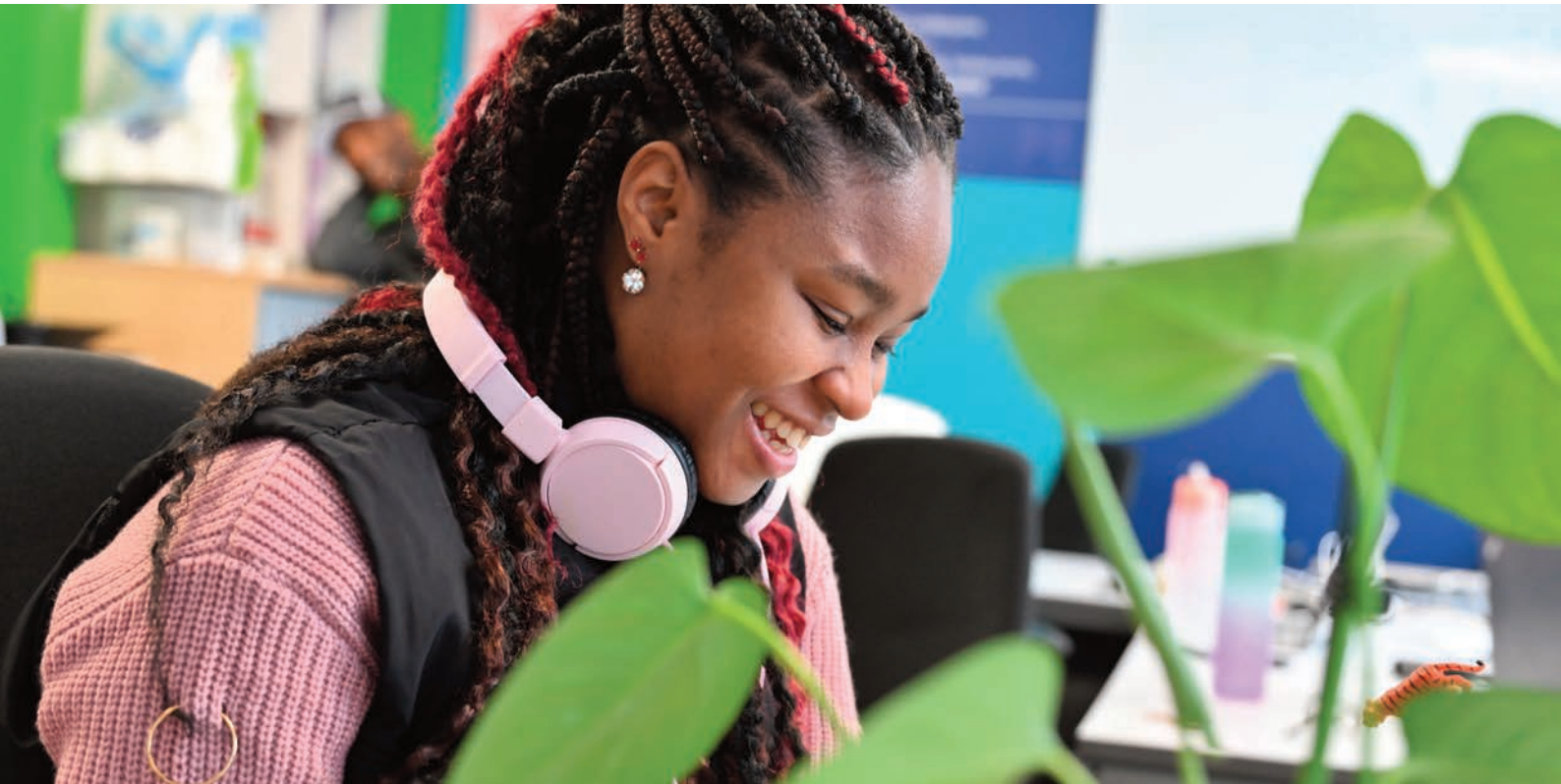




Annual Review **2023**



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.

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.



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



EMMA GIBBONS
CHAIR OF TRUSTEES



PAUL BOTT
CHIEF
EXECUTIVE



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 achievement

GREEN TEAM

17
TONNES
OF GREEN WASTE
REMOVED

AND DISPOSED OF
in line with legislation



9

POISONOUS
PLANTS
REMOVED



4

TREES
PLANTED

4000
METRES

OF LAWN EDGING

2000
METRES

OF GUTTERING
CLEANED

1500

SPRING BULBS
PLANTED

10m²
of
FLOWER
BEDS
CLEARED &
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



HEALTH & SAFETY

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.

100%

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

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 Safely
Certificate



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



6 GEM AWARDS
GIVEN TO COLLEAGUES
GOING THE EXTRA MILE



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."



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 funny and they always make me laugh.

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

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.

ENVIRONMENTAL, SOCIAL, GOVERNANCE (ESG) REPORTING

ESG reporting refers to an organisation's disclosure of information on its operations in three areas:

- **environmental**
- **social**
- **governance**



ESG Summary

Environmental

ENVIRONMENT

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

SJOG has a commitment to becoming a net-zero organisation to eliminating or reducing our negative environmental impact and to maximising the benefit from positive environmental opportunities for the charity, our colleagues and the people that we are here to support.

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 insulation and the replacement of windows in our properties, as well as renewable systems in all refurbishments, and installing solar panels in suitable locations.

SJOG is committed to reducing waste and aspires to be sending zero waste to landfill

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.



We are an organisation that is driven by our values of **Hospitality, Compassion and Respect**

Social

LOOKING AFTER OUR COLLEAGUES

As part of our LOVED programme, SJOG has developed a comprehensive package of support for our colleagues’ wellbeing, physical and 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 offers an escalation process that provides access to professional counselling.

WELLBEING

Optime Health & Wellbeing app

Bike to work scheme

Meal a day

Birthday gift

HEALTH

Health plan

Mental health first aiders



FAMILY

Enhanced maternity and paternity package

Family friendly policies

Buying and selling leave

DEVELOPMENT

Learning and development programme

Education grants



SUPPORT

SJOG employee assistance programme

Energy saving and grants guidance

Money advice and guidance

FINANCE & MONEY

Credit union

Pension scheme

Real living wage

Early pay

DISCOUNT SERVICES

Blue light card

Arriva bus scheme



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.”



The values on the wall
are the same that you'll
see on the floor



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 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 coming year.

ETHNICITY PAY GAP

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

We have an aspiration for our colleagues to reflect the communities in which they work, and for this to be evident across the charity, particularly in senior roles



Governance

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).

SJOG is the trading name of Saint John of God Hospitaller Services and is led and governed by a trustee board.

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 and in a manner that is consistent with Catholic social teaching.

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



ORGANISATIONAL PURPOSE

The charity's purpose is detailed in its Articles of Association and these state that the charity's purpose is to progress the aims of the Hospitaller Order of Saint John of God.



LEADERSHIP

SJOG has a board of trustees that meets formally four times a year. The trustees are volunteers and bring a range of skills and experience to the charity. They delegate the day to day running of the charity and the delivery of the strategy to the chief executive, chief operating officer, chief finance officer and chief development officer, and hold them to account for the performance of the charity.

THE BOARD OF TRUSTEES



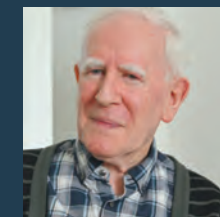
EMMA GIBBONS
Chair of Trustees



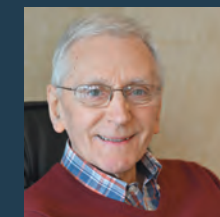
ABIGAIL AMPOFO



FELA AROMOLARAN



BROTHER MALACHY BRANNIGAN



BROTHER ROBERT MOORE



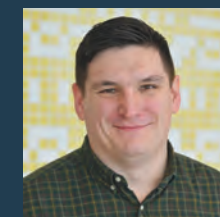
EMMA PEACOCK



DUNCAN REID



LESLEY SELFE



JACK TAYLOR



CLAIRE TURNER

EXECUTIVE MANAGEMENT TEAM



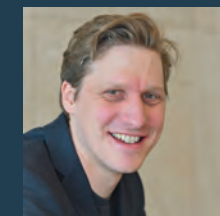
PAUL BOTT
Chief Executive



LEANNE WELFORD
Chief Finance Officer



DR LISA ALCORN
Chief Operating Officer



DR JAMIE MACKRILL
Chief Development Officer



SJOG exists to facilitate changes in the lives of the people that we are here to serve

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.

DECISION-MAKING, RISK AND CONTROL

We want to be successful in what we do. Success is reliant on good decisions and managing risk effectively. 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.

The board and Executive Management Team ensure effectiveness in the areas of:

- Financial oversight
- Financial reporting
- Financial risk
- Risk management
- Health and safety risks
- Information risks
- People risks
- Pandemic risks
- Quality and compliance

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 and stakeholders appropriately informed of our work.

Financial Review

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

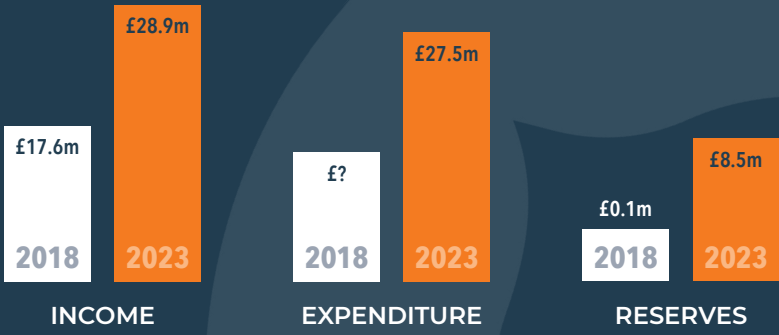


Where we have created new services, we benefit from robust financial modelling that ensures their viability and sustainability. Cash flow remains a priority, and real strides have been made in credit control this year.

Our total income in 2023 was £28.9m (in 2022 it was £23.9m)

Total expenditure was £27.5m (in 2022 it was £22.6m)

Reserves grew to £8.5m (from £7m in 2022)



The trustees' annual report which contains a complete set of financial statements for 2023 can be found on our website www.sjog.uk in the about us/publication section.

To request a copy, please email us at enquiries@sjog.org.uk



PROFILE:

NICOLA

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

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."



Looking Ahead

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, 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 we are here to serve.



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 in Experience in setting quality assessment.

The people's Charter, developed by 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 service to enhance quality across our services.

EMBRACING CREATIVITY AND INNOVATION

We continue to open new services to meet need within our communities. This will continue in 2024.

Fairfields in Stockton will incorporate 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 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.

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 we do.

We have our future IT strategy established and multi-year investment program in place, and we will continue to benefit from the view of IT service contracts.

Our IT library will be further developed in the year and there will be a planned implementation and rollout of Power Bi, initially of use in financial reporting to provide better data and informed decision-making.

We will continue to open new services to meet need



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



EVIDENCING WHAT WE DO

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.

In addition to external audits, the heads of operations completed 252 internal audits in 2023, and the established Outstanding Managers Network also contributes to 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 the elements that didn't work, in supporting the people who we are here to serve.

Workshops provided both internally and externally have supported the formulation of a new governance framework for 2024 that focuses on evidencing impact and good practice with services and colleagues being asked to showcase their achievement through videos, photographs and case-studies.

In line with ESG reporting, we will develop the metrics we use to evidence the positive impact on the lives of the people we support, and our impact on the environments in which we are based.

For the third year running our services have been externally assessed by CQC as **100% 'Good'**

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 and is funded by UKRI (UK Research and Innovation). As well as a toolkit, it will create a consultancy to be of benefit to the third sector in addition to influencing others to do good, it 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.

We will continue to build our research work in 2023 where eight research and policy papers were produced. Two of these were taken to the Hospitaller Order of Saint John of God's European Conference on Social Inclusion in Vienna in June 2023: 'Trauma Informed Care' and 'The Journey to Autonomy and Self-Advocacy'.



We will develop a 'theory of change framework' to underpin our services and help train our colleagues on the importance of impact measurement.

We will continue to explore opportunities with religious orders and build on the experience of the Sisters of Mercy for whom SJOG started a new full management contract in 2024 and build on the dynamism of SJOG to deliver more good to more people.

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.

Colleagues at Rockcliffe 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





PROFILE:
JAMIE

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

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.

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

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

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Suite 1-3 Yarn
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Darlington
County Durham
DL1 1RW

Auditor

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Chartered Accountants
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Newcastle upon Tyne
United Kingdom
NE1 4AD

Bankers

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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

www.sjog.org.uk



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Hospitaller Services**

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