon Tyne
United Kingdom
NE1 4AD

Dated: 5 June 2024

Consolidated Statement of Financial Activities Including Income and Expenditure Account

FOR THE YEAR ENDED 31 DECEMBER 2023

	Notes	Unrestricted funds £'000	Restricted funds £'000	TOTAL 2023 £'000	TOTAL 2022 £'000
Income and endowments from:					
Donations and legacies	3	324	521	845	470
Charitable activities	4	23,500	4,287	27,787	23,275
Other trading activities	5	60		60	57
Investments	6	47		47	7
Other income	7	156		156	102
Total income		24,087	4,808	28,895	23,911
Expenditure on:					
Raising funds	8	388	27	415	397
Other costs	8	5	14	19	26
Charitable activities	9	22,275	4,715	26,990	22,187
Other finance costs		33		33	5
Total expenditure		22,701	4,756	27,457	22,615
Net income		1,386	52	1,438	1,296
Transfers between funds		(48)	48		
Net movement in funds		1,338	100	1,438	1,296
Total funds brought forward		5,052	1,992	7,044	5,748
Total funds carried forward		6,390	2,092	8,482	7,044

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

Charity Balance Sheet

AS AT 31 DECEMBER 2023

	Notes	2023 £'000	2022 £'000
Fixed assets			
Intangible assets	13	107	113
Tangible assets	14	3,594	2,868
		3,701	2,981
Current assets			
Debtors	15	3,023	2,610
Cash at bank and in hand		2,759	2,813
		5,782	5,423
Creditors: amounts falling due within one year	16	(1,200)	(1,814)
Net current assets		4,582	3,609
Total assets less current liabilities		8,283	6,590
Creditors: amounts falling due after more than one year	17	(569)	(302)
Net assets		7,714	6,288
Income funds			
Restricted funds	20	1,972	1,841
Unrestricted funds		5,742	4,447
		7,714	6,288

As permitted by section 408 of the Companies Act 2006, the statement of financial activities of the parent company is not presented as part of these accounts. The parent company's net income and the net movement in funds for the financial year amounted to a surplus of £1,426k (2022: £1,236k) .

The financial statements were approved by the Trustees on 5 June 2024.



E Gibbons
Chair of Trustees

Consolidated Balance Sheet

AS AT 31 DECEMBER 2023

		2023		2022	
	Notes	£'000	£'000	£'000	£'000
Fixed assets					
Intangible assets	13		107		113
Tangible assets	14		4,174		3,476
			4,281		3,589
Current assets					
Debtors	15	3,093		2,676	
Cash at bank and in hand		3,133		3,172	
		6,226		5,848	
Creditors:					
amounts falling due within one year	16	(1,301)		(1,937)	
Net current assets			4,925		3,911
Total assets less current liabilities			9,206		7,500
Creditors: amounts falling due after more than one year					
	17		(724)		(456)
Net assets			8,482		7,044
Income funds					
Restricted funds	20		2,092		1,992
Unrestricted funds			6,390		5,052
			8,482		7,044

The financial statements were approved by the Trustees on 5 June 2024.



E Gibbons
Chair of Trustees

Statement of Consolidated Cash Flows

FOR THE YEAR ENDED 31 DECEMBER 2023

	Notes	2023 £'000	2022 £'000
Cash flows from operating activities			
Cash generated from operations	22	614	701
Interest paid		(33)	(5)
Investing activities			
Purchase of intangible assets		(47)	(14)
Purchase of tangible fixed assets		(839)	(653)
Proceeds on disposal of tangible assets		4	-
Net cash (used in) investing activities		(882)	(667)
Financing activities			
New finance		300	-
Loan repayments		(38)	(22)
Net cash from/ (used in) financing activities		262	(22)
Net (decrease)/ increase in cash and cash		(39)	7
Cash and cash equivalents at beginning of year		3,172	3,165
Cash and cash equivalents at end of year		3,133	3,172

Notes to the Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2023

1. ACCOUNTING POLICIES

Charity information

Saint John of God Hospitaller Services is a charitable company (incorporated in England and Wales) limited by guarantee and has no share capital.

The registered office is Suite 1-3 Yarn, Lingfield Point, Darlington, County Durham, DL1 1RW.

Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)". The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £'000.

Basis of consolidation

The consolidated financial statements incorporate those of the Company, Saint John of God Hospitaller Services, and Good Shepherd Services (the charity for which it is the "sole" member).

All financial statements are made up to 31 December 2023. Where necessary, adjustments are made to the financial statements the subsidiary to bring the accounting policies used into line with those used by other members of the group.

All intra-group transactions, balances, and unrealised gains on transactions between group companies are eliminated on consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

Going concern

The trustees have examined the appropriateness of preparing the financial statements on the going concern basis. Cash generation has increased in the year and cash balances remain positive at the year end and with no utilisation of the overdraft facility at the year-end. They have considered the statement of financial activities, balance sheet and cash flow forecast for a period in excess of twelve months from the date of approval of these accounts and having regard to the projected cash requirements of the charity, the trustees believe it is wholly appropriate to continue to prepare the financial statements on a going concern basis.

Charitable funds

The charity's unrestricted funds consist of funds that the charity may use for its charitable objectives at the trustee's discretion.

The trustees of the charity may put aside part of the accumulated funds to meet specific future expenditure. As a general principle, these funds were given or raised with projects in mind, but their use is not restricted. The trustees take the view that use of such funds should be designated.

Any income given to the company for a specific purpose has been separately identified so as to ensure that it is spent as the donor dictated.

Incoming resources

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably. Income includes:-

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified

to the charity, or the charity is aware of granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material. Donations are recognised when receivable.

Charitable activities

Grant income: Grant income is recognised when the charity is entitled to receipt.

Religious management services: Income is recognised when the service has been delivered.

Accommodation and support and Specialist Housing Support: Are recognised when the services are delivered or the beds / housing vacancies are occupied or agreed funded voids have crystallised.

Modern day slavery: Income is recognised when the service has been delivered.

Raising funds

Consultancy income: Is recognised when the services have been completed and invoiced.

Community Centre income: All such income is accounted for on completion of the relevant facility usage.

Interest and investment income

Investment income is accounted for on an accruals basis.

Donated services

Income is recognised for donated rent at the market rate with a corresponding cost recorded within expenditure. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised. Refer to the Trustees' Annual Report for more information about their contribution.

Donated services and gifts in kind

Gifts in kind, being the gift of a fixed asset, are measured at fair value, unless it is impractical to measure this reliably, in which case the cost of the item to the donor should be used. The gain is recognised as income from donations and a corresponding amount is included in the appropriate fixed asset category and depreciated over the useful economic life in accordance with the charity's accounting policies.

Other income

Other income is recognised when the charity is entitled to receipt.

Resources expended

Liabilities are recognised as resources expended as soon as there is a legal or constructive obligation committing the charity to the expenditure. Expenditure is accounted for on an accruals basis. Irrecoverable VAT is included with the expenses items to which it relates. Resources expended comprise:-

Raising funds

These include salaries and directly attributable overheads.

Charitable activities

Includes all direct salaries and other costs incurred in delivering the charity's charitable activity of delivering care services, together with the costs directly associated with the governance of the charity, including legal and regulatory compliance and strategic planning and also an appropriate proportion of the central and regional support costs of the organisation.

Other

Consultancy costs included the related salary costs.

Support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. These represent direct finance, human resources, IT and property service costs incurred by the organisation in carrying out its activities. Allocations of support costs are based on a pro rata of direct expenditure for different activities.

1. ACCOUNTING POLICIES

(Continued)

Intangible fixed assets other than goodwill

Intangible assets are initially recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Intangible assets are amortised at their expected useful economic lives on a straight line basis as follows:

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Software - 5 years

Tangible fixed assets

Tangible fixed assets are initially measured at cost, or in cases where fixed assets have been donated to the Saint John of God Hospitaller Services, at valuation at the time of acquisition. The charity's policy is to capitalise items where they are considered to be fixed, desirable and valuable; this includes, but not exclusively, white goods and IT equipment below the individual or collective value of £1,000.

Freehold land and assets in the course of construction are not depreciated.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Leasehold land and buildings

Term of the lease

Freehold property

4 – 25 years

Fixtures and fittings

3 to 10 years

Motor vehicles

4- 8 years

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment annually, and whenever there is an indication that the asset may be impaired.

Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include trade debtors, other debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including trade creditors, other creditors, accruals and deferred income are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Reduced Disclosure Options

In accordance with FRS 102, the charity has taken advantage of the exemptions from the following disclosure requirements;

Section 7 'Statement of Cash Flows' – Presentation of a Statement of Cash Flow and related notes and disclosures (in relation to the charity's own statement of cash flows – a consolidated statement of cash flows is presented in these financial statements).

Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits

As a charity we may be committed, by legislation, by contractual or other agreements with employees or their representatives or by a constructive obligation based on business practice, custom or a desire to act equitably, to make payments (or provide other benefits) to employees when it terminates their employment. Such payments are termination benefits.

Termination benefits are employee benefits payable as a result of either:

- an entity's decision to terminate an employee's employment before the normal retirement date; or
- or an employee's decision to accept voluntary redundancy in exchange for those benefits.

Retirement benefits

The company makes available a contributory money purchase scheme which all employees can join. This is administered by Scottish Equitable and each person has their own independent pension policy. The charge for the year represents contributions payable in the year.

2. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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 where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Donated fixed assets

Where the donated good is a fixed asset, it is measured at fair value, unless it is impractical to measure this reliably in which case the cost of the item to the donor is used. The gain is recognised as income from donations and a corresponding amount is included in the appropriate fixed asset category and depreciated over the useful economic life in accordance with the charities accounting policies.

3. DONATIONS AND LEGACIES

	Unrestricted funds £'000	Restricted funds £'000	TOTAL 2023 £'000	TOTAL 2022 £'000
Donations and gifts				
Other	199	521	720	470
Legacy	125	-	125	-
	324	521	845	470
For the year ended 31 December 2022				
Other	93	377		470
	93	377		470

4. CHARITABLE ACTIVITIES

	Accommodation and support £'000	Specialist Housing Support £'000	Religious Management Services £'000	Good Shepherd £'000	TOTAL 2023 £'000	TOTAL 2022 £'000
Charitable activities	9,791	13,777	3,448	771	27,787	23,275
Analysis by fund						
Unrestricted funds	9,406	13,747	-	347	23,500	
Restricted funds	385	30	3,448	424	4,287	
	9,791	13,777	3,448	771	27,787	
For the year ended 31 December 2022						
Unrestricted funds	8,039	10,843	-	501		19,383
Restricted funds	370	42	3,417	63		3,892
	8,409	10,885	3,417	564		23,275

5. OTHER TRADING ACTIVITIES

	2023 £'000	2022 £'000
Trading income	60	57
	60	57

6. INVESTMENTS

	2023 £'000	2022 £'000
Bank interest	47	7

7. OTHER INCOME

	2023 £'000	2022 £'000
Other income	156	102
	156	102

8. RAISING FUNDS AND OTHER COSTS

	2023 £'000	2022 £'000
Direct costs	154	184
Staff costs	261	213
	415	397
Other costs		
Direct costs	4	8
Depreciation and impairment	15	18
	19	26
	434	423
Restricted funds	41	10
Unrestricted fund	393	413
Total	434	423

9. CHARITABLE ACTIVITIES

	Accommodation and Support	Specialist Housing Support	Religious Management Services	Good Shepherd Care Services	TOTAL 2023	TOTAL 2022
	£'000	£'000	£'000	£'000	£'000	£'000
Staff costs	6,334	5,480	2,828	424	15,066	11,101
Depreciation and impairment	157	227	3	15	402	367
Activities directly undertaken	2,049	5,161	316	515	8,041	7,057
	8,540	10,868	3,147	954	23,509	18,525
Share of support costs (see note 10)	1,250	1,760	441	-	3,451	3,634
Share of governance costs (see note 10)	11	15	4	-	30	28
	9,801	12,643	3,592	954	26,990	22,187
Analysis by fund						
Unrestricted funds	9,371	12,400	-	504	22,275	
Restricted funds	430	243	3,592	450	4,715	
	9,801	12,643	3,592	954	26,990	
For the year ended 31 December 2022						
Unrestricted funds	8,103	9,599	7	292		18,001
Restricted funds	265	150	3,309	462		4,186
	8,368	9,749	3,316	754		22,187

10. SUPPORT COSTS

	Support costs	Governance costs	2023	2022	Basis of allocation
	£'000	£'000	£'000	£'000	
Staff costs	2,389	-	2,389	2,630	
Depreciation and amortisation	112	-	112	79	
Legal and professional	21	-	21	33	Specific allocation
IT	234	-	234	254	Specific allocation
Finance	167	-	167	180	Specific allocation
Property	94	-	94	115	Specific allocation
Exec office	294	-	294	187	Specific allocation
HR	95	-	95	74	Specific allocation
Admin	45	-	45	82	Specific allocation
Audit fees	-	30	30	28	Governance
	3,451	30	3,481	3,662	

Support costs have been allocated to the different charitable activities on the basis of the income received for each activity. This is on the basis that it provides the fairest reflection of where the support is given.

Governance costs includes payments to the auditors of £30,000 (2022 - £28,000) for audit and assurance fees.

11. NET MOVEMENT IN FUNDS

	2023 £'000	2022 £'000
Net movement in funds is stated after charging/(crediting)		
Fees payable to the company's auditor for the audit of the company's financial statements	27	24
Assurance services	6	4
Depreciation of owned tangible fixed assets	477	414
Amortisation of intangible assets	53	52
Loss on disposal of tangible assets	10	-
Operating lease charges - land and buildings	1,333	949

12. EMPLOYEES

Number of employees

The average monthly number of employees during the year was:

	2023 Number	2022 Number
Medical, Nursing and Allied Professions	7	8
Managers, Support Workers and Ancillary Staff	582	489
Executive	5	4
Managers and Other Staff	51	32
	645	533

	2023 £'000	2022 £'000
--	---------------	---------------

Employment costs

Wages and salaries	15,094	11,595
Social security costs	1,236	1,011
Other pension costs	359	289
Other staff costs	943	1,030
Restructuring costs	85	19
	17,717	13,944

Included in staff restructuring costs are 8 (2022: 1) terminations payments totalling £84,655 (2022: £19,027). All of the payments were made during the year so that there were £nil outstanding at the year end (2022: £nil) amounts totalling £45,255 were contractual and £39,400 were non contractual.

The key management personnel of the charity comprise the Trustees and the key management team. Total employee benefits for the key management personnel were £484,316 (2022: £456,338).

The number of employees whose annual remuneration was £60,000 or more were:

	2023 Number	2022 Number
£60,000 - £69,999	8	1
£70,000 - £79,999	1	1
£90,000 - £99,999	1	2
£100,000 - £109,999	1	-
£130,000 - £139,999	-	1
£140,000 - £149,999	1	-

In the year, there were 11 employees (2022: 5) earning in excess of £60,000 per annum who participated in the defined contribution pension scheme (see note 25). Contributions of £25,923 were made in relation to these individuals during the year (2022: £13,394).

No trustee received any remuneration (2022: nil). Expenses were paid to 5 (2022: 1) trustees totalling £1,250 for travel and subsistence (2021: £168).

Excluding the volunteer trustees, the charity had 7 (2022: 4) volunteers helping with our activities. Most of these volunteers contributed on a part-time basis ranging from a few hours per month to 30 hours per week.

13. INTANGIBLE FIXED ASSETS

	Software £'000
--	-------------------

Group and charity Cost

At 1 January 2023	265
Additions	47
At 31 December 2023	312

Amortisation and impairment

At 1 January 2023	152
Amortisation charged for the year	53
At 31 December 2023	205

Carrying amount

At 31 December 2023	107
At 31 December 2022	113

14. TANGIBLE FIXED ASSETS CHARITY

	Leasehold land and buildings £'000	Fixtures and fittings £'000	Motor vehicles £'000	TOTAL £'000
--	--	-----------------------------------	----------------------------	----------------

Cost

At 1 January 2023	3,459	1,287	146	4,892
Additions	973	190	17	1,180
Disposals	(8)	(13)	(6)	(27)
At 31 December 2023	4,424	1,464	157	6,045

Depreciation and impairment

At 1 January 2023	1,119	838	67	2,024
Depreciation charged in the year	217	206	17	440
Eliminated in respect of disposals	(4)	(6)	(3)	(13)
At 31 December 2023	1,332	1,038	81	2,451

Carrying amount

At 31 December 2023	3,092	426	76	3,594
At 31 December 2022	2,340	449	79	2,868

14. TANGIBLE FIXED ASSETS GROUP

	Leasehold land and buildings £'000	Freehold property £'000	Fixtures and fittings £'000	Motor vehicles £'000	TOTAL £'000
Cost					
At 1 January 2023	3,459	600	1,323	146	5,528
Additions	973	-	199	17	1,189
Disposals	(8)	-	(13)	(6)	(27)
At 31 December 2023	4,424	600	1,509	157	6,690
Depreciation and impairment					
At 1 January 2023	1,119	5	861	67	2,052
Depreciation charged in the year	217	12	231	17	477
Eliminated on disposal	(4)	-	(6)	(3)	(13)
At 31 December 2023	1,332	17	1,086	81	2,516
Carrying amount					
At 31 December 2023	3,092	583	423	76	4,174
At 31 December 2022	2,340	595	462	79	3,476

15. DEBTORS

	Group 2023 £'000	Charity 2023 £'000	Group 2022 £'000	Charity 2022 £'000
Amounts falling due within one year:				
Trade debtors	2,143	2,090	1,971	1,905
Other debtors	27	27	33	33
Prepayments and accrued income	923	906	672	672
	3,093	3,023	2,676	2,610

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2023 £'000	Charity 2023 £'000	Group 2022 £'000	Charity 2022 £'000
Borrowings	23	23	49	14
Trade creditors	246	245	158	158
Other taxation and social security	311	311	258	258
Deferred income	175	97	462	387
Other creditors	137	122	378	365
Accruals	409	402	632	632
	1,301	1,200	1,937	1,814

17. CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR

	Group 2023 £'000	Charity 2023 £'000	Group 2022 £'000	Charity 2022 £'000
Borrowings	724	569	456	302
	724	569	456	302

18. DEFERRED INCOME

	Group 2023 £'000	Charity 2023 £'000	Group 2022 £'000	Charity 2022 £'000
Balances at 1 January	462	387	638	612
Released from previous years	(397)	(322)	(502)	(476)
Resources deferred during the year	110	32	326	251
Balances at 31 December	175	97	462	387

Deferred income relates to income charged for services in advance of the accounting period.

19. BORROWINGS

	Group 2023 £'000	Charity 2023 £'000	Group 2022 £'000	Charity 2022 £'000
Other loans	747	592	505	316
Payable within one year	23	23	49	14
Payable after one year	724	569	456	302

The charity has two mortgages:

- The first has £302k (2022: £316k) outstanding and bears interest at 3.27% above base rate, the final payment is due in September 2026.
- The second has £290k (2022: nil) outstanding and bears interest at 3.27% above base rate, the final repayment is due in August 2028.

Both of the buildings are secured by way of a fixed charge against specific properties held in land and buildings.

The group has a consolidated loan of £155,000 (2022: £190,000) from the Hospitaller Order of Saint John of God. This loan is interest free and has no fixed repayment date.

20. FUNDS CHARITY

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

Movement in funds

	Balance at 1 Jan 2023 £'000	Incoming resources £'000	Resources expended £'000	Transfers £'000	Balance at 31 Dec 2023 £'000
Unrestricted funds					
Accumulated fund	4,447	23,542	(22,195)	(52)	5,742
	4,447	23,542	(22,195)	(52)	5,742
Restricted funds					
Religious management services	-	3,449	(3,584)	135	-
Rockliffe Property Purchase	606	-	(26)	-	580
Terry Yorath House refurbishment	191	-	(30)	-	161
LFCT Service donation	300	-	-	-	300
Olallo refurbishment	282	-	(42)	-	240
Lottery - Magic Bus	86	-	(12)	-	74
Homes for Ukraine	195	326	(309)	(83)	129
Yew Tree	-	350	-	-	350
Other restricted funds	181	260	(303)	-	138
	1,841	4,385	(4,306)	52	1,972
	6,288	27,927	(26,501)	-	7,714

20. FUNDS GROUP

Movement in funds

	Balance at 1 Jan 2023 £'000	Incoming resources £'000	Resources expended £'000	Transfers £'000	Balance at 31 Dec 2023 £'000
Unrestricted funds					
Accumulated fund	4,927	24,087	(22,701)	(48)	6,265
Designated fund	125	-	-	-	125
	5,052	24,087	(22,701)	(48)	6,390
Restricted funds					
Religious management services	-	3,449	(3,584)	135	-
Rockliffe Property Purchase	606	-	(26)	-	580
Terry Yorath House refurbishment	191	-	(30)	-	161
LFCT Service donation	300	-	-	-	300
Olallo refurbishment	282	-	(42)	-	240
Lottery – Magic Bus	86	-	(12)	-	74
Homes for Ukraine	195	326	(309)	(83)	129
Yew Tree	-	350	-	-	350
Capital grants	54	-	-	-	54
Grants and contracts statutory grants	53	-	-	-	53
Client welfare	8	324	(321)	(4)	7
Other restricted funds	217	359	(432)	-	144
	1,992	4,808	(4,756)	48	2,092
	7,044	28,895	(27,457)	-	8,482

20. FUNDS (CONTINUED)

The restricted funds represent segregation of monies held for where the fund provider has specified particular purposes for which the funds are to go, so as to ensure that they are spent as the donor specified. The funds entitled 'Religious management services' are funds given by specific religious orders in relation to homes managed by Saint John of God Hospitaller Services, to pay for the upkeep of their respective care homes which remained unspent at the period end and will be used in care provision in the coming years.

The Terry Yorath House Refurbishment Fund relates to funding received from Leeds City Council to update and improve the building.

The Olallo refurbishment Fund relates to funds raised to restore and improve the building in Euston following a significant flood.

The Lottery - Magic Bus Fund represents funds provided to build a mobile sensory bus.

The TSA - COVID support fund represents support for IT equipment and additional cleaning costs due to Covid 19.

The Order Convertible Donation represents relates to funding received from the Hospitaller Order of Saint John of God to assist with building development and improvement costs at Woodhall Community Centre and Enfield.

Rockcliffe Property Purchase - The Rockcliffe fund relates to property donated by the Order of St John of God for the purpose of providing services.

LFCT donations - SJOG have received a number of donations from families over prior years which are restricted to the services provided at Lindisfarne Court.

Homes for Ukraine - SJOG received funding from the Albert Gubay Foundation to deliver a project supporting people displaced by the war in Ukraine to settle in the UK on the Governments Homes for Ukraine scheme. A related but separate project was funded by the Department for Levelling Up Housing and Communities to support people to access the Homes for Ukraine scheme and facilitate rematching between guests and hosts.

Yew Tree house was donated with the restriction that for the next two years the property, or proceeds from the sale of, are used to support refugees. After two years the donation can be unrestricted.

All other funds represent specific bequests or donations to the services named to be spent specifically on improvements to these services as deemed necessary.

Unrestricted funds

General funds are 'Free reserves' available to spend at the trustees' discretion.

Transfer of funds

The charity has transferred £135k from unrestricted funds into Religious Management Services to support restricted activities.

The charity has transferred £83k from Homes for Ukraine. The transfer is for restricted expenditure out of unrestricted funds.

20. FUNDS CHARITY (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2022:

Movement in funds					
	Balance at 1 Jan 2022 £'000	Incoming resources £'000	Resources expended £'000	Transfers £'000	Balance at 31 Dec 2022 £'000
Unrestricted funds					
Accumulated fund	3,324	19,141	(18,127)	109	4,447
	3,324	19,141	(18,127)	109	4,447
Restricted funds					
Religious Management Services	-	3,417	(3,308)	(109)	-
Rockcliffe Property Purchase	632	-	(26)	-	606
Terry Yorath House	232	-	(41)	-	191
LFCT Service donation	300	-	-	-	300
Olallo refurbishment	328	-	(46)	-	282
Lottery - Magic Bus	87	-	(1)	-	86
Bupa Kickstart	12	109	(121)	-	-
Order Convertible Donation	76	-	(19)	-	57
Homes for Ukraine	-	195	-	-	195
Leeds CC – rent contribution	-	53	(53)	-	-
Poor Servants of the Mother of God	-	55	(55)	-	-
Other restricted funds	61	128	(65)	-	124
	1,728	3,957	(3,735)	(109)	1,841
	5,052	23,098	(21,862)	-	6,288

The smaller funds have been consolidated into one line within the funds notes for the year to 31 December 2023 and 2022 to make the notes clearer and comparable for the readers of these financial statements.

20. FUNDS GROUP (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2022:

Movement in funds					
	Balance at 1 Jan 2022 £'000	Incoming resources £'000	Resources expended £'000	Transfers £'000	Balance at 31 Dec 2022 £'000
Unrestricted funds					
Accumulated fund	3,595	19,642	(18,419)	109	4,927
Designated fund	125	-	-	-	125
	3,720	19,642	(18,419)	109	5,052
Restricted funds					
Religious Management Services	-	3,417	(3,308)	(109)	-
Rockliffe Property Purchase	632	-	(26)	-	606
Terry Yorath House refurbishment	232	-	(41)	-	191
LFCT Service donation	300	-	-	-	300
Olallo refurbishment	328	-	(46)	-	282
Lottery - Magic Bus	87	-	(1)	-	86
Bupa Foundation	12	109	(121)	-	-
Order Convertible Donation	76	-	(19)	-	57
Homes for Ukraine	-	195	-	-	195
Leeds CC – rent contribution	-	53	(53)	-	-
Poor Servants of the Mother of God	-	55	(55)	-	-
Capital grants	-	58	(4)	-	54
Donations – charitable	-	57	(51)	-	6
Individual donations	-	70	(47)	-	23
Grants and contracts statutory grants	-	102	(49)	-	53
Capital fund	270	-	(270)	-	-
Client welfare	20	-	(12)	-	8
Other restricted funds	71	153	(93)	-	131
	2,028	4,269	(4,196)	(109)	1,992
	5,748	23,911	(22,615)	-	7,044

The smaller funds have been consolidated into one line within the funds notes for the year to 31 December 2023 and 2022 to make the notes clearer and comparable for the readers of these financial statements.

21. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £'000	Restricted funds £'000	TOTAL £'000
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GROUP

Fund balances at 31 December 2023 are represented by:

Intangible fixed assets	107	-	107
Tangible assets	3,202	972	4,174
Current assets/(liabilities)	3,081	1,844	4,925
Long term liabilities	-	(724)	(724)
	6,390	2,092	8,482

GROUP

Fund balances at 31 December 2022 are represented by:

Intangible fixed assets	113	-	113
Tangible assets	2,394	1,082	3,476
Current assets/(liabilities)	2,545	1,366	3,911
Long term liabilities	-	(456)	(456)
	5,052	1,992	7,044

CHARITY

Fund balances at 31 December 2023 are represented by:

Intangible fixed assets	107	-	107
Tangible assets	2,622	972	3,594
Current assets/(liabilities)	3,013	1,569	4,582
Long term liabilities	-	(569)	(569)
	5,742	1,972	7,714

CHARITY

Fund balances at 31 December 2022 are represented by:

Intangible fixed assets	113	-	113
Tangible assets	1,786	1,082	2,868
Current assets/(liabilities)	2,548	1,061	3,609
Long term liabilities	-	(302)	(302)
	4,447	1,841	6,288

22. CASH GENERATED FROM OPERATIONS

	Group 2023 £'000	Group 2022 £'000
Net income for the year	1,438	1,296
Adjustments for:		
Finance costs	33	5
Loss on disposal of tangible assets	10	-
Amortisation and impairment of intangible assets	53	52
Depreciation and impairment of tangible fixed assets	477	414
Donations of fixed assets	(350)	-
Movements in working capital:		
(Increase) in debtors	(417)	(840)
(Decrease) in creditors	(630)	(226)
Cash generated from operations	614	701

23. OPERATING LEASE COMMITMENTS – GROUP AND CHARITY

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2023 £'000	2022 £'000
Land and buildings		
Within one year	1,705	1,287
Between one and five years	1,986	2,269
In over five years	322	782
	4,013	4,338

24. RELATED PARTY TRANSACTIONS

Charity and group

Saint John of God Hospitaller Services (SJOG) is a registered charity. Some of the trustees of the charity are also trustees of Saint John of God Hospitaller Services Group (HSG) and/or The Hospitaller Order of St John of God.

Included within debtors is an amount of £5k (2022: £1k) owed from Hospitaller Order of Saint John of God for recharges of overhead costs.

During the year rental payments of £365k (2022: £346k) were made to Hospitaller Order of Saint John of God for the use of fixed assets owned by the Order.

During the year management charges of £70k (2022: £64k) were paid to Saint John of God Hospitaller Services Group.

Included within other creditors is an amount of £122k (2022: £186k) owed to Hospitaller Order of Saint John of God.

Group only

There is a loan of £155k (2022: £190k) included within other loans which is owed to Hospitaller Order of Saint John of God. Included within other creditors is an amount of £2k (2022: £1k) is owed from Hospitaller Order of Saint John of God.

25. PENSION COSTS

The company makes available a defined benefit contribution scheme which all employees can join. This is administered by Aegon and each person has their own independent pension policy.

The total pension costs in the year were £359,427 (2022: £292,749). Amounts deducted but not yet paid over amounted to £87,647 (2022: £63,333).

26. ANALYSIS OF CHANGES IN NET DEBT

	1 January 2023 £'000	Cash flows £'000	Non-cash movements £'000	31 Dec 2023 £'000
Cash and cash equivalents				
Cash	3,172	(39)	-	3,133
Total cash	3,172	(39)	-	3,133
Borrowings				
Short-term borrowings	(49)	26	-	(23)
Long-term borrowings	(456)	(268)	-	(724)
Total borrowings	(505)	(242)	-	(747)
Net debt	2,667	(281)	-	2,386

27. MEMBER UNDERTAKINGS

The charity controls Good Shepherd Services, a charity registered in England and Wales by right of being the only member.

The results of the member undertaking are summarised below:

	Total 2023 £'000	Total 2022 £'000
Income:		
Donations and legacies	177	250
Charitable activities	774	564
Miscellaneous income	17	-
	968	814
Expenditure:		
Charitable activities	(940)	(754)
	(940)	(754)
Net incoming resources	28	60

The net assets of the member undertaking at 31 December 2023 amounted to £771k (2022: £756k).

28. ULTIMATE CONTROLLING PARTY

The sole member of the charity is the Saint John of God Hospitaller Services Group, a company limited by guarantee and registered in the Republic of Ireland (company number 568740).

These financial statements are the smallest and largest group for which consolidated accounts including the charity are prepared.

Trustees

- E Gibbons
(Chair of Trustees)
- R Moore
- N Brannigan
- L K Selfe
- D Reid
- C Rennolds
(resigned Feb 2023)
- R O'Donnell
(resigned May 2023)
- A A Aromolaran
- E J Peacock
- J Taylor
(appointed Apr 2023)
- C Turner
(appointed Apr 2023)
- A Ampofo
(appointed Sept 2023)

Charity Number:

1108428

Company Number:

05324279

Registered office

Suite 1-3 Yarn
Lingfield point
Darlington
County Durham
DL1 1RW

Auditor

RSM UK Audit LLP
Chartered Accountants
1 St. James' Gate
Newcastle upon Tyne
United Kingdom
NE1 4AD

Bankers

Barclays Bank plc
31 High Row
Darlington
Co Durham
DL3 7QS

Solicitors

Womble Bond Dickinson LLP
Helix
The Spark
Draymans Way
Newcastle upon Tyne
NE4 5DE

Key management team:

- Paul Bott
CHIEF EXECUTIVE
- Leanne Welford
CHIEF FINANCE OFFICER
- Dr Lisa Alcorn
CHIEF OPERATING OFFICER
- Dr Jamie Mackrill
CHIEF DEVELOPMENT OFFICER

Thank you for the kind support of:

- Albert Gubay Foundation
- Department for Levelling Up
Housing and Communities
- Garfield Weston Foundation
- Hertfordshire Community
Foundation
- Queen Mother's Clothing Guild
- Saint John of God Foundation
- Vodafone
- The Church Urban Fund
- Franciscan Sisters Of Minoress
- Little Company of Mary
Congregation
- Poor Servants of the Mother
of God
- Caritas Social Action Network

SUPPORTING PEOPLE
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AMBITION AMBITION
DOING GOOD DOING GOOD
LIVING OUR VALUES
INNOVATION INNOVATION
PARTNERSHIPS PARTNERSHIPS
SUPPORTING PEOPLE
CREATIVITY CREATIVITY
AMBITION AMBITION
DOING GOOD DOING GOOD

**Saint John of God
Hospitaller Services**

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Registered Charity No. 1108428
Company No. 05324279

www.sjog.uk