



REPORT

ANNUAL

2021

**SJOG**  
Hospitaller Services



A charity of people **for people**

# CONTENTS

## Trustees' Annual Report (incorporating the Strategic Report)

Welcome from the Chair of Trustees and Chief Executive .....	01
SJOG on a Page .....	02
Our Strategy .....	03
Financial Review .....	08
Plans for Future Periods .....	10
Governance .....	12
Independent Auditor's Report .....	26
Financial Statements .....	30
Contacts .....	56

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

Charity Commission registration number 1108428

Company limited by guarantee  
(registered in England, company number 05324279)

**OUR COLLEAGUES ARE  
REMARKABLE AND THE  
SUCCESSSES THAT YOU  
SEE HERE ARE  
BECAUSE OF THEIR  
EXCEPTIONAL WORK**

# WELCOME

## FROM THE CHAIR OF TRUSTEES AND CHIEF EXECUTIVE

After the challenges that a worldwide pandemic in 2020 brought, we were looking forward to a 2021 that offered us a return to normality, but being in and out of lockdown created further challenges and uncertainties.

Our colleagues, as always, were remarkable. When everyone was told to stay at home, our key working colleagues were out supporting the people that we are here to serve.

Despite the challenges, we continued to reach more people. This was achieved through opening new services, bringing in services from other providers and welcoming Good Shepherd as part of SJOG.

Even in this tumultuous year we've grown to support more people than ever before and developed new types of services.

In London and the north-west of England we have added outreach services for people who have been trafficked or subject to modern day slavery to add to our existing safe houses. SJOG is now, by some margin, the largest provider of safe houses in the UK.

As well as focusing on the new, 2021 was also a year to take stock of how far the charity has come. Developed in 2019, 'We're here to Help' was a transformational strategy and in 2021 we published a review of what has been achieved. The transformation has been remarkable.

In between lockdowns we were able to work with colleagues, the people we serve and wider networks to develop our new strategy 'Doing Good'. 'Doing Good' builds on the great work of the previous years, and supports the development of more and better services so that we can be of more help to more people.

The coming year will see the opening of our 20th, 21st and 22nd safe house, and a dedicated autism service that will sit at the heart of a network of provision for people with complex support needs in the North East. There will also be a community kitchen and further intensive housing management services.

It will also be the year that we celebrate with the Hospitaller Order of Saint John of God as it marks its 450th birthday. Though we grow and change to meet today's challenges and benefit from today's technologies, we will still hold Hospitality at our very core. Every day we continue to say, "come in, you are most welcome, how can we be of help?" That focus of being of help is what drives our colleagues every day, even in the toughest of times. They are remarkable and the successes that you see here are because of their exceptional work.



Emma Gibbons, Chair of Trustees



Paul Bott, Chief Executive



## SJOG ON A PAGE

### OUR PURPOSE:

To meet need wherever we find it.

### OUR VALUES:

Hospitality, Compassion and Respect.

### OUR AIMS:

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.

## TRUSTEES REPORT (INCORPORATING STRATEGIC REPORT)

# OUR STRATEGY

**2021 was a big year for the charity as we reached the end of the transformational strategic direction 'We're here to help' and developed a new strategy 'Doing Good', which we will start to deliver on in 2022.**

'Doing Good' was created by capturing the voices of the people in our community. It builds on the successes of the past three years and focuses on what people say they want and what they need from SJOG as a charity.

We'll be moving with 'Doing Good' to focus on Community, Impact and Quality from the beginning of 2022.

To highlight how far we've come in the past three years we captured the successes, and the areas where work needs to continue in the document 'We're Here to Help, How Did We Do?'

In reporting on 2021 we have retained the four headings of People, Colleagues, Growth and Sustainability from 'We're Here to Help'.

## 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, and we have developed partnerships to support older people.

More recently the growth in need has been in mental health, homelessness and modern day slavery, and this now constitutes the largest area of work by the charity, both in terms of the numbers of people supported and the funds expended to support this.

We now support more people every month than we have ever supported, but there is more to be done and we will continue to strive to be of more help to more people.

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



### people's stories

Paul lives at Terry Yorath House in Leeds and works at Leeds University as an adviser to help students / tutors understand the life of a disabled person.



## 2 Colleagues

The number of colleagues employed by SJOG increased slightly in the year by 4% 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 this is as true for our colleagues as for the people we support.

Our learning academy, the Ministry of Hospitality has grown to offer over 100 courses to our colleagues and whilst e-learning remained prominent, there was a move back to face-to-face learning.

This year saw the further development of the Ministry of Hospitality offering an updated 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. There was the further development of mental health first aiders, and an increase in both the number of trainers in the charity and those who had completed mental health first aid awareness training.

We had planned for a return to some kind of normality in 2021, but the global pandemic continued and our colleagues as key workers were still in the community doing the work that they do.

The work was celebrated in a Summer of Celebration during one of the gaps in lockdown.

We welcomed a new range of colleagues funded through the government's Kickstart initiative to create Green Teams in both Darlington and Welwyn Garden City, and a team of researchers to help build evidence that informs practice.

Where we could do better is in encouraging more volunteers. Our volunteer support has been depleted by Covid as people stayed at home to keep themselves, and the people that they love, safe.

We'd love to welcome more volunteers, whether that's offering a skill for an hour, or someone who is looking to make a longer-term commitment. We know that doing good does you good and this will be an area for us to encourage.

## 3 Growth

**WE EXIST TO MEET NEED WHERE WE FIND IT, AND WITH A GROWING NEED, WE OPENED NEW SERVICES THIS YEAR**

Magic Space offers bespoke sensory therapy using virtual environments. Rockliffe Court adds to the range of disability services offered by the charity. There were new housing services, and on top of all of this, the formation of the SJOG group with the joining of Good Shepherd in Wolverhampton.

We added to the partnerships with older communities with support to the Cenacle Sisters. Our partnership with The Salvation Army continues to be particularly beneficial, with new services in Birmingham, Middlesbrough and Brighton and with the creation of Modern Day Slavery Outreach Services in both London and North West England.

The rate of growth continues with the purchase and development of The Old Vic, which will open in 2022 to meet the needs of people with autism.

More safe houses are planned and there will be a focus on increasing the range of housing available to the people that we are here to serve. It will be another busy year striving to meet need where we find it.

### people's stories

I came from Slovakia and became dependent on people who gave me somewhere to live and work in their car wash. I was ill and in trouble. SJOG have provided me with safety and a means to a future. **M**



**BEING OF HELP IS WHAT DRIVES OUR COLLEAGUES EVERY DAY, EVEN IN THE TOUGHEST OF TIMES**

## 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, there are other factors that aid sustainability. We have increased our research capacity and have published papers in partnership with Caritas Social Action Network, and independently. The research builds the evidence base, and will inform public policy and the development of practice in coming years.

The charity has grown and so we have also invested in the structure of the charity, with an investment in our people team, service development, research and in social media and communications.

The work that our colleagues at SJOG do is remarkable, and increasing the ability to share that learning with others, through research and through the use of social media has seen a marked increase in the year.

### people's stories

Amy has autism and lives at Sandown Road in Billingham. In 2021 she was able to go on holiday for the first time, such has been the progress she's made. It was tailored so she was able to do all the things she loves - like spinning around at the local disco!



### people's stories

I'm Abderrahman El-Ouantouti - Team Lead for Homelessness & Modern Day Slavery. We are here to change people's lives.



### JANUARY

Start of Magic Space



MDS Outreach London starts

Cenacle Sisters partnership in Liverpool starts

MDS Outreach in the North West starts

### MARCH

ISO27001 accreditation achieved

Delivery of Access Dashboards including Trustee Dashboards

### MAY

MHFA training

Service Design Team in place

Research Team



### JULY

Summer of Celebration



Olallo recognised in the London Housing Awards

### SEPTEMBER

Old Vicarage bought for renovation



Conferences - Durham and Milton Keynes



Play It research published

New trustees

### NOVEMBER

Environmental Audits

### FEBRUARY

Opening of St John's, Enfield

Markel Third Sector Award for Leadership

Woodhall refurbishment

### APRIL

Podcasts begin on improving practice

Social media team in place

Green Team starts to deliver



### JUNE

Rockliffe Court becomes part of SJOG



### AUGUST

Internal social media launched to better support our colleagues

### OCTOBER

Recognised in the LD and Autism awards



Good Shepherd joins to form SJOG Group

### DECEMBER

Opening of the Grove



# SJOG IN A YEAR 2021

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



# FINANCIAL REVIEW

The sector remains a challenging environment to operate in, but closer relationships working with commissioners has 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 remains a priority and significant improvements continued to be made in credit control.

Our total income in 2021 was £20.9m (2020: £18m) as shown in the Statement of Financial Activities.

Charitable expenditure was £18.1m (2020: £17.2m) and the charity generated a surplus of £2.8m (2020: £0.8m).

Reserves grew from £2.3m at the end of 2020 to £5.0m at the end of 2021 of these £1.7m are restricted and £3.3m are unrestricted. £2.8m of reserves are held as fixed assets.

*people's stories*

I'm Craig and live at Lindisfarne Court in Darlington. Lindisfarne is a real home and I feel absolutely privileged to be part of the SJOG community. I'm a member of the Advisory Council which I'm hugely proud of.

The trustees have a responsibility to hold a prudent level of reserves, to ensure the sustainability of the charity. The trustees have set a free unrestricted reserves target of up to £1.7m based upon a risk approach and in line with the charity's reserve policy. Reserves are on target but we continue to monitor.

This sum is necessary for day to day working capital and to cover potential financial risks and is in keeping with the Charity Commission's recommendations and guidance. Including reserves of Good Shepherd Services, total reserves are £5,748k at 31 December 2021.

The result of the turnaround in the financial performance of the charity has significantly strengthened the balance sheet.

Good Shepherd became part of SJOG in October 2021 and so this year we are reporting on the balance sheet of SJOG and the group position incorporating Good Shepherd.

The charity is now in a much stronger position to support people, both today and into the future.

*people's stories*

Helga\* was a client in our North West outreach services and suffered with severe mental health issues including psychosis and a suicide attempt; she was a 'stateless' person with no option of repatriation, no recourse to public funds in the UK, had been evicted from several hotels and refused placement by three providers.

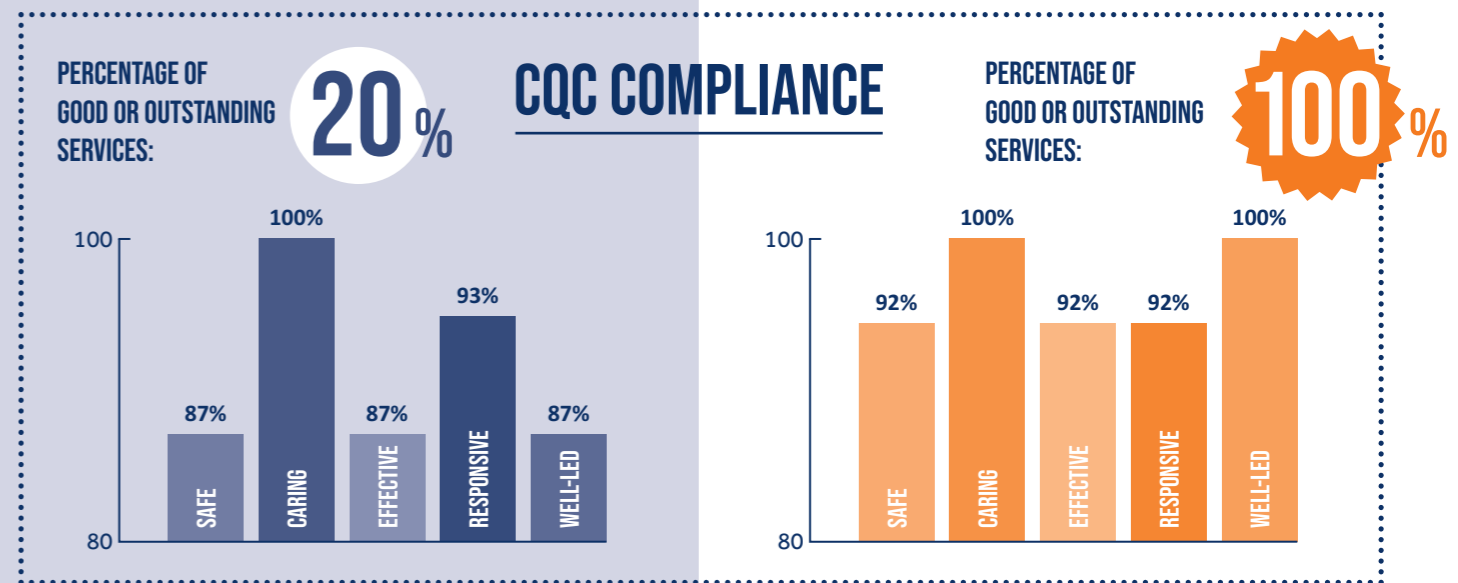
**\*Name has been changed**

SJOG colleague Cristiana however wasn't deterred and despite all the adversities, did everything in order to ensure Helga secured a safe placement and was not made homeless.

# 2019 → 2021

NUMBER OF SERVICES: **27**

NUMBER OF SERVICES: **48**



NUMBER OF PEOPLE SUPPORTED PER MONTH: **472**

NUMBER OF PEOPLE SUPPORTED PER MONTH: **914**

NUMBER OF COLLEAGUES: **558**

NUMBER OF COLLEAGUES: **545**

NUMBER OF AVAILABLE TRAINING COURSES: **12**

NUMBER OF AVAILABLE TRAINING COURSES: **114**

# PLANS FOR FUTURE PERIODS

WE RETAIN THE AMBITION TO  
MEET NEED WHERE WE FIND IT

**2021 was another remarkable year for the charity. Even in a time of Covid, our colleagues went to work supporting and keeping safe some of the most vulnerable people in our communities.**

As well as adding new services we also underlined the quality of what we do through our external regulators' reports.

We achieved ISO 27001 for information security, further strengthening the trust that the people that we support, funders, and colleagues have in the charity.

## people's stories

I was born in Jamaica and raised in London where, growing up, I was surrounded by gangs. My life became a vicious circle of illegal work, run, hide, get arrested and prison. I was eventually placed in a safe house away from my trafficked area and was provided with help and support by a charity called SJOG. **Anon**

The coming year will see us engage with our new strategy 'Doing Good' and will focus on Community, Quality and Impact.

We will add new services for people with autism in the North East of England, and services for people who have been trafficked or subject to modern slavery, with a particular focus for these developments in Birmingham.

We will see an increase in the housing options available to people we support with an extension to our existing housing services in Hertfordshire, Enfield, Bradford and North Yorkshire.

We added a team of researchers in 2021 and 2022 will see a series of research papers published, including:

- Using theatre and performing arts as a tool to build English speech and language skills for people who are homeless
- Service blueprints as building blocks for developing complex care support
- Spirituality
- Trauma Informed Care

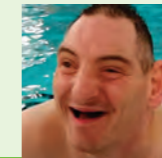
This adds to the reports published in 2021 on:

- Ageing, Growth and Change: Understanding the contributions and support needs of lay members within Catholic parish communities, and
- Using Adenosine Triphosphate screening to improve environmental cleaning practice in residential care settings during Covid-19



## people's stories

I'm Alan and I live at Dalby View. I have lived here for many years, it's my home I want to stay here, I like it a lot. I like listening to music with my blue-tooth speaker. I like the big TV watching films and Sonic. I like going out to see my friends and going to the pub for lunch and a beer.



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. The trustees have already indicated their intention for SJOG to be a real living wage employer in 2022.

The Advisory Council consisting of people who use SJOG's services was formed in 2020 and developed its work in 2021, presenting to both the conference and the board. Plans for 2022 include auditing our services and ensuring that our values of Hospitality, Compassion and respect are evident in each of the services we provide.

Work began in 2020 on a community initiative called 'Pomegranate' that develops both work opportunities and provides food to communities. It was hoped that the first of these would open in the West Midlands in the middle of 2021. The service is similar to that provided by Good Shepherd in Wolverhampton, and we are hopeful that real progress will be made in 2022.

## WE ARE A CHARITY OF PEOPLE SUPPORTING PEOPLE



# GOVERNANCE

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

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

The charity is governed by its Articles of Association, which was last reviewed and revised in 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 the Hospitaller Order of Saint John of God and in a manner that is consistent with catholic social teaching.

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

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's purpose is to meet need and to progress the aims of the Hospitaller Order of Saint John of God. The trustees are clear on this purpose and are mindful of these in decision making.

## LEADERSHIP

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 2021 and December 2021, though there were also 8 committee meetings. All meetings were quorate and no member, excepting Sophie Robinson Davies, was absent for more than two meetings.

There are two committees: Finance, Audit and Risk and Quality and Risk. This year the level of assurance was added to by the work of the Advisory Council which comprises people who use the services that SJOG provides.

The trustees are volunteers and bring a range of skills and experience to the charity. 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 as well as complaints, and declare fundraising complaints annually, though there were none in 2021.

To protect the public, the trustees decided to step away from face-to-face fundraising and consequently do not to use third party fundraisers.

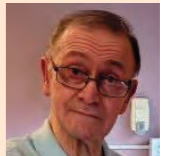
Donations are primarily from legacies, grant-making trusts and corporate donors.

There were no breaches of the Fundraiser Regulator Code.

### people's stories

Walter came to Balmaclellan in 2021. Prior to this he'd been poorly and because of his complex needs, finding a home for Walter was proving difficult for his family who rang more than 15 homes – none of which could take Walter.

Since his arrival Walter has thrived. Everyone comments on his new-found well-being and confidence. "It's better here; I feel settled; I feel more at home here. I can do more things I like here – I like watching western films, playing dominoes, watching horse racing and car racing."



### people's stories

I was put in truck in Vietnam and eventually arrived in the UK. I was forced into work however because I was slow I was beaten. A fire broke out in the house I was staying in. I was unable to get out and was rescued by a fire fighter after which I was provided with support and accommodation at SJOG. **Anon**







**ANOTHER REMARKABLE  
YEAR FOR THE CHARITY**

## INTEGRITY - CONTINUED

### people's stories



My stay at Olallo House was one of the most amazing experiences of my life. The people who supported me were wonderful, and a place with the warmth of a family. **J**

### Conflicts of Interest

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

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

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

### Transparency and Trust

As a charity, 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 and these are regularly reviewed internally and externally audited annually.

### Modern Slavery and Human Trafficking

As a charity directly supporting people who have been subject to modern slavery and human trafficking, SJOG is committed to ensuring modern slavery and human trafficking are not present in its supply chains.

We are working with our partners and suppliers to ensure compliance with the UK Modern Slavery Act 2015. We have introduced, and will continue to develop, processes and procedures to ensure we understand our suppliers' ethical, environmental and social practices.

### Environment

We undertook an environmental audit in each of our services in 2021 and the research project with recommendations will be published in early 2022.

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

### 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.

Reviews of all properties will build on the environmental audits undertaken in November 2021.

### 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 has provided a baseline of the charity's current impact.

**INTEGRITY IS ABOUT  
DOING WHAT IS  
RIGHT, AND BEING  
OPEN AND  
TRANSPARENT**



## INTEGRITY - CONTINUED

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

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 was made in 2019 and we have worked towards since. The trustees have undertaken that 2022 will be the year that we achieve this.

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 in 2020 and the way we pay takes into account the pay practices in other similarly sized charities and the local market.

We have a sustainable and consistent pay strategy that supports the aspirations detailed in the strategy, and there is a plan to deliver on a real living wage for all of our colleagues in 2022.

### Gender Pay Gap

SJOG has a commitment to fairness in recruitment, pay, promotion and development.

**SJOG IS AN ORGANISATION  
WHERE OVER 75% 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 mean gender pay gap was significantly lower than that of other organisations and is smaller than the UK national average (11.4% compared to 14.9%: 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

This is the first year we are publishing our ethnicity pay gap and has been calculated in accordance with Government regulations for calculating gender pay gaps. We will publish our ethnicity pay gap report each year. This is another step we are taking to be open and transparent.



## DECISION-MAKING, RISK AND CONTROL

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

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

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

Our risk management arrangements and processes therefore have to be robust, which is why we have them externally audited, accredited and certified by CHAS (Contractors Health and Safety Assessment Scheme).

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

- Our 2020 median ethnicity pay gap is 5% . It is lower than our gender pay gap. It is above the UK average of 2.3% (2019 – ONS).
- 23.3% of our colleagues have told us they are from a black, Asian and minority ethnic background. This is above the national average of 13% (from the 2011 census).
- 40% of our colleagues - no data collected regarding their 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.

### 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 additional information on the pay of the executive team.

### people's stories

Jane is at Terry Yorath House in Leeds and volunteers for Change, an organisation led by disabled people working to build an inclusive society. "We fight for disabled rights. We have regular meetings, train staff on how to respect people with disabilities and help them to understand the rights we have as disabled people." **Jane**



## DECISION-MAKING, RISK AND CONTROL - CONTINUED

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

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

### Financial Reporting

There are two elements to financial reporting: reporting on annual report and accounts, and monthly accounts.

The monthly accounts and associated reports are of sufficient detail to allow the executive team to make ongoing financial decisions.

### Finance, Audit and Risk

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

The Committee's main duties are to:

- review and challenge the work of the executive team and of the 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.

*people's stories*

My name is Nev and I was one of the first people to move into Dalby View [1993]. It's a nice place to live. I like all of the staff, they make me happy and I like to talk to them. I love Alice Cooper, I have loved his music for a long time.



### 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 achieved 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 and we have improved the information about the work that we do, and that we are a great place to work through 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.

Though hospitalisations in the UK are down, the level of contagion is still high and as the UK Government moves to Covid being an endemic rather than a pandemic virus, we have responded accordingly.

Levels of sickness for our colleagues have been affected but not to a point where they cause undue concern.

The trustees have reviewed detailed forecasts and cash flows for the next twelve months which provide assurance that going concern is not an issue for the charity.

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

We have great people, and 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.

**WE DELIVERED 'GOOD' AND  
'OUTSTANDING' RATINGS IN  
ALL OUR SERVICES THROUGH  
OUR INTERNAL AUDITS**



**WE STRIVE TO BE OPEN  
IN OUR CHARITABLE WORK**

## TRUSTEE BOARD EFFECTIVENESS

### Appointments

In 2021 a recruitment firm was used to recruit trustees through an open process. The recruitment delivered an excellent quality of candidates and two new trustees were asked to join the board.

The recruitment process has delivered a better gender balance, and whilst the board better reflects the communities that we work in, there is more to do.

With the retirement of current trustees, it is envisaged that two new trustees will join the board in 2022.

### 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.

### people's stories

I'm Emma. I love music, I have seen Tina Turner live and I have tickets to see Little Mix next! I love Pink the singer and want to see her live.



**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.

### Trustee Board Skills and Knowledge

For the trustees appointed in the year, the induction process created in 2020 was again used to provide formation on the history of the charity, the Order and the life of Saint John of God.

The induction covers governance, and the trustees' role requirements, core responsibilities, as well as the strategy, performance and structures within the charity.

Trustees are briefed throughout the year on changes to regulation and standards throughout the year as part of the board meeting papers.

Examples of this include our review and implementation of information governance arrangements and the trustees' new roles with regards to ISO27001 accreditation.



## INCLUSION AND DIVERSITY

### Gender balance

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

In 2021 there were five women and five men on the board.

Emma Gibbons became chair of trustees of SJOG in December 2020 taking over from Brother Donatus.

Across the charity 76% 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. The initial plan was that they would meet in the weeks before the board meeting to review the agenda and papers and offer their comments on matters going to the board, so that their voices can be heard when trustees come to make decisions.

The Advisory Council have however decided to take a different path and instead have started a process of review of policies and practices within the charity. They will undertake an annual audit of each regulated service and form part of an expert by experience panel looking at the culture of our services.

### people's stories

Everyone helped me on my journey to recovery from TB; it was a very hard few months but with all the support and dedicated time and work, I am able to leave, I'm very happy and I've made friends and family. I will be forever grateful to all for supporting me on this journey.

Anon - Olallo House

The Advisory Council produce films to inform colleagues and trustees, and spoke at this year's conference.

The Advisory Council have decided that they will have two councils - one focused on disability services, and the other on homelessness and modern day slavery to better reflect the differing concerns of each.

### 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 a working group focusing on the structure and cultures within the charity to eliminate inequality.

Work began on this in 2021, and the creation of internal social media was seen as a means of delivering this. Leads were identified and initial plans put in place but due to a change in personnel the body of work will now fall into 2022.

WE HAVE AN ASPIRATION FOR OUR COLLEAGUES TO REFLECT THE COMMUNITIES THAT THEY WORK IN



HEARING THE VOICES OF THE PEOPLE WE SUPPORT

## OPENNESS AND ACCOUNTABILITY

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

We aim to keep our communities, supporters and stakeholders appropriately informed of our work, and hope that with their support and engagement we can deliver on our purpose providing real public benefit.

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

### Raising concerns

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

Our values encourage us to be compassionate, strive for justice and operate in an environment where we respect each other.

Speaking up is an important way of doing this. All SJOG colleagues and volunteers agree to behave by the Colleagues Code of Conduct or Volunteer Code of Conduct.

The coming year will see the creation of a colleagues council to fulfil a similar role to the work of the advisory council.

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

### Safeguarding

SJOG's safeguarding policy was rewritten and strengthened in 2019 and reviewed in 2021. 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 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 2022 will be on further developing the work undertaken in 2021 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**

## 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 Saint John of God Hospitaller Services 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.**

**Approved by the trustees on:  
29 June 2022**

**Emma Gibbons**  
Chair of trustees

# Independent Auditor's Report

TO THE MEMBERS OF SAINT JOHN OF GOD HOSPITALLER SERVICES

## Opinion

We have audited the financial statements of Saint John of God Hospitaller Services (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2021 which comprise the Group Statement of Financial Activities, the charity statement of financial activities, the Group and Company Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 December 2021 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

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

## Conclusions relating to going concern

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

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

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

## Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## Opinions on other matters prescribed by the Companies Act 2006

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

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

## Matters on which we are required to report by exception

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

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

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

## Responsibilities of trustees

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

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



## Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

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

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

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

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



As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, 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 provided on the Financial Reporting Council's website at <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

## Use of our report

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

**Claire Leece**  
(Senior Statutory Auditor)

**Dated: 21 July 2022**

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

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





## Consolidated Statement of Financial Activities Including Income and Expenditure Account

FOR THE YEAR ENDED 31 DECEMBER 2021

	Notes	Unrestricted funds £'000	Restricted funds £'000	TOTAL 2021 £'000	TOTAL 2020 £'000
<b>Income and endowments from:</b>					
Donations and legacies	3	964	1,187	2,151	700
Charitable activities	4	14,786	3,720	18,506	16,835
Other trading activities	5	114	-	114	193
Investments	6	-	-	-	1
Other income	7	119	-	119	301
<b>Total income</b>		<b>15,983</b>	<b>4,907</b>	<b>20,890</b>	<b>18,030</b>
<b>Expenditure on:</b>					
Raising funds	8	287	-	287	214
Other costs	8	38	-	38	130
Charitable activities	9	13,526	4,246	17,772	16,870
<b>Total resources expended</b>		<b>13,851</b>	<b>4,246</b>	<b>18,097</b>	<b>17,214</b>
<b>Net incoming resources before transfers</b>		<b>2,132</b>	<b>661</b>	<b>2,793</b>	<b>816</b>
Gross transfers between funds		(187)	187	-	-
<b>Net movement in funds</b>		<b>1,945</b>	<b>848</b>	<b>2,793</b>	<b>816</b>
Total funds brought forward		1,379	880	2,259	1,443
Funds gifted from Good Shepherd		396	300	696	-
<b>Total funds carried forward</b>		<b>3,720</b>	<b>2,028</b>	<b>5,748</b>	<b>2,259</b>

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

All income and expenditure derive from continuing activities.

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

## Charity Statement of Financial Activities Including Income and Expenditure Account

FOR THE YEAR ENDED 31 DECEMBER 2021

	Notes	Unrestricted funds £'000	Restricted funds £'000	TOTAL 2021 £'000	TOTAL 2020 £'000
<b>Income and endowments from:</b>					
Donations and legacies	3	964	1,187	2,151	700
Charitable activities	4	14,786	3,720	18,506	16,835
Other trading activities	5	114	-	114	193
Investments	6	-	-	-	1
Other income	7	119	-	119	301
<b>Total income</b>		<b>15,983</b>	<b>4,907</b>	<b>20,890</b>	<b>18,030</b>
<b>Expenditure on:</b>					
Raising funds	8	287	-	287	214
Other costs	8	38	-	38	130
Charitable activities	9	13,526	4,246	17,772	16,870
<b>Total resources expended</b>		<b>13,851</b>	<b>4,246</b>	<b>18,097</b>	<b>17,214</b>
<b>Net incoming resources before transfers</b>		<b>2,132</b>	<b>661</b>	<b>2,793</b>	<b>816</b>
Gross transfers between funds		(187)	187	-	-
<b>Net movement in funds</b>		<b>1,945</b>	<b>848</b>	<b>2,793</b>	<b>816</b>
Total funds brought forward		1,379	880	2,259	1,443
<b>Total funds carried forward</b>		<b>3,324</b>	<b>1,728</b>	<b>5,052</b>	<b>2,259</b>

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

All income and expenditure derive from continuing activities.

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

## Charity Balance Sheet

AS AT 31 DECEMBER 2021

	Notes	2021		2020	
		£'000	£'000	£'000	£'000
<b>Fixed assets</b>					
Intangible assets	13		151		201
Tangible assets	14		2,633		1,035
			<b>2,784</b>		<b>1,236</b>
<b>Current assets</b>					
Debtors	15	1,761		1,494	
Cash at bank and in hand		2,909		2,207	
		<b>4,670</b>		<b>3,701</b>	
<b>Creditors:</b>					
<b>amounts falling due within one year</b>	16	(2,103)		(2,678)	
Net current assets			2,567		1,023
Total assets less current liabilities			5,351		2,259
<b>Creditors: amounts falling due after more than one year</b>					
	17		(299)		-
Net assets			5,052		2,259
<b>Income funds</b>					
Restricted funds	20		1,728		880
Unrestricted funds			3,324		1,379
			<b>5,052</b>		<b>2,259</b>

The financial statements were approved by the Trustees on 29 June 2022.



E Gibbons  
Chair of Trustees

## Consolidated Balance Sheet

AS AT 31 DECEMBER 2021

	Notes	2021		2020	
		£'000	£'000	£'000	£'000
<b>Fixed assets</b>					
Intangible assets	13		151		201
Tangible assets	14		3,237		1,035
			<b>3,388</b>		<b>1,236</b>
<b>Current assets</b>					
Debtors	15	1,836		1,494	
Cash at bank and in hand		3,165		2,207	
		<b>5,001</b>		<b>3,701</b>	
<b>Creditors:</b>					
<b>amounts falling due within one year</b>	16	(2,142)		(2,678)	
Net current assets			2,859		1,023
Total assets less current liabilities			6,247		2,259
<b>Creditors: amounts falling due after more than one year</b>					
	17		(499)		-
Net assets			5,748		2,259
<b>Income funds</b>					
Restricted funds	20		2,028		880
Unrestricted funds			3,720		1,379
			<b>5,748</b>		<b>2,259</b>

The financial statements were approved by the Trustees on 29 June 2022.



E Gibbons  
Chair of Trustees

## Statement of Consolidated Cash Flows

FOR THE YEAR ENDED 31 DECEMBER 2021

	Notes	2021		2020	
		£'000	£'000	£'000	£'000
<b>Cash flows from operating activities</b>					
Cash generated from operations	22		2,249		1,181
<b>Investing activities</b>					
Purchase of intangible assets		-		(76)	
Purchase of tangible fixed assets		(1,874)		(345)	
Proceeds on disposal of tangible fixed assets		-		1	
Interest received		-		1	
<b>Net cash used in investing activities</b>			(1,874)		(419)
<b>Financing activities</b>					
New finance		327		-	
<b>Net cash generated from/(used in) financing activities</b>			702		-
<b>Net increase in cash and cash equivalents</b>			702		762
Cash and cash equivalents at beginning of year			2,207		1,445
Cash acquired on gift of Good Shepherd			256		-
<b>Cash and cash equivalents at end of year</b>			<b>3,165</b>		<b>2,207</b>

## Notes to the Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2021

### 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.

#### Basis of consolidation

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

All financial statements are made up to 31 December 2021. Where necessary, adjustments are made to the financial statements the subsidiary to bring the accounting policies used into line with those used by other members of the group.

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

#### Going concern

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

#### Charitable funds

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

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

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

#### Incoming resources

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

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material. Donations are recognised when receivable.

## 1. ACCOUNTING POLICIES (Continued)

### 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.

### 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

### Freehold property

### Fixtures and fittings

- 3 to 10 years

### Motor vehicles

- 4- 8 years

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

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.

### 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.

### Reduced Disclosure Options

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

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

**1. ACCOUNTING POLICIES (Continued)****Employee benefits**

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

**Termination benefits**

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

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

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

**Retirement benefits**

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

**2. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS**

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

**3. DONATIONS AND LEGACIES**

	Unrestricted funds £'000	Restricted funds £'000	TOTAL 2021 £'000	TOTAL 2020 £'000
Donations and gifts	964	1,187	2,151	700
<b>For the year ended 31 December 2020</b>	<b>294</b>	<b>406</b>	<b>700</b>	
<b>Donations and gifts</b>				
Hospitaller Order of Saint John of God	562	-	562	93
Other	402	1,187	1,589	607
	<b>964</b>	<b>1,187</b>	<b>2,151</b>	<b>700</b>

**4. CHARITABLE ACTIVITIES**

	Accommodation and support £'000	Leisure, Education & Occupational Services £'000	Specialist Housing Support £'000	Religious Management Services £'000	TOTAL 2021 £'000	TOTAL 2020 £'000
Charitable activities	5,156	1	9,630	3,719	18,506	16,835
<b>Analysis by fund</b>						
Unrestricted funds	5,155	1	9,630	-	14,786	
Restricted funds	1	-	-	3,719	3,720	
	<b>5,156</b>	<b>1</b>	<b>9,630</b>	<b>3,719</b>	<b>18,506</b>	

**For the year ended 31 December 2020**

Unrestricted funds	4,890	96	6,690	528		12,204
Restricted funds	104	-	1	4,526		4,631
	<b>4,994</b>	<b>96</b>	<b>6,691</b>	<b>5,054</b>		<b>16,835</b>

**5. OTHER TRADING ACTIVITIES**

	2021 £'000	2020 £'000
Trading income	114	193

**6. INVESTMENTS**

	2021 £'000	2020 £'000
Bank interest	-	1

**7. OTHER INCOME**

	2021 £'000	2020 £'000
Other income	1	3
Insurance claim income	2	16
Coronavirus Job Retention Scheme Grants	116	282
	<b>119</b>	<b>301</b>

**8. RAISING FUNDS**

	2021 £'000	2020 £'000
Direct costs	114	103
Staff costs	173	111
	<b>287</b>	<b>214</b>
<b>Other costs</b>		
Direct costs	33	107
Staff costs	-	19
Depreciation and impairment	5	4
	<b>38</b>	<b>130</b>
	<b>325</b>	<b>344</b>

**9. CHARITABLE ACTIVITIES**

	Accommodation and support £'000	Leisure, Education & Occupational Services £'000	Specialist Housing Support £'000	Religious Management Services £'000	TOTAL 2021 £'000	TOTAL 2020 £'000
Staff costs	3,450	-	3,621	2,927	9,998	11,077
Depreciation and impairment	76	-	179	3	258	144
Activities directly undertaken	829	-	3,429	420	4,678	3,431
	<b>4,355</b>	<b>-</b>	<b>7,229</b>	<b>3,350</b>	<b>14,934</b>	<b>14,652</b>
Share of support costs (see note 10)	784	-	1,464	566	2,814	2,193
Share of governance costs (see note 10)	8	-	11	5	24	25
	<b>5,147</b>	<b>-</b>	<b>8,704</b>	<b>3,921</b>	<b>17,772</b>	<b>16,870</b>

**Analysis by fund**

Unrestricted funds	5,127	-	8,391	8	13,526	
Restricted funds	20	-	313	3,913	4,246	
	<b>5,147</b>	<b>-</b>	<b>8,704</b>	<b>3,921</b>	<b>17,772</b>	

**For the year ended  
31 December 2020**

Unrestricted funds	5,063	160	6,185	720		12,128
Restricted funds	103	-	113	4,526		4,742
	<b>5,166</b>	<b>160</b>	<b>6,298</b>	<b>5,246</b>		<b>16,870</b>

**10. SUPPORT COSTS**

	Support costs £'000	Governance costs £'000	2021 £'000	2020 £'000	Basis of allocation
Staff costs	1,931	-	1,931	1,459	
Depreciation and amortisation	61	-	61	62	
Legal and professional	34	-	34	19	Specific allocation
IT	383	-	383	306	Specific allocation
Finance	104	-	104	107	Specific allocation
Property	57	-	57	101	Specific allocation
Exec office	143	-	143	75	Specific allocation
HR	33	-	33	22	Specific allocation
Admin	68	-	68	42	Specific allocation
Audit fees	-	24	24	-	Governance
Governance	-	-	-	25	Governance
	<b>2,814</b>	<b>24</b>	<b>2,838</b>	<b>2,218</b>	

**Analysed between**

Charitable activities	<b>2,814</b>	<b>24</b>	<b>2,838</b>	<b>2,218</b>
-----------------------	--------------	-----------	--------------	--------------

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 £19,000 (2020 - £17,500) for audit fees.

**11. NET MOVEMENT IN FUNDS**

	2021 £'000	2020 £'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	25	18
Depreciation of owned tangible fixed assets	274	160
Amortisation of intangible assets	50	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:

	2021 Number	2020 Number
Medical, Nursing and Allied Professions	8	15
Managers, Support Workers and Ancillary Staff	501	477
Executive	4	4
Managers and Other Staff	32	28
	<b>545</b>	<b>524</b>

	2021 £'000	2020 £'000
<b>Employment costs</b>		
Wages and salaries	10,505	10,785
Social security costs	853	879
Other pension costs	284	309
Other staff costs	460	603
Restructuring costs	-	90
	<b>12,102</b>	<b>12,666</b>

Included in staff restructuring costs are nil (2020: 34) redundancy payments totalling £nil (2020: £90,257).

The key management personnel of the charity comprise the Trustees and the key management team.

Total employee benefits for the key management personnel were £424,071 (2020: £407,101).

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

	2021 Number	2020 Number
£60,000 - £69,999	1	3
£80,000 - £89,999	2	2
£120,000 - £129,999	1	1

In the year, there were 4 employees (2020: 6) earning in excess of £60,000 per annum who participated in the defined contribution pension scheme (see note 26). Contributions of £15,863 were made in relation to these individuals during the year (2020: £14,979).

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**

	Software £'000
<b>Group and charity Cost</b>	
At 1 January 2021 and 31 December 2021	251
<b>Amortisation and impairment</b>	
At 1 January 2021	50
Amortisation charged for the year	50
At 31 December 2021	100
<b>Carrying amount</b>	
At 31 December 2021	151
At 31 December 2020	201

**14. TANGIBLE FIXED ASSETS CHARITY**

	Leasehold land and buildings £'000	Assets under construction £'000	Fixtures and fittings £'000	Motor vehicles £'000	TOTAL £'000
<b>Cost</b>					
At 1 January 2021	1,366	61	894	78	2,399
Additions	1,590	-	237	45	1,872
Other changes	-	(61)	-	61	-
<b>At 31 December 2021</b>	<b>2,956</b>	<b>-</b>	<b>1,131</b>	<b>184</b>	<b>4,271</b>
<b>Depreciation and impairment</b>					
At 1 January 2021	663	-	623	78	1,364
Depreciation charged in the year	138	-	123	13	274
<b>At 31 December 2021</b>	<b>801</b>	<b>-</b>	<b>746</b>	<b>91</b>	<b>1,638</b>
<b>Carrying amount</b>					
<b>At 31 December 2021</b>	<b>2,155</b>	<b>-</b>	<b>385</b>	<b>93</b>	<b>2,633</b>
<b>At 31 December 2020</b>	<b>703</b>	<b>61</b>	<b>271</b>	<b>-</b>	<b>1,035</b>

**14. TANGIBLE FIXED ASSETS GROUP**

	Leasehold land and buildings £'000	Freehold property £'000	Assets under construction £'000	Fixtures and fittings £'000	Motor vehicles £'000	TOTAL £'000
<b>Cost</b>						
At 1 January 2021	1,366	-	61	894	78	2,399
Additions	1,590	-	-	237	45	1,872
Gifted by Good Shepherd Services	-	600	-	32	-	632
Other changes	-	-	(61)	-	61	-
<b>At 31 December 2021</b>	<b>2,956</b>	<b>600</b>	<b>-</b>	<b>1,163</b>	<b>184</b>	<b>4,903</b>
<b>Depreciation and impairment</b>						
At 1 January 2021	663	-	-	623	78	1,364
Depreciation charged in the year	138	-	-	123	13	274
Gifted by Good Shepherd Services	-	5	-	23	-	28
<b>At 31 December 2021</b>	<b>801</b>	<b>5</b>	<b>-</b>	<b>769</b>	<b>91</b>	<b>1,666</b>
<b>Carrying amount</b>						
<b>At 31 December 2021</b>	<b>2,155</b>	<b>595</b>	<b>-</b>	<b>394</b>	<b>93</b>	<b>3,237</b>
<b>At 31 December 2020</b>	<b>703</b>	<b>-</b>	<b>61</b>	<b>271</b>	<b>-</b>	<b>1,035</b>

**15. DEBTORS**

	Group 2021 £'000	Charity 2021 £'000	Charity 2020 £'000
<b>Amounts falling due within one year:</b>			
Trade debtors	460	441	468
Other debtors	16	16	93
Prepayments and accrued income	1,360	1,304	933
	<b>1,836</b>	<b>1,761</b>	<b>1,494</b>



**16. CREDITORS****Creditors: amounts falling due within one year**

	Notes	Group 2021 £'000	Charity 2021 £'000	Charity 2020 £'000
Borrowings		29	29	-
Trade creditors		160	160	315
Other taxation and social security		247	236	230
Deferred income	18	638	612	552
Other creditors		383	383	959
Accruals		685	683	622
		<b>2,142</b>	<b>2,103</b>	<b>2,678</b>

**17. CREDITORS****Creditors: amounts falling due after one year**

	Group 2021 £'000	Charity 2021 £'000	Charity 2020 £'000
Borrowings	499	299	-
	<b>499</b>	<b>299</b>	<b>-</b>

**18. DEFERRED INCOME**

	Group 2021 £'000	Charity 2021 £'000	Charity 2020 £'000
Balances at 1 January 2021	552	552	333
Released from previous years	(418)	(418)	(276)
Resources deferred during the year	504	478	495
	<b>638</b>	<b>612</b>	<b>552</b>

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

**19. BORROWINGS**

	Group 2021 £'000	Charity 2021 £'000	Charity 2020 £'000
Other loans	528	328	-
Payable within one year	29	29	-
Payable after one year	499	299	-

The charity has a mortgage with a nominal interest rate of 3.27% above base rate, with the final instalment due on 24th September 2026. The carrying amount at year end is £328k (2020: £nil). The loan is secured by way of a legal mortgage dated 27th September 2021 over the property known as The Old Vicarage.

The group has a consolidated loan of £200,000 from the Hospitaller Order of Saint John of God. This loan is interest free and has no fixed repayment date.

## 20. FUNDS GROUP

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

	Movement in funds					
	Balance at 1 Jan 2021 £'000	Incoming resources £'000	Resources expended £'000	Transfers £'000	Gift of Subsidiary £'000	Balance at 31 Dec 2021 £'000
<b>Unrestricted funds</b>						
Accumulated fund	1,379	15,983	(13,851)	(187)	271	3,595
Designated fund	-	-	-	-	125	125
	<b>1,379</b>	<b>15,983</b>	<b>(13,851)</b>	<b>(187)</b>	<b>396</b>	<b>3,720</b>
<b>Restricted funds</b>						
Religious Management Services	-	3,718	(3,905)	187	-	-
Austin	-	5	-	-	-	5
Prett	-	10	(10)	-	-	-
Rockliffe Property Purchase	-	647	(15)	-	-	632
O'Gara Donation	-	5	-	-	-	5
Hospitality	6	-	(6)	-	-	-
Gabriel Howard	41	-	(41)	-	-	-
Terry Yorath House refurbishment	252	-	(20)	-	-	232
Finns Scott	-	3	(1)	-	-	2
LFCT Service donation	-	301	(1)	-	-	300
Olallo refurbishment	369	-	(41)	-	-	328
Lottery - Magic Bus	61	39	(13)	-	-	87
TSA - Covid Support	12	-	(5)	-	-	7
Bupa Kickstart	-	157	(145)	-	-	12
London Response Fund	35	-	(23)	-	-	12
TYH COOP	-	6	-	-	-	6
Brother Malachy Olallo Donation	-	1	(1)	-	-	-
Dalby View from AM Family	-	3	(1)	-	-	2
Connect Charity Donation	6	-	-	-	-	6
Order Convertible Donation	93	-	(17)	-	-	76
ICF Funding	5	-	(1)	-	-	4
HSBC Funding	-	12	-	-	-	12
Client welfare	-	-	-	-	20	20
Capital fund	-	-	-	-	270	270
Salary funds	-	-	-	-	10	10
	<b>880</b>	<b>4,907</b>	<b>(4,246)</b>	<b>187</b>	<b>300</b>	<b>2,028</b>
	<b>2,259</b>	<b>20,890</b>	<b>(18,097)</b>	<b>-</b>	<b>696</b>	<b>5,748</b>

## 20. FUNDS CHARITY

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

	Movement in funds					
	Balance at 1 Jan 2021 £'000	Incoming resources £'000	Resources expended £'000	Transfers £'000	Balance at 31 Dec 2021 £'000	
<b>Unrestricted funds</b>						
Accumulated fund	1,379	15,983	(13,851)	(187)	3,324	
	<b>1,379</b>	<b>15,983</b>	<b>(13,851)</b>	<b>(187)</b>	<b>3,324</b>	
<b>Restricted funds</b>						
Religious Management Services	-	3,718	(3,905)	187	-	
Austin	-	5	-	-	5	
Prett	-	10	(10)	-	-	
Rockliffe Property Purchase	-	647	(15)	-	632	
O'Gara Donation	-	5	-	-	5	
Hospitality	6	-	(6)	-	-	
Gabriel Howard	41	-	(41)	-	-	
Terry Yorath House refurbishment	252	-	(20)	-	232	
Finns Scott	-	3	(1)	-	2	
LFCT Service donation	-	301	(1)	-	300	
Olallo refurbishment	369	-	(41)	-	328	
Lottery - Magic Bus	61	39	(13)	-	87	
TSA - Covid Support	12	-	(5)	-	7	
Bupa Kickstart	-	157	(145)	-	12	
London Response Fund	35	-	(23)	-	12	
TYH COOP	-	6	-	-	6	
Brother Malachy Olallo Donation	-	1	(1)	-	-	
Dalby View from AM Family	-	3	(1)	-	2	
Connect Charity Donation	6	-	-	-	6	
Order Convertible Donation	93	-	(17)	-	76	
ICF Funding	5	-	(1)	-	4	
HSBC Funding	-	12	-	-	12	
	<b>880</b>	<b>4,907</b>	<b>(4,246)</b>	<b>187</b>	<b>1,728</b>	
	<b>2,259</b>	<b>20,890</b>	<b>(18,097)</b>	<b>-</b>	<b>5,052</b>	

**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.

**20. FUNDS (Continued)**

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 2020:

	Movement in funds				
	Balance at 1 Jan 2020 £'000	Incoming resources £'000	Resources expended £'000	Transfers £'000	Balance at 31 Dec 2020 £'000
<b>Unrestricted funds</b>					
Accumulated fund	858	12,993	(12,472)	-	1,379
	<b>858</b>	<b>12,993</b>	<b>(12,472)</b>	<b>-</b>	<b>1,379</b>
<b>Restricted funds</b>					
Religious services	-	4,525	(4,525)	-	-
Hospitality	6	-	-	-	6
Gabrielle 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
	<b>585</b>	<b>5,037</b>	<b>(4,742)</b>	<b>-</b>	<b>880</b>
	<b>1,443</b>	<b>18,030</b>	<b>(17,214)</b>	<b>-</b>	<b>2,259</b>

**21. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Unrestricted funds £'000	Restricted funds £'000	TOTAL £'000
<b>Group</b>			
<b>Fund balances at 31 December 2021 are represented by:</b>			
Intangible fixed assets	151	-	151
Tangible assets	2,041	1,196	3,237
Current assets/(liabilities)	1,528	1,331	2,859
Long term liabilities	-	(499)	(499)
	<b>3,720</b>	<b>2,028</b>	<b>5,748</b>
<b>Charity</b>			
<b>Fund balances at 31 December 2021 are represented by:</b>			
Intangible fixed assets	151	-	151
Tangible assets	1,437	1,196	2,633
Current assets/(liabilities)	1,736	831	2,567
Long term liabilities	-	(299)	(299)
	<b>3,324</b>	<b>1,728</b>	<b>5,052</b>
<b>Charity</b>			
<b>Fund balances at 31 December 2020 are represented by:</b>			
Intangible fixed assets	201	-	201
Tangible assets	436	599	1,035
Current assets/(liabilities)	742	281	1,023
	<b>1,379</b>	<b>880</b>	<b>2,259</b>

**22. CASH GENERATED FROM OPERATIONS**

	Group 2021 £'000	Charity 2021 £'000	Charity 2020 £'000
Surplus for the year	2,793	2,793	816
<b>Adjustments for:</b>			
Investment income recognised in statement of financial activities	-	-	(1)
Impairment of investments	3	3	3
Amortisation and impairment of intangible assets	50	50	50
Depreciation and impairment of tangible fixed assets	274	274	160
<b>Movements in working capital:</b>			
(Increase)/decrease in stocks	-	-	3
(Increase)/decrease in debtors	(267)	(267)	83
(Decrease) in creditors	(664)	(664)	(154)
Increase in deferred income	60	60	219
<b>Cash generated from operations</b>	<b>2,249</b>	<b>2,249</b>	<b>1,181</b>

**23. OPERATING LEASE COMMITMENTS – GROUP AND CHARITY**

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

	2021 £'000	2020 £'000
<b>Land and buildings</b>		
Within one year	527	865
Between one and five years	1,768	1,908
In over five years	1,198	1,623
	<b>3,493</b>	<b>4,396</b>
<b>Other</b>		
Within one year	6	6
Between one and five years	6	12
	<b>12</b>	<b>18</b>

**24. CAPITAL COMMITMENTS GROUP AND CHARITY**

	2021 £'000	2020 £'000
Expenditure contracted for but not provided in the financial statements:	-	38,351

The above capital commitment was funded by The National Lottery.

**25. RELATED PARTY TRANSACTIONS****Charity and group**

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 £nil (2020: £2,833) owed from Hospitaller Order of Saint John of God for recharges of overhead costs.

During the year rental payments of £345,881 (2020: £345,881) were made to Hospitaller Order of Saint John of God for the use of fixed assets owned by the Order.

During the year donations amounting to £561,631 (2020: £92,500) were receivable from Hospitaller Order of Saint John of God.

Included within other creditors is an amount of £304,321 (2020: £561,631) owed to Hospitaller Order of Saint John of God.

**Group only**

There is a loan of £200,000 (2020: £nil) included within other loans which is 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 £279,121 (2020: £307,208). Amounts deducted but not yet paid over amounted to £58,434 (2020: £57,536).

**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).

**28. SUBSIDIARY**

On 14 October 2021, Saint John of God Hospitaller Services became the sole member of Good Shepherd Services (Charity number 1165909). The income and expenditure of the Charity was immaterial to the group and the transaction has been accounted for with effect from the 31 December 2021.

The registered office of the subsidiary is 65 Waterloo Road, Wolverhampton WV1 4QU.



**A CHARITY OF PEOPLE  
FOR PEOPLE**

**TRUSTEES**

Emma Gibbons  
**CHAIR OF TRUSTEES**  
*(from Dec 2020)*

Robert Moore  
**VICE-CHAIR**

William Forkan  
Niall Brannigan

Michael Francis  
*(resigned Feb 2022)*

Lesley Selfe

Brian Boggon  
*(resigned May 2021)*

Sophie Robinson Davies

Roisin O'Donnell

Duncan Reid

Catherine Rennolds  
*(from September 2021)*

Fela Aromoralan  
*(from September 2021)*

**FINANCE, AUDIT  
AND RISK Committee**

Emma Gibbons (Chair)  
Roisin O'Donnell  
Fela Aromoralan

**QUALITY AND SAFETY  
Committee**

Lesley Selfe (Chair)  
Niall Brannigan  
Duncan Reid  
Catherine Rennolds

**KEY PERSONNEL**

Paul Bott  
**CHIEF EXECUTIVE**

Leanne Welford  
**CHIEF FINANCE OFFICER**

Lisa Alcorn  
**CHIEF OPERATING OFFICER**

Jamie Mackrill  
**DIRECTOR OF OPPORTUNITIES**

**PRINCIPAL ADDRESS**

Yarn, Lingfield House  
Lingfield Point  
Darlington  
County Durham  
DL1 1RW

**Charity Number:**  
1108428

**Company Number:**  
05324279

**AUDITORS**

RSM UK Audit LLP  
1 St James Gate  
Newcastle Upon Tyne  
NE1 4AD

**SOLICITORS**

Womble Bond Dickinson  
St Ann's Wharf 112 Quayside  
Newcastle Upon Tyne  
NE1 3DX

**BANKERS**

Barclays Bank  
31 High Row  
Darlington  
County Durham  
DL3 7QS

**Thank you for the kind continuing support of:**

Arsenal Community Trust  
Austin Hope  
Co-op Local Community Fund  
Crisis  
Hertfordshire Community Foundation  
HertsAbility  
HSBC  
Gilead  
London Funders  
National Lottery Community Foundation  
Pret Foundation  
Stockton Borough Council



**WE BELIEVE IN THE  
POTENTIAL OF PEOPLE**



**Saint John of God Hospitaller Services**  
Suite 1-3, Yarn, Lingfield House, Lingfield Point  
Darlington, Co Durham DL1 1RW

**Tel:** 01325 373700

**Email:** [enquiries@sjog.org.uk](mailto:enquiries@sjog.org.uk)

Registered Charity No. 1108428

Company No. 05324279

[www.sjog.org.uk](http://www.sjog.org.uk)