



ANNUAL REPORT 2020

SJÖG



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(incorporating the Strategic Report)

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Trustees Annual Report
(incorporating Strategic Report) for
Saint John of God Hospitaller Services
Registered Charity No: 1108428
Company No: 05324279

WHAT A YEAR
IT’S BEEN

WELCOME FROM THE CHAIR OF
TRUSTEES AND CHIEF EXECUTIVE

In a time of global pandemic our colleagues have been fantastic in continuing to strive to be of use to their communities. As key workers they have continued to be out and about supporting people at a point of crisis, and supporting some of the most vulnerable people in our society.

This has meant that whilst the world has been locked down, we have opened ten new services, primarily services for people who have been subject to modern day slavery or human trafficking.

IT SEEMS STRANGE TO SAY, BUT IN THIS YEAR SJOG HAS GONE FROM STRENGTH TO STRENGTH

Colleagues who are used to working in offices prepared themselves for working at home, and the investment we had made in cloud-based technology in 2019 really came into its own. Our colleagues balanced the pressures of working at home, whilst home schooling and dealing with the emotional rollercoaster that was 2020.

In response, we invested in our colleagues enhancing the LOVED programme to create our mental health support line, Brightline. Colleagues were provided with the resources to keep themselves and others safe as we all tried to work out what the changes would mean for us all.

It seems strange to say, but in this year SJOG has gone from strength to strength. The financial transformation of the charity has been completed and the quality of our services is at an all-time high and we enhanced our ability to provide evidence of the impact of the charity. Our investment in

research will bear fruit as we can better communicate the impact of what we do to those with the power and influence to make the societal changes that are needed to deal with the root causes of the issues we address every day.

In a time of Covid, our colleagues have been remarkable, and our plans to be of more help to more people are only achievable because of their dedication to the people we serve and the hospitality they demonstrate every day.



Emma Gibbons
Chair



Paul Bott
Chief Executive

A SNAPSHOT OF SJOG

OUR PURPOSE:

To meet need wherever we find it.

OUR VALUES:

Hospitality, Compassion and Respect.

OUR AIM:

To be

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

OUR STRATEGY

SJOG's strategic direction 'We're here to help' was developed by capturing the voices of the people we're here to support, and focuses on what they want and need from a charity.

1. PEOPLE

SJOG is a charity where people support people.

We believe that every person has intrinsic worth and inherent dignity, and that with the right support each and every person can achieve their potential.

We're led by the aspirations of the people we're here to help, bringing our professional skills to bear whilst recognising that we are guests in people's lives.

We are a diverse charity meeting need where we find it. In our 140 year history we have grown services for people with learning disabilities and complex physical impairments, we have developed partnerships to support older people. More recently the growth in need has been in mental health, homelessness and modern day slavery.

Even in a time of Covid we have remained ambitious for the people that we are here to serve, opening 10 new services and increasing both the reach and the range of the support offered.

2. COLLEAGUES

The number of colleagues employed by SJOG increased slightly in the year as we opened new services.

At our heart we believe that every person has intrinsic worth and inherent dignity, and that with the right support each and every person can achieve their potential and that is as true for our colleagues as for the people we support.

Our move to e-learning in 2019 paid dividends in 2020 as the nation was locked down. Our colleagues continued to learn and develop, and whilst e-learning is great, we recognise that some training benefits from face-to-face discussion and interaction with colleagues and we continue to find ways to provide this.

This year saw the further development of 'The Ministry of Hospitality' offering a learning pathway for each of our colleagues to develop their knowledge and skills and achieve their potential.

LOVED continues to support our colleagues' physical, financial and emotional health, with a particular focus this year on mental health. In the year colleagues trained as Mental Health First Aiders, a mental health support line was launched and free access to mental health professionals was built into the LOVED programme.

In the global pandemic our colleagues as key workers were still in the community doing the work that they do. They are remarkable and they supported each other to be remarkable, increasing the sense of community and mutual support through the '#staying positive' initiative that grew spontaneously from services.

3. GROWTH

We exist to meet need where we find it, and with a growing need we opened 10 new services this year; seven whilst the nation was in lockdown.

Our partnership with The Salvation Army continues to be particularly beneficial, and with new services in Birmingham, Middlesbrough and Brighton, SJOG became the UK's largest provider of safe houses for people who have been trafficked or subject to modern day slavery.

The rate of growth continues as we work to open a further 10 new services in 2021, with six of these opening in the first quarter of 2021.

4. SUSTAINABILITY

The charity is now financially sustainable, raising enough money to cover its costs, and we have rebuilt reserves to sensible levels.

Whilst financial sustainability is core, it is not everything and so we are working to embed the UN Sustainable Development Goals and have built a governance suite that reports on the 17 inter-related goals, covering finance, people and environmental impact.

The development of new ways of working was already underway with partnerships with the universities of Warwick and Northumbria, and this work was given a particular focus by the pandemic.

Built into these initiatives are impact measurements and ongoing learning from the lives of the people that we are here to serve.

FINANCIAL REVIEW

FINANCIALLY, THIS HAS BEEN ANOTHER
SUCCESSFUL YEAR FOR THE CHARITY, WHICH
BUILT ON THE WORK STARTED IN 2019.

The sector remains a challenging environment to operate in, but closer relationships working with commissioners have led to SJOG receiving a fair rate for the care and support provided.

New services in the year benefitted from robust financial modelling, ensuring their viability and sustainability. Cash flow was made a priority and significant improvements continued to be made in credit control.

Our total income in 2020 was £17.7m (2019: £17.6m) as shown in the Statement of Financial Activities.

Charitable expenditure was £17m (2019: £16m) and the charity generated a surplus of £0.8m (2019: £1.3m).

Reserves grew from £1.4m at the end of 2019 to £2.3m at the end of 2020 of these £0.9m are restricted and £1.4m are unrestricted. £1.2m of reserves are held as fixed assets.

The trustees have a responsibility to hold a prudent level of reserves, to ensure the sustainability of the charity. The trustees have set a reserves target of £1.5m. This is necessary for day to day working capital and to cover potential financial risks and is in accordance 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.

The turnaround is in part making better decisions, based upon better information, both financial and non-financial

The charity reviews a suite of KPIs on a monthly basis which cover financial and operational matters.

Financial results are reviewed against budget at national, regional and individual service level.

Working capital is monitored through debtor and creditor days and cash flow forecasting.

A detailed operational dashboard provides information on quality, staffing, safeguarding, occupancy and compliance with regulators and our own standards.

IT'S OFFICIAL, WE'RE THE BEST IN THE BUSINESS

WHAT WERE YOUR HIGHLIGHTS OF 2020?

Of course I would have to say winning the Finance Team of the Year in the Third Sector Annual Awards. The work the team has put in over the last few years and the outcomes achieved have been phenomenal. From improving working capital, to building relationships and creating financially sustainable services. The turnaround in the charity's finances has been remarkable. I was delighted for the team to get the recognition.

The other highlight has been seeing how colleagues adapted and pulled together. Central office teams packed up their desks one Friday and began working from home seamlessly the following Monday. The investments we made in technology and software paid off immeasurably. Frontline colleagues showed enormous strength and stoicism in the face of COVID; facing the unknown with courage, supporting each other and always prioritising the safety of the people we support. I'm in awe of the good work they have done this year.

WHAT ARE YOU LOOKING FORWARD TO IN 2021?

I'm looking forward to restrictions easing and getting out and about visiting our services again; seeing people face to face.

We expanded and opened new services throughout 2020, but I hope we will have the opportunity to do more in 2021. There are lots of opportunities for us to expand existing services and open new exciting ones, and now we have a stable financial platform we are in a great position to explore those opportunities.

Leanne Welford
Chief Finance
Officer



**MY HIGHLIGHT FOR
2020 WAS MOVING INTO
TERRY YORATH HOUSE**

“

**I LOVE BEING
HERE WITH ALL
MY FRIENDS ”**

**WHAT ARE YOU
LOOKING FORWARD
TO IN 2021?**

I came into Terry Yorath House to learn new skills and become more independent with a view to moving into my own place. Unfortunately because of Covid, this has been harder to do, but now things are looking better, I am sure I can make some progress with the help of the staff team here. Talking of Covid, I am also really excited about getting out and about again, doing things like going on the bus to town to go shopping (I love shopping!) or people watching. I can also get out to see all my other friends and have a coffee and a catch up. Roll on the rest of 2021!

Amina Braimah
Resident

Hi my name is Amina. I have lived at Terry Yorath House in Leeds since January 2020. Before then I had been coming into respite for a number of years. I realised my mum was getting older and my father was unwell, and in addition I really wanted a bit more independence and a chance to strike out on my own. So I was thrilled when a permanent vacancy came up at Terry Yorath House. I have a lot of friends here and get on really well with the staff who are really caring, thoughtful and funny people.

PLANS FOR FUTURE PERIODS

**We retain the ambition to meet
need where we find it.**

**2020 WAS A REMARKABLE
YEAR FOR THE CHARITY.
TEN NEW SERVICES WERE
OPENED, SEVEN OF WHICH
WERE WHILST THE UK WAS
IN LOCKDOWN.**

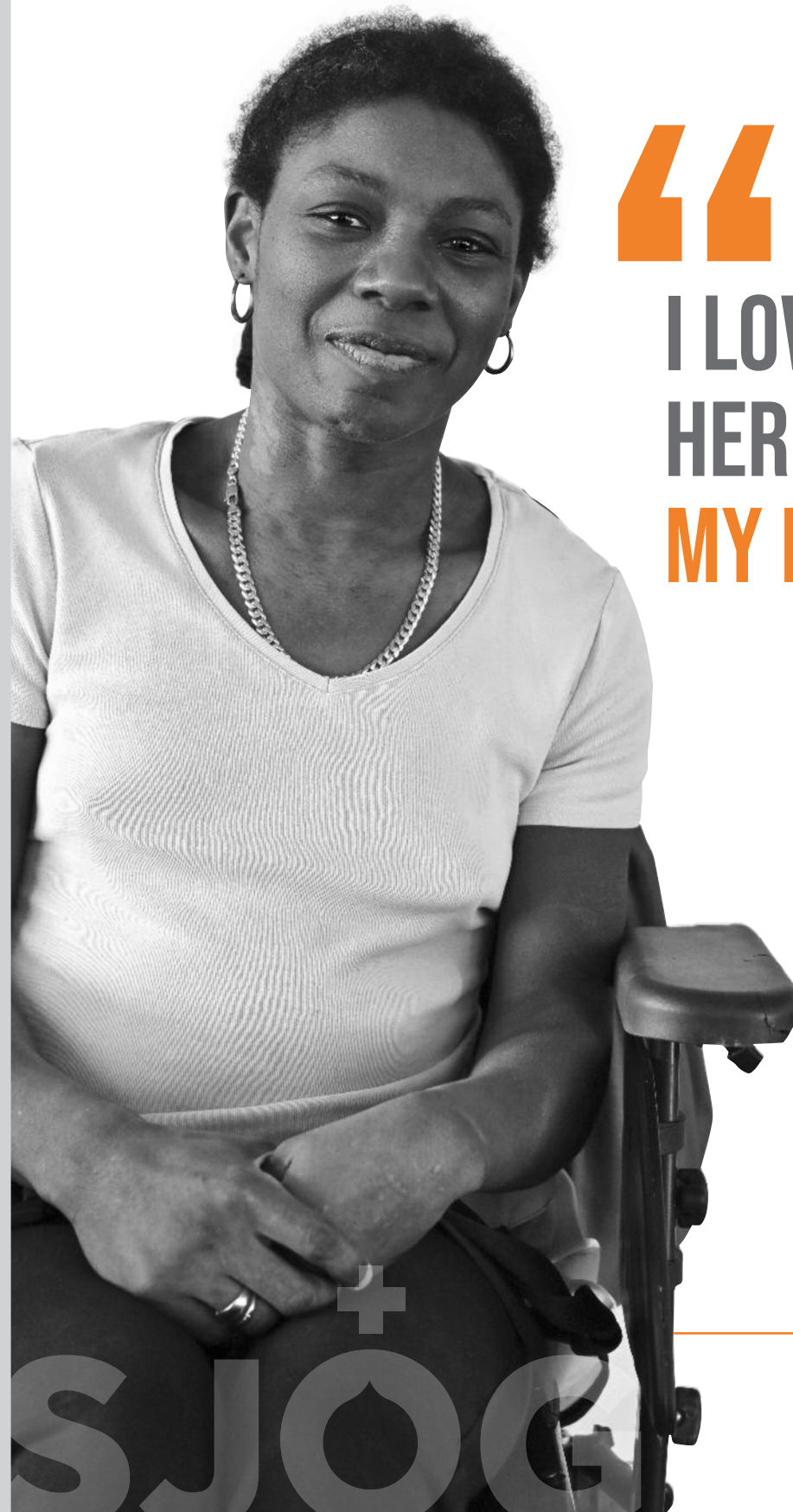
The coming year will continue this trend with 10 new services planned for 2021, with new services for people who have been subject to modern slavery, new services supporting older religious communities and new services for people with learning disabilities and complex physical impairments.

Work has already begun on a community initiative called 'Pomegranate' that will develop both work opportunities and provide food to communities. The first of these will hopefully open in the West Midlands in the middle of 2021.

As a charity where people support people, it is important that we can attract great colleagues as we grow, and important that we pay our current colleagues a fair rate for the work they undertake. Further progress will be made towards being a real living wage employer. We will close the gap in 2021 with plans to achieve this in 2022.

We will ensure that our services remain safe for the people we support and the colleagues who work and volunteer in them. This includes ensuring that individuals' data is kept safe. The charity will achieve ISO 27001 for information security, further strengthening the trust that the people that we support, funders, and colleagues have in the charity.

We will better hear the voice of the people we are here to support. The Advisory Council, consisting of people who use SJOG's services was formed in 2020 and will further develop their work to ensure that the board better hears their voices.



SJOG

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, last reviewed and revised in 2019. 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 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:

1. Organisational Purpose
2. Leadership
3. Integrity
4. Decision Making, Risk and Control
5. Trustee Board Effectiveness
6. Inclusion and Diversity
7. Openness and Accountability

ORGANISATIONAL PURPOSE

The charity's purpose is detailed in the charity's governing documents.

These Articles of Association state that the charity purpose is to meet need and to progress the aims of Hospitaller Order of Saint John of God. The trustees are clear on this purpose and are mindful of these in decision making.

LEADERSHIP

SJOG is both a registered charity and a company limited by guarantee. 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 2020 and December 2020, though there were also 12 committee meetings. All meetings were quorate and no member was absent for more than two meetings.

Though the year started with three committees: Finance, Audit and Risk; Quality and Safety, and Governance, following a review of governance, the Governance Committee was disbanded and its role absorbed into board and other committees.

WE ARE A CHARITY OF PEOPLE SUPPORTING PEOPLE

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 Finance Officer, Chief Operating Officer and the Director of Opportunities 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

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 and complaints, and declare fundraising complaints annually, though there were none in 2020. This reflects the decision to step away from face to face fundraising. Consequently, the charity chooses not to use third party fundraisers, and there were no breaches of the Fundraiser Regulator Code.

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 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, SJOG must 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.

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.



**SJOG IS SUPPORTED BY
GREAT VOLUNTEERS
WITH A RANGE OF
PROFESSIONAL AND
PERSONAL SKILLS**

Environment

SJOG has committed to using the UN sustainable development goals in measuring the sustainability of the charity and to eliminating or reducing our negative environmental impacts and maximising the benefit from positive environmental opportunities.

Energy

In our updated environmental policy we aspire to be carbon neutral for electricity and gas, and to reduce our energy usage, 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.

Waste

SJOG is committed to reducing waste and aspires to sending zero waste to landfill by 2024. We are developing our understanding of the types and quantities of waste and how to track our progress. The environmental audit to baseline the charity's current impact, though planned for 2020, was delayed due to the global pandemic.

Equality and Fairness

SJOG is supported by great volunteers with a range of professional and personal skills. The charity is also led by a volunteer trustee board.

SJOG only employs paid colleagues where necessary. They run and support complex services delivering them as safely as possible, but ensuring maximum benefit to the people that we are here to support.

We have a financial responsibility to our colleagues. We have an aspiration to pay them a living wage, though due to the funding of social care in the UK this is an aspiration that we are still working towards.

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.

In reaching decisions about levels of pay, the board receives reports on the prevailing market conditions, relevant external benchmarks, the organisation's budget, our future plans and past performance.

Pay Policy

SJOG's pay policy was reviewed within the year and in setting pay levels for our colleagues, we take into account the pay practices in other similarly sized charities and the local market.

We aim for a sustainable and consistent pay strategy that supports the aspirations detailed in the strategy.

Gender Pay Gap

SJOG has a commitment to fairness in recruitment, pay, promotion and development. SJOG is an organisation where over 80% of the team are female.

We have a requirement to report in line with the UK Equality Act 2010 (Gender Pay Gap Information) Regulations. In 2020 we were pleased to note that SJOG's gender pay gap was significantly lower than that of other organisations and is significantly smaller than the UK national average (4.6% compared to 15.5%: Office of National Statistics). 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 recognise the importance of publishing our ethnicity pay gap and calculate this in accordance with Government regulations for calculating gender pay gaps.

From next year we will publish our ethnicity pay gap report every year. This is another step we are taking to be open and transparent.

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

- The UK 2020 median ethnicity pay gap average is 3.8%.
- 13% of the nation's workers are from a black, Asian and minority ethnic background (2011 census).

There is more work for us to do in this area and an equality diversity and inclusion report has been commissioned as has a survey of all the data we hold on our colleagues.

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. Consequently, we have provided clarity on the pay of the executive team.

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“ TECHNOLOGY... WITH A LITTLE BIT OF MAGIC! ”



Emma Frew
Fundraising

WHAT WAS YOUR HIGHLIGHT OF 2020?

Bringing 'Magic Space' to the charity was definitely a highlight. A first of its kind, Magic Space combines new advancements in immersive technology and traditional sensory therapies, wrapped in an accessible mobile unit to go to wherever people are. Magic! Securing £100k of funding from the National Lottery Covid Relief Fund enabled us to make this magic happen.

We can have people immersed in a concert of their idol, like Neville who lights up when he hears Michael Jackson songs, or David who can literally feel the wind on his face when watching his beloved trains. It's really exciting to provide sensory experiences tailored to each person.

WHAT ARE YOU LOOKING FORWARD TO IN 2021?

The technology that we have on Magic Space is opening up our thinking on how technology can support people in even greater ways. We are currently exploring 360 immersive therapy and touch screen interactive learning for example. The development of our 'Tango Teach' learning library is also very exciting, particularly when we see the delight on the faces of the people we support. This is what really makes our jobs worthwhile.

For our HMDS services, we hope that 2021 sees our plans to create enterprise ideas (such as pomegranate cafés) come to fruition. These will help to upskill people and give them the confidence to move onto a brighter future. These are exciting opportunities and I'm looking forward to helping create something really special.

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, homelessness 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 process therefore have to be robust, which is why we have the externally audited, accredited and certified by CHAS.

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 the 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.

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.



AN ORGANISATION THAT IS TRUE TO ITS VALUES

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 internal and external 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.

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 take the safe storage of data seriously, and a programme of embedding an understanding of GDPR across the charity has continued to be developed.

We have improved our IT security this year, improving the defensiveness of our IT systems from unauthorised access or misuse, and we are working to achieve ISO27001 certification in 2021.

The process of review and improvement as we get ourselves ISO27001 ready has 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. We have improved the information about the work that we do and that we are a great place to work via our #goodwork campaign. This has improved both retention and recruitment rates.

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 in all our services through our internal audits though the lockdown prevented CQC visiting to confirm this.

Pandemic Risks

As a charity we are part of the solution in meeting the health and social care needs of the Covid-19 pandemic and as such we expect our services to continue to operate.

Our Business Continuity Plans (BCP) have worked effectively and as the government advice has changed, so our BCPs have repeatedly evolved as well. At no point has the delivery of service been stopped by the pandemic though we have developed new ways of supporting people.

We benefit from fundraising, but our core services are funded through statutory authorities and we envisage that this funding will continue. The trustees have reviewed detailed forecasts and cash flows for the next twelve months which provide assurance that there are no material uncertainties in respect of going concern. 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 in this year we 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 taken in the past year to support our colleagues better, to ensure that the charity is financially sustainable and to build partnerships for a purpose, all stand us in good stead to weather this particular storm.

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WE RECOGNISE THAT PEOPLE HAVE A CHOICE ABOUT WHERE THEY WORK. WE HAVE IMPROVED THE INFORMATION ABOUT THE WORK THAT WE DO AND THAT WE ARE A GREAT PLACE TO WORK VIA OUR #GOODWORK CAMPAIGN.





HOW WAS 2020 FOR YOU?

2020 was a difficult year for most of us due to Covid-19. It obviously dominated the year. People lost loved ones and everyone had to go through a lot of change in their lives to adjust to the reality that the strict guidelines entailed. It was a year that taught us that global problems need global effort and togetherness to overcome. At SJOG it certainly felt that we came together to make keep everyone as safe as possible and continue to provide the best service possible for people we support.

“ WE CAME TOGETHER TO MAKE EVERYONE SAFE ”

AND LOOKING FORWARD TO 2021?

2021 has brought hope that life can go back to normal. I joined SJOG in December 2019, so the majority of my time here has been working during the pandemic. I'm looking forward to being able to enjoy the outside community with those we support. We've been indoors for a long time!

We must learn from the past and find a better way to protect ourselves and others until this virus vanishes from the face of the earth.

Robel Gebresillassie
Support worker, Leeds

WE BELIEVE IN THE POTENTIAL OF PEOPLE

TRUSTEE BOARD EFFECTIVENESS

Appointments

In 2020 a recruitment firm was used to recruit trustees through an open process. The recruitment delivered an excellent quality of candidates and 10 new trustees could have been recruited, however three individuals were asked to join the board.

The recruitment process brought in younger trustees and the board now also has a better gender balance. The move to create a more balanced and diverse board that better reflects the communities that we work in will continue.

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.

Any communications we make internally or externally aim to demonstrate our independence of thought and action.

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 identified where to focus our recruitment process.

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.

While 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.

Twice a year trustees and the executive team meet to discuss the strategic opportunities and risks we may face in the future. In 2020 however these were curtailed due to the pandemic.

Trustee Board Skills and Knowledge

For the trustees appointed in the year, a new induction process was put in place that provided formation on the history of the charity, the Order and the life of Saint John of God, their role requirements, core responsibilities, as well as the strategy, performance and structures within the charity.

We also continue to brief our trustees in changes to regulation and standards throughout the year as part of the board meeting papers. Examples of this include our review and implementation of GDPR (legislation in relation to data protection) and our information governance arrangements.

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.

In 2020 there were four women and six men on the board. Emma Gibbons became chair of trustees of SJOG in December 2020 taking over from Brother Donatus. Across the charity 83% of colleagues are 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 and meets in the weeks before the board meeting to review and offer their comments on matters going to the board, so that their voices can be heard when trustees come to make decisions.

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. Achieving this will have a positive impact on the ethnicity pay gap. The starting point will be an audit and the creation of working group focusing on the structure and cultures within the charity to eliminate inequality.

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“ WITH TEN NEW SERVICES WE CAN HELP SO MANY MORE PEOPLE

”

WHAT WERE YOUR HIGHLIGHTS OF 2020?

The year started on such a great note with our homeless and modern day slavery / trafficking services growing. Then the pandemic started, and everything around us seemed to be coming to halt; life was not the same anymore. Yet it never daunted our spirit or the growth. We grew from 9 safe houses to 19 safe houses - offering our support to over 200 clients by the year end. And there was plenty to be thankful for, we were a strong team and every member had put in their best to support the services and our clients through the pandemic.

WHAT ARE YOU LOOKING FORWARD TO IN 2021?

I hope I can go and see my parents in India, once the restrictions ease on travelling and I hope the same for everyone else, who has longed to see loved ones. I am also looking forward to be able to take masks off (it's my least favourite accessory!) and as well to start seeing our colleagues in person.

At the start of 2021, we ventured into outreach services, adding another 280 plus clients by mid-May, with a projection of a bigger number by year end. I feel truly blessed to be part of such an exponential team, surrounded by lovely and supporting colleagues and working for a wonderful charity that believes in living its values.

Sirpreet Kaur

Deputy Ops Manager
– Homelessness &
Modern Day Slavery



MR B IS A 51 YEARS OLD CHINESE
NATIONAL AND WAS TRAFFICKED
INTO THE UK IN 2007

“SAVED FROM A LIFE OF SLAVERY”



Mr B is a 51 years old Chinese national and was trafficked into the UK in 2007. He was forced to grow cannabis and deal drugs by the same group of people by whom he was trafficked. Periods of detention followed in both an immigration detention centre and prison. It was a very difficult period.

Mr B was eventually referred to the Salvation Army and onto SJOG where he began his placement in the summer of 2019.

Mr B's mental health was not good. When he first arrived at SJOG he was stressed and depressed. He felt constantly anxious about his future, struggled to sleep and had nightmares. This all caused low mood and there were often incidents of abusive behaviour and displaying issues of anger management. This was exacerbated by his poor physical health.

The SJOG team were able to identify triggers for his behaviour and worked really hard on strategies to assuage his anger and abusiveness.

Whilst in SJOG's support Mr B's mental health improved. He began to gain confidence and felt less depressed. He was sleeping better and felt more reassured. His physical health also improved and he was able to manage his own medication and monitor his own blood sugar levels for his diabetes.

During his stay, Mr B gained his residency permit and granted leave to stay in UK. Staff have supported him to access benefits and he is now ready to move onto supported accommodation.

Stock photo. Posed by model.

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 of 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.

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 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.

Safeguarding

SJOG's safeguarding policy was rewritten and strengthened in 2019 and reviewed in 2020. 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 the year we introduced e-learning modules around safeguarding to supplement the face to face training that is already in place.

WE HOPE THAT WITH
SUPPORT WE CAN
DELIVER ON OUR
PURPOSE OF PROVIDING
REAL PUBLIC BENEFIT

We 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 feedback we receive, and we review this information in reports to the trustee board. Our focus in 2021 will be on improving our trend analysis and thereby targeting areas for improvement.

We want to learn and use the insight from feedback to inform our future activity.

“ I LOVE MY JOB. ST. PAUL’S IS AN AMAZING PLACE TO WORK! ”



LOOKING BACK AT 2020

I started working for SJOG in February 2020, so for me 2020 was a great year, despite Covid! The Sisters at St Paul's are all amazing and lovely people. It's a privilege to work here and my colleagues too are great – we all work together as team. Day to day I provide a range of activities for the Sisters – their favourites include boxercise, Monday's bingo, and the pamper days are quite a favourite too. If I had to pick out two extra specials days in the year, it was the celebration of VE day – we had such a good party, and Christmas day was fantastic – a real spirit of community with everyone coming together. We organised video calls so families and friends who couldn't visit in person could still be part of the sisters' day.

LOOKING FORWARD TO 2021

I look forward to every day and with some good summer weather (hopefully) will particularly enjoy going for walks around the grounds at Selly Park with the Sisters. The grounds are wonderful – we're very lucky. Personally I'm looking forward to going concerts and the theatre again, (and even further ahead to 2022, to my honeymoon which was postponed in 2019).

Suzi Kavanagh
Activities Co-ordinator,
St Paul's Nursing Home

I WAS BORN IN LANCASHIRE IN 1923
AND ENTERED THE SISTERS OF CHARITY
OF ST. PAUL THE APOSTLE IN SELLY
PARK, BIRMINGHAM, IN 1942

“ OUR HOME IS SUCH A LOVELY, WARM COMMUNITY ”

I left a very happy family with my parents, six brothers and one sister to join another happy family. Once I set foot in Selly Park I never looked back – I felt at home immediately.

I've worked throughout my life to support the Congregation's mission in various places in England, South Africa and Scotland. When I retired, I returned to Selly Park and at the age of 97 years, my care needs increased and it was time for me to move to St. Paul's Care Home. Since I arrived in December 2020 I've settled in well and I feel I can still contribute to the life of the care home. I have got to know the staff and they know me, and respond very well to my needs.

I still have the opportunity to live my religious life, attend mass and prayers from the chapel gallery or from my room. I like to keep up with hobbies – it's a good way of sharing your interests with others.

St. Paul's offered me a home from home in my youth and now St. Paul's Care Home has become the home where I am well cared for.

Sr. Kevin,
St Paul's Nursing Home



STATEMENT OF DISCLOSURE TO AUDITOR

In so far as the trustees are aware at the time of approving our trustees' annual 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.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also directors of SJOG for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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 of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 Standards and Statements of Recommended Practice;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards and Statements of Recommended Practice 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 operation.

The trustees are responsible for keeping proper accounting records that 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 hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Trustee Report has been approved by order of the Board of Trustees:

Signed:



Emma Gibbons, Chair of Trustees

Dated: 23 June 2021



EVERY DAY WE
SAY, 'COME ON IN,
YOU ARE VERY
WELCOME'

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF SAINT JOHN OF GOD HOSPITALLER SERVICES

Opinion on financial statements

We have audited the financial statements of Saint John of God Hospitaller Services (the 'charitable company') for the year ended 31 December 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of 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 charitable company's affairs as at 31 December 2020 and of its 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 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 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 purpose 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 charitable company and its 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, or returns adequate for our audit have not been received from branches not visited by us; or
- the 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, 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 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 charitable company or to cease operations, or have no realistic alternative but to do so.

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF SAINT JOHN OF GOD HOSPITALLER SERVICES (CONTINUED)

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 audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory frameworks that the charitable company operates in and how the charitable company is complying with the legal and regulatory framework;
- 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, the Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011 and the 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, 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 and those charged with governance whether the charitable company is in compliance with these law and regulations and inspected correspondence with regulatory authorities where appropriate.

The audit engagement team identified the risk of management override of controls and income recognition as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed 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 and reviewing income transactions around the year end to consider if it is recorded in the correct period.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at 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 auditors' 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 its members as a body, for our audit work, for this report, or for the opinions we have formed.

Claire Leece
(Senior Statutory Auditor)



Dated: 29 June 2021

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

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

**STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 DECEMBER 2020**

	Notes	Unrestricted funds £'000	Restricted funds £'000	TOTAL 2020 £'000	TOTAL 2019 £'000
Income and endowments from:					
Donations and legacies	3	294	406	700	1,198
Charitable activities	4	12,204	4,631	16,835	16,057
Other trading activities	5	193	-	193	179
Investments	6	1	-	1	3
Other income	7	301	-	301	128
Total income		12,993	5,037	18,030	17,565
Expenditure on:					
Raising funds	8	214	-	214	150
Other costs	8	130	-	130	142
Charitable activities	9	12,128	4,742	16,870	15,967
Total resources expended		12,472	4,742	17,214	16,259
Net movement in funds		521	295	816	1,306
Total funds brought forward		858	585	1,443	137
Total funds carried forward		1,379	880	2,259	1,443

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.

**BALANCE SHEET
AS AT 31 DECEMBER 2020**

	Notes	2020 £'000	2020 £'000	2019 £'000	2019 £'000
Fixed assets					
Intangible assets	13		201		175
Tangible assets	14		1,035		851
Investments	15		-		2
			1,236		1,028
Current assets					
Stocks	16	-		3	
Debtors	17	1,494		1,579	
Cash at bank and in hand		2,207		1,445	
		3,701		3,027	
Creditors: amounts falling due within one year	18	(2,678)		(2,612)	
Net current assets			1,023		415
Total assets less current liabilities			2,259		1,443
Income funds					
Restricted funds	20		880		585
Unrestricted funds			1,379		858
			2,259		1,443

The financial statements were approved by the Trustees on 23 June 2021:



E Gibbons
Chair of Trustees

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2020

	Notes	2020 £'000	2019 £'000
Cash flows from operating activities			
Cash generated from operations	22	1,181	582
Investing activities			
Purchase of intangible assets		(76)	(175)
Purchase of tangible fixed assets		(345)	(672)
Proceeds on disposal of tangible fixed assets		1	7
Interest received		1	3
Net cash used in investing activities		(419)	(837)
Net cash used in financing activities		-	-
Net increase/(decrease) in cash and cash equivalents		762	(255)
Cash and cash equivalents at beginning of year		1,445	1,700
Cash and cash equivalents at end of year		2,207	1,445

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

1 ACCOUNTING POLICIES

Charity information

Saint John of God Hospitaller Services is a charitable company 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)" (as amended for accounting periods commencing from 1 January 2016). 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.

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 that there are no material uncertainties and that 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 services: Income is recognised when the service has been delivered.

Care and support packages: Are recognised when the services are delivered or the beds / housing vacancies are occupied or agreed funded voids have crystallised.

Raising funds

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

Garden Centre income: All retail income is accounted for when the sale takes place.

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

Investment income

Investment income is accounted for on an accruals basis.

Donated services

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.

Other income

Other income relates to monies received in relation to flooding and is recognised when the charity is entitled to receipt.

1 ACCOUNTING POLICIES
(Continued)

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

Garden Centre costs include the costs of goods sold and the direct costs of operating the retail unit.

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.

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 only to capitalise items with an individual or collective value (where it is a group of assets) exceeds £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
- 4 to 25 years

Fixtures and fittings
- 3 to 8 years

Motor vehicles
- 4 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.

Fixed asset investments

Quoted investments are valued at the mid-market price at the close of business at the year-end. Unquoted investments are valued by the trustees after taking appropriate professional advice. Unlisted investments are valued at the average of the bid and offer prices or, if the bid price is not available, by adjustment to the offer price. Realised gains on investments are calculated as the difference between the sale proceeds and the carrying value of the investment and included in the SOFA.

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.

Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell.

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 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 creditors 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.

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.

Recognition of such payments as a liability and an expense only when it is demonstrably committed either:

- to terminate the employment of an employee or group of employees before the normal retirement date; or
- to provide termination benefits as a result of an offer made in order to encourage voluntary redundancy.

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.

Leases

Rentals payable under operating leases, including any lease incentives received, are charged to income on a straight line basis over the term of the relevant lease.

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.

3 DONATIONS AND LEGACIES

	Unrestricted funds £'000	Restricted funds £'000	TOTAL 2020 £'000	TOTAL 2019 £'000
Donations and gifts	294	406	700	1,126
Legacies receivable	-	-	-	72
	294	406	700	1,198
For the year ended 31 December 2019	567	631		1,198
Donations and gifts				
Hospitaller Order of Saint John of God	-	93	93	609
Other	294	313	607	517
	294	406	700	1,126

4 CHARITABLE ACTIVITIES

	Accommodation and support £'000	Leisure, Education and Occupational Services £'000	Specialist Housing Support £'000	Religious Management Services £'000	TOTAL 2020 £'000	TOTAL 2019 £'000
Charitable activities	4,994	96	6,691	5,054	16,835	16,057
Analysis by fund						
Unrestricted funds	4,890	96	6,690	528	12,204	
Restricted funds	104	-	1	4,526	4,631	
	4,994	96	6,691	5,054	16,835	
For the year ended 31 December 2019						
Unrestricted funds	4,669	251	5,984	516		11,420
Restricted funds	-	-	-	4,637		4,637
	4,669	251	5,984	5,153		16,057

5 OTHER TRADING ACTIVITIES

	2020 £'000	2019 £'000
Trading income	193	179

6 INVESTMENTS

	2020 £'000	2019 £'000
Bank interest	1	3

7 OTHER INCOME

	2020 £'000	2019 £'000
Other income	3	-
Insurance claim income	16	128
Coronavirus Job Retention Scheme Grants	282	-
	301	128

8 RAISING FUNDS

	2020 £'000	2019 £'000
Direct costs	103	114
Staff costs	111	36
	214	150
Other costs		
Direct costs	107	84
Staff costs	19	55
Depreciation and impairment	4	3
	130	142
	344	292

9 CHARITABLE ACTIVITIES

	Accommodation and support £'000	Leisure, Education and Occupational Services £'000	Specialist Housing Support £'000	Religious Management Services £'000	TOTAL 2020 £'000	TOTAL 2019 £'000
Staff costs	3,718	127	3,147	4,085	11,077	11,169
Depreciation and impairment	54	1	87	2	144	71
Activities directly undertaken	782	20	2,088	541	3,431	3,337
	4,554	148	5,322	4,628	14,652	14,577
Share of support costs (see note 10)	605	12	965	611	2,193	1,368
Share of governance costs (see note 10)	7	-	11	7	25	22
	5,166	160	6,298	5,246	16,870	15,967
Analysis by fund						
Unrestricted funds	5,063	160	6,185	720	12,128	
Restricted funds	103	-	113	4,526	4,742	
	5,166	160	6,298	5,246	16,870	
For the year ended 31 December 2019						
Unrestricted funds	4,887	266	5,689	376		11,218
Restricted funds	5	-	3	4,741		4,749
	4,892	266	5,692	5,117		15,967

10 SUPPORT COSTS

	Support costs £'000	Governance costs £'000	2020 £'000	2019 £'000	Basis of allocation
Staff costs	1,459	-	1,459	779	
Depreciation and amortisation	62	-	62	13	
Legal and professional	19	-	19	74	Specific allocation
IT	306	-	306	187	Specific allocation
Finance	107	-	107	22	Specific allocation
Property	101	-	101	153	Specific allocation
Exec office	75	-	75	93	Specific allocation
HR	22	-	22	37	Specific allocation
Admin	42	-	42	10	Specific allocation
Governance	-	25	25	22	Governance
	2,193	25	2,218	1,390	
Analysed between Charitable activities	2,193	25	2,218	1,390	

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 £17,500 (2019 - £15,000) for audit fees.

11 NET MOVEMENT IN FUNDS

	2020 £'000	2019 £'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	18	15
Depreciation of owned tangible fixed assets	160	87
Loss on disposal of tangible fixed assets	-	3
Amortisation of intangible assets	50	-
Operating lease charges - land and buildings	1,202	1,202
Operating lease charges - other	6	6

12 EMPLOYEES

Number of employees

The average monthly number of employees during the year was:

	2020 Number	2019 Number
Medical, Nursing and Allied Professions	15	17
Managers, Support Workers and Ancillary Staff	477	489
Executive	4	1
Managers and Other Staff	28	16
	524	523

Employment costs

	2020 £'000	2019 £'000
Wages and salaries	10,785	9,860
Social security costs	879	823
Other pension costs	309	266
Other staff costs	603	1,030
Restructuring costs	90	60
	12,666	12,039

Included in staff restructuring costs are 34 (2019: 7) redundancy payments totalling £90,257 (2019: £60,177).

The key management personnel of the charity comprise the Trustees and the key management team. Total employee benefits for the key management personnel were £407,101 (2019: £328,753).

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

	2020 Number	2019 Number
£60,000 - £69,999	3	2
£80,000 - £89,999	2	1
£120,000 - £129,999	1	-

In the year, there were 6 employees (2019: 3) earning in excess of £60,000 per annum who participated in the defined contribution pension scheme (see note 26). Contributions of £14,979 were made in relation to these individuals during the year (2019: £7,350).

No trustee received any remuneration (2019: nil). Expenses were paid to 2 (2019: 2) trustees totalling £582 for travel and subsistence (2019: £740).

Excluding the volunteer trustees, the charity had 16 (2019: 34) 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

Cost

	Software £'000
At 1 January 2020	175
Additions	76
At 31 December 2020	251
Amortisation and impairment	
At 1 January 2020	-
Amortisation charged for the year	50
At 31 December 2020	50
Carrying amount	
At 31 December 2020	201
At 31 December 2019	175

14 TANGIBLE FIXED ASSETS

Cost

	Leasehold land and buildings £'000	Assets under construction £'000	Fixtures and fittings £'000	Motor vehicles £'000	TOTAL £'000
At 1 January 2020	1,247	-	734	78	2,059
Additions	119	61	165	-	345
Disposals	-	-	(5)	-	(5)
At 31 December 2020	1,366	61	894	78	2,399
Depreciation and impairment					
At 1 January 2020	572	-	558	78	1,208
Depreciation charged in the year	91	-	69	-	160
Eliminated in respect of disposals	-	-	(4)	-	(4)
At 31 December 2020	663	-	623	78	1,364
Carrying amount					
At 31 December 2020	703	61	271	-	1,035
At 31 December 2019	675	-	176	-	851

15 FIXED ASSET INVESTMENTS

	Unlisted investments £'000
Cost or valuation	
At 1 January 2019 & 31 December 2019	5
Impairment	
At 31 December 2020	3
Impairment losses	2
At 31 December 2020	5
Carrying amount	
At 31 December 2020	-
At 31 December 2019	2

16 STOCKS

	2020 £'000	2019 £'000
Finished goods and goods for resale	-	3

17 DEBTORS

	2020 £'000	2019 £'000
Amounts falling due within one year:		
Trade debtors	468	810
Other debtors	93	101
Prepayments and accrued income	933	668
	1,494	1,579

18 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Notes	2020 £'000	2019 £'000
Trade creditors		315	502
Other taxation and social security		230	193
Deferred income	19	552	333
Other creditors		959	1,104
Accruals		622	480
		2,678	2,612

19 DEFERRED INCOME

	2020 £'000	2019 £'000
Balance as at 1 January 2020	333	523
Released from previous years	(333)	(276)
Resources deferred in the year	552	86
	552	333

Deferred income relates to income charged for services in advance of the accounting period and as at 31 December 2020 also included £193k of income received in advance from local authorities as part of government guidance on advance payments at the start of the Covid-19 Pandemic.

20 FUNDS

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 January 2020 £'000	Incoming resources £'000	Resources expended £'000	Transfers £'000	Balance at 31 December 2020 £'000
Unrestricted funds					
Accumulated fund	858	12,993	(12,472)	-	1,379
	858	12,993	(12,472)	-	1,379
Restricted funds					
Religious services	-	4,525	(4,525)	-	-
Hospitality	6	-	-	-	6
Gabriel Howard	41	-	-	-	41
Terry Yorath House refurbishment	128	140	(16)	-	252
Olallo refurbishment	410	-	(41)	-	369
Lottery - Magic Bus	-	61	-	-	61
TSA - Covid Support	-	28	(16)	-	12
London Response Fund	-	44	(9)	-	35
In This Together	-	10	(10)	-	-
Gilihead	-	25	(25)	-	-
Arsenal	-	1	(1)	-	-
Connect Charity Donation	-	6	-	-	6
Order Convertible Donation	-	93	-	-	93
ICF Funding	-	104	(99)	-	5
	585	5,037	(4,742)	-	880
	1,443	17,748	(16,932)	-	2,259

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 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 Hospitality Fund was inherited at the time the charity was formed and represents a specific fund to assist beneficiaries who encounter personal financial difficulties.

The Gabriel Howard Fund was a specific family bequest to be used to ensure a beneficiary is well cared for in life within Saint John of God Hospitaller Services. This fund is being managed effectively for its intended use, should the beneficiary change care provider then this fund would be transferred.

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

The Tees Valley Community Foundation Fund relates to local funding for bikes and games for the modern day slavery safe house.

The Pear Tree Fund was received from the local council to fund activities around a community day.

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 Bupa Foundation supported SJOG to deliver the community kickstart project, delivering practical courses to assist people to live, healthier, happier lives by promoting mental health and wellbeing. Due to the impact of Covid these courses could not be fully delivered and BUPA supported SJOG to use of these fund to develop SJOG internal mental health training through online courses.

The London Response Fund represents funding to purchase and fit televisions and tablets in our southern Modern Day Slavery services.

The In This Together Fund represents support towards personal protective equipment and cleaning in our southern moderns day slavery services.

The Gilihead Fund represents bed sponsorship for a bed at our homelessness hostel in London. This funding was specifically for HIV, Hep B and COVID prevention.

The Arsenal Fund represents support towards additional personal protective equipment costs.

Connect Charity provided funding to support the delivery and development of the Digswell project.

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.

The ICF Funding represents funding received from the UK national government via local authorities to reduce the risk of Covid 19 in Care Homes.

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

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

For the year ended 31 December 2019:

	Movement in funds				
	Balance at 1 January 2019 £'000	Incoming resources £'000	Resources expended £'000	Transfers £'000	Balance at 31 December 2019 £'000
Unrestricted funds					
Accumulated fund	87	12,297	(11,510)	(16)	858
	87	12,297	(11,510)	(16)	858
Restricted funds					
Religious services	-	4,725	(4,741)	16	-
Hospitality	9	-	(3)	-	6
Gabriel Howard	41	-	-	-	41
Terry Yorath House refurbishment	-	130	(2)	-	128
Tees Valley Community Foundation	-	1	(1)	-	-
Pear Tree	-	2	(2)	-	-
Olallo refurbishment	-	410	-	-	410
	50	5,268	4,749	16	585
	137	17,565	(16,259)	-	1,443

21 ANALYSIS OF NET ASSETS BETWEEN FUNDS

Fund balances at 31 December 2020 are represented by:

Intangible fixed assets
Tangible assets
Current assets/(liabilities)

Fund balances at 31 December 2019 are represented by:

Intangible fixed assets
Tangible assets
Investments
Current assets/(liabilities)

	Unrestricted funds £'000	Restricted funds £'000	TOTAL £'000
	201	-	201
	436	599	1,035
	742	281	1,023
	1,379	880	2,259
	175	-	175
	397	454	851
	2	-	2
	284	131	415
	858	585	1,443

22 CASH GENERATED FROM OPERATIONS

	2020 £'000	2019 £'000
Surplus for the year	816	1,306
Adjustments for:		
Investment income recognised in statement of financial activities	(1)	(3)
(Gain)/loss on disposal of tangible fixed assets	-	3
Impairment of investments	3	3
Amortisation and impairment of intangible assets	50	-
Depreciation and impairment of tangible fixed assets	160	87
Movements in working capital:		
Decrease/(increase) in stocks	3	(1)
Decrease/(increase) in debtors	85	(303)
Increase/(decrease) in creditors	(154)	(320)
Increase/(decrease) in deferred income	219	(190)
Cash generated from operations	1,181	582

23 OPERATING LEASE COMMITMENTS

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:

	2020 £'000	2019 £'000
Land and buildings		
Within one year	865	200
Between one and five years	1,908	393
In over five years	1,623	383
	4,396	976
Other		
Within one year	6	6
Between one and five years	12	6
	18	12

24 CAPITAL COMMITMENTS

	2020 £'000	2019 £'000
Expenditure contracted for but not provided in the financial statements:	38	-

The above capital commitment is being funded by The National Lottery.

25 RELATED PARTY TRANSACTIONS

The Hospitaller Order of Saint John of God (and its subsidiary St. John of God (Community Developments) Ltd) and the Hospitaller Order of Saint John of God Charitable Trust are separate registered charities. Some of the trustees of these charities were also trustees of Saint John of God Hospitaller Services during the period under review. Certain trustees are also members of the Board of Sponsors of Saint John of God Hospitaller Ministries, a canonical body established in Ireland.

Included within debtors is an amount of £2,833 (2019: £6,145) owed from Hospitaller Order of Saint John of God for recharges of overhead costs.

Included within other creditors is an amount of £302,320 (2019: £314,320) due to Hospitaller Order of Saint John of God.

During the year rental payments of £345,881 (2019: £356,110) were made to Hospitaller Order of Saint John of God for the use of fixed assets owned by the Order.

During the year rent amounting to £nil (2019: £30,000) was paid to St. John of God (Community Developments) Ltd, a company of which one of the trustees is also a director. There was £nil outstanding at 31 December 2020 (2019: £nil).

During the year donations amounting to £92,500 (2019: £609,000) were receivable from Hospitaller Order of Saint John of God.

Included within other creditors is an amount of £561,631 (2019: £654,131) owed to Hospitaller Order of Saint John of God.

26 PENSION COSTS

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 period represents contributions payable in the period.

The total pension costs in the period were £307,208 (2019: £273,245). Amounts deducted but not yet paid over amounted to £57,536 (2019: £55,187).

27 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).

TRUSTEES

William Forkan	Chair of Trustees <i>(to Dec 2020)</i>
Emma Gibbons	Chair of Trustees <i>(from Dec 2020)</i>
Robert Moore	Vice-Chair
Niall Brannigan	
Michael Francis	
Lesley Selfe	
Brian Boggon	
Anthony Moore	<i>(resigned Feb 2020)</i>
Gerald Kidd	<i>(resigned March 2020)</i>
Paul Forster Jones	<i>(resigned Dec 2020)</i>
Sophie Robinson Davies	<i>(from Oct 2020)</i>
Roisin O'Donnell	<i>(from Oct 2020)</i>
Duncan Reid	<i>(from Oct 2020)</i>

GOVERNANCE Committee

Robert Moore • Paul Forster Jones

FINANCE, AUDIT AND RISK Committee

Emma Gibbons (Chair) • Brian Boggon • Paul Forster Jones

QUALITY AND SAFETY Committee

Lesley Selfe (Chair) • Niall Brannigan

KEY PERSONNEL

Paul Bott	Chief Executive
Leanne Welford	Chief Finance Officer
Lisa Alcorn	Chief Operating Officer
Jamie Mackrill	Directors of Opportunities

PRINCIPAL ADDRESS

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Charity Number:
1108428

Company Number
05324279

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SOLICITORS

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BANKERS

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Thank you for the kind continuing support of:

BUPA UK Foundation
Finnis Scott Foundation
Tees Valley Community Foundation
Pret Foundation
Porticus
Garfield Weston Foundation
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Poor Servants of the Mother of God
Nandos
Caritas Westminster



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