

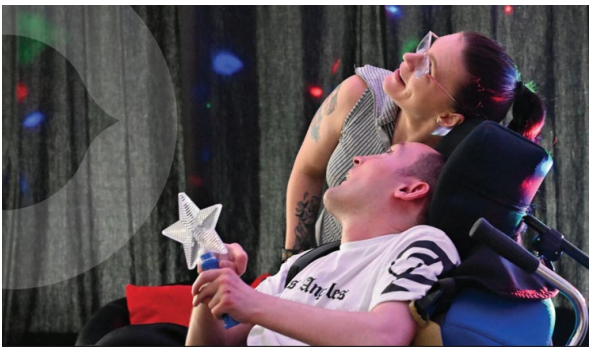


December 2025

Resources

Publications

Annual satisfaction survey at SJOG: The insights gathered from this year's satisfaction [survey](#) analyse responses from the people we support, their families and professionals, and help identify what's working well and where improvements are needed. This data will directly inform service development plans, help us prioritise resources, and guide training and innovation across SJOG and most importantly, people's feedback ensures that the voices of those at the heart of our work continue to drive meaningful change and improvement.



NACCOM Members' Survey 2025: SJOG contributed to a co-produced [report](#), which reveals an important link between homelessness, trauma and hardship as a direct result of immigration and asylum policies.

Stronger Futures - Helping survivors thrive to trusted, expert support: A [report](#) on the Salvation Army's Modern Slavery Victim Care Contract from June 2024 to July 2025 reflects on the support provided under NRM among contractors, included SJOG, reaching 4,826 people. This represents a 51% decreased compared to previous year.

A National Plan to End Homelessness and Rough Sleeping Strategy: The strategy sets out a cross-government plan to end homelessness by prioritising prevention, building more affordable homes, raising living standards, supporting people through crises, and reforming public services to stop homelessness before it starts. It gives councils more freedom and accountability to act locally, while also taking urgent action to address the current crisis, including ending unlawful use of B&Bs for families and improving temporary accommodation.

The New Autism Strategy: This summary [overview](#) provided by Dr Lisa Alcorn reviews the formal publication of the House of Lords Select Committee on the Autism Act 2009 Report of Session 2024–26, titled Time to deliver: The Autism Act 2009 and the new autism strategy, which was published in November 2025.

Supporting Autistic Children and Adults During Christmas: the season is filled with changes in routine, sensory stimulation, social expectations, that may feel overwhelming for many children and autistic people. Dr Lisa Alcorn, Chief Operating Officer at SJOG, shares [recommendations](#) for families to make the festivities more inclusive and comfortable by focusing on predictability, sensory regulation, executive functioning support, and respect for individuality.

Redesigning complex pathways: improving frailty care: a [podcast](#) that discusses leading improvements in Health and Care for older



people: how improvement approaches can help redesign services for frail older people, taking a whole system approach.

Evidencing everyday practice

About co-production at the Woodhall Opportunities Project: A Journey of Turning Feedback into Practice

Introduction

Woodhall Opportunities is a learning disability care service that provides a supportive environment where people can learn, develop skills, and participate in meaningful activities.

Central to its approach is co-production, ensuring that people who use the service are active partners in shaping the support they receive, through partnership, shared power, and mutual accountability. This approach has consistently led to positive outcomes and has been recognised through inspections and audits.

Recently, Mo Huzair shared insights into how co-production is embedded at Woodhall Opportunities and how it operates as an everyday practice.

A practical feedback-methodology

At Woodhall, feedback is central in understanding the voice and preferences of people when delivering support activities. Feedback is gathered in ways that suit individual communication preferences, including conversation, symbols, or technology. Daily prompts encourage reflection with simple questions such as:

- How was my day?
- How well was support provided?
- What did I enjoy?
- What would I change?

This everyday feedback is reviewed monthly to identify emerging trends, which feed into quarterly and annual reviews. The process is formalised through a “*You Said, We Did*” framework, ensuring people see the tangible impact of their input. Actions may involve adjusting session schedules, introducing new activities, or making environmental changes, and also inform longer-term strategic planning.

Measuring What Matters

Rather than relying on generic performance measures, Woodhall evaluates co-production through service-specific indicators that focus on meaningful outcomes. Evidence includes direct feedback, observations, audits, case studies, and clear examples of how peoples’ voices have influenced decisions and shaped the service.

Key Principles for Success

Although early engagement was informal, centred on conversations and shared spaces, these practices have shaped further co-production methods that are currently used by the service. Mo highlighted several factors that contribute to the success of co-production at Woodhall Opportunities:

- *Commitment:* Staff must see the value and actively participate in co-production.
- *Flexibility:* Models must adapt to context, individual needs, and resources.
- *Continuous Improvement:* Feedback loops ensure the model evolves over time.
- *Impact Orientation:* Co-production is measured by the influence service users have on decisions and outcomes, not just activity completion.



So our methodology was set out

- 1 - The questions would be limited to two "how do you want to give us feedback" and "how do you know we listened?"
- 2- Staff would be asked in a team meeting with a follow up supervision.
- 3- The people who used the service would get face to face time included in their usual 1:1 and would also be offered a group opportunity.
- 4 - Family of people we support will be sent an email and then receive a phone call.
- 5- Professionals would receive an email.
- 6 - A review of answers would be collected, collated and analysed.
- 7- Review of 12 months of feedback from all stakeholder groups.

Letters will be provided to all participants to provide an array of communication preferences.

Recommendations: Lessons Learned

Woodhall Opportunities' journey offers practical lessons for other services aiming to embed co-production:

Stakeholder-Centric Design: co- design feedback.

Flexible Feedback Mechanisms: adapt to individual needs and preferences.

Periodic Review: conduct annual or regular reviews to capture evolving needs and avoid snapshot biases.

Life at SJOG



The Woodhall Opportunities project provides personalised support to meet people's aspirations, needs and preferences. The co-production framework based on feedback and period reviews highlights a commitment for continuous improvement and excellence when delivering services.

The recent Learning Disability Service feedback review (15 December 2025) evidence consistently high satisfaction with quality of support and strong engagement in a variety of activities among people using the service.

In fact, most of them rated their support as "excellent" or "good," with minimal requests for change. Activities that generated the greatest enjoyment included arts and crafts (especially seasonal projects), music and dance sessions, bingo, and accessible sports such as boccia and archery.

Sensory experiences and tablet use were also valued, alongside opportunities for social interaction. People using the service expressed strong enjoyment of creative and interactive activities, with colouring and arts & crafts emerging as the most popular.

Seasonal projects like Halloween colouring, making hats, and Christmas crafts were repeatedly mentioned, alongside painting tubes for Advent calendars and cutting and sticking tasks. Music was another major highlight, with people praising action songs, dancing, musical chairs, and "the Cokey" for creating fun, lively sessions, Bingo (including emoji bingo) and games such as hide and seek, peek-a-boo, and skittles were also well received.



Article of the month

Innovating for Impact: How Social Innovation Mindset Can Support SJOG in Creating Lasting Change - Lessons from Florence and the Here to Help Journey

By Cristina Mogollón, Impact Lead

This year, SJOG was proud to present the **Here to Help project** at the Caritas Europa Innovation Festival, taking place in Florence.

We were selected to take part in the Deep Dive Days, a unique opportunity that brought together social innovators, experts, and practitioners. This experience was also an opportunity for showcasing our work but also to learn, share, and reflect on what it means to create lasting social impact. There, I assisted to presentations given by Andrea Piccaluga and Silvia Iossa from Scuola Superiore Sant'Anna in Pisa, and Tiziana Ciampolini, founder of S-nodi in Torino.

Their insights were invaluable in helping how to rethink the way we approach social challenges. One powerful idea that stood out was the difference between a traditional “charity” mindset and a social innovation mindset. Social innovation isn't just about meeting needs or raising funds—it's about seeing opportunities, creating solutions, building platforms for financing, and pursuing real system change. This shift in thinking helps projects like ours expand their impact and move from incremental changes to transformations with true value for communities.

The discussion around the social impact mindset was especially relevant. I learned that to truly design for impact, we need to focus on the effects that last beyond a project's lifetime. It's not enough to complete a set of



actions; we must aim for changes that endure over time. Systemic innovation implies using data transparently, directing funding where it's most needed, and committing to the creation of new, effective policies. Taking time to understand the context and analyse problems is essential for finding sustainable solutions. As Ciampolini put it, those who design for social impact work towards transformations that are contextualised, measurable, relevant, and achievable within a defined timeframe.

What made the days in Florence so useful was the chance to work alongside experts and other project teams, diving deep into each project's theory of change, in this case we worked on Here to Help. The theory of change has been a tool we started using at SJOG for strategic planning and evidencing what we do.

These exchanges helped us visualise what success looks like and encouraged us to start measuring outcomes and collecting data early. Adapting and making quick decisions are crucial, especially as the Here to Help project is still new and developing.

There are always barriers to consider in social innovation. One common challenge is the longevity of a project after the funding ends—who remains responsible, and how does the work carry on? That's why involving stakeholders and beneficiaries is so



important. By co-designing solutions and sharing responsibility, the project is more likely to sustain itself and generate lasting change. Setting clear long-term goals allows us to measure progress and understand what benefits our work is bringing.

Reflecting on our journey, I see how the lessons from Florence are relevant not just for Here to Help but also for SJOG's wider efforts, ensuring our work is both innovative and sustainable. The festival and deep dive experience have equipped us with new perspectives and practical tools, bringing renewed purpose to our goal: helping create change that lasts and genuinely improves lives.

News and training

Border Security, Asylum and Immigration

Act: the Act received Royal Assent on 2nd December 2025 and introduces a range of measures affecting asylum processes, border enforcement and immigration decision making. Although modern slavery and human trafficking are not explicitly mentioned in the Act, changes to asylum procedures, screening, and credibility assessments could influence how potential victims are identified, supported, and referred into the National Referral Mechanism.

Health and care funding crisis will create pressure to choose assisted suicide: disable activists highlight in front of peers and MPs that many terminally-ill people would feel "duress" and "pressure" to choose an assisted suicide if it is legalised, because of the lack of funding for the NHS, palliative care and social care services.

Human Trafficking Foundation announced their upcoming in-person Advisory Forum

which provides an opportunity for anyone working in the anti-trafficking space to come

together, network and hear the latest updates on modern slavery policy and practice. The event is hosted by A&O. **When?** Monday 23rd February 2026 9.30am-1pm **Where?** One Bishops Square, London E1 6AD. To register for the event, please click [here](#).

Burnout as a Failure of Organisational

Holding: a learning session organised by The Camden and Islington Trauma-Informed Network, designed for leaders responsible for teams and organisational culture The session, Burnout with Dr Richard Duggins (Consultant Psychiatrist and Head of Leadership & Culture at CNTW NHS Foundation Trust) will offer both insight and practical understanding that is rooted in the reality of working life. **When?** Monday 2nd February, from 1pm – 1:30pm **Where?** On Teams: [Register here](#).

Qualification recognising outreach workers funded by UK government: the CIH Level 3 Certificate in Rough Sleeping Outreach Services aims to provide recognition of the critical and often demanding work carried out by outreach professionals across the country. In collaboration with HomelessLink, it creates a new professional development pathway in the homelessness sector.

