SJOG
Hospitaller Services

ANNUAL REPORT 2025

A charity built on hospitality

Grounded in compassion

CONTENTS

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

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

WELCOME...

Welcome from the Chair of Trustees and the Chief Executive

SJOG has been in the UK since 1880, and we can trace our roots all the way back to the works that John Ciudad, who became Saint John of God, started in 1539. We have a long track record of providing innovative services that meet the complex and individual needs of people in our society.

2025 was a year of purposeful progress. We continued to be a values-led charity, rooted in hospitality, compassion and respect. It was a year to strengthen our governance, broaden our partnerships and deepen our social impact.

In 2025 we delivered the second year of our strategy, ***People, Potential & Partnerships***, opening innovative services and evidencing outcomes more clearly. We now directly support more than 1,800 people each month across 60 communities, and for the fifth year running, 100% of CQC regulated services were rated ***Good or Outstanding across all areas***. As we continue to embrace technology in the delivery of support, over 97,000 people were helped via digital platforms.

We enter 2026 with confidence and humility. We are confident because of our colleagues' excellence, our clarity of purpose and the resilience in the way we work. We are humble because the needs we meet are complex and evolving, in an increasingly challenging environment for our sector.

Whilst the way we respond to this changing landscape develops to meet the evolving needs of the people we support, our core purpose is constant: we are here to help, and we do this in partnership with the people we support, families, colleagues, volunteers, partners, regulators and donors.

We are a community, and we are thankful to each member of that community as we look forward to building on their excellent work in the coming year.

Duncan Reid, Chair and Paul Bott, Chief Executive

a **smile** goes a long way

SJOG AT A GLANCE

OUR PURPOSE:

We are here to **help**

OUR VALUES:

HOSPITALITY

COMPASSION

RESPECT

Our logo is inspired by the pomegranate, 'the apple of Granada', and is a symbol both of charity, and of the city of Granada where our founder established his first hospital in 1539.

We continue to add stories to his legacy of **doing good** for others.

OUR AIMS:

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.

REACH:

Over **1,800** people directly supported each month by **639** colleagues working in **60** communities across the UK.

DIGITALLY WE SUPPORTED OVER **97,000** PEOPLE IN 2025

1.3M VIEWS ACROSS OUR SOCIAL MEDIA

WHAT WE DO:

Housing, care and specialist support across disability, autism & complex care, older communities, homelessness, and modern slavery recovery.

QUALITY:

100% CQC Good or Outstanding across all areas for 5 years running.

INTERNATIONAL (ISO) ACCREDITATIONS IN:

- INFORMATION SECURITY
- ENVIRONMENTAL MANAGEMENT
- BUSINESS PROCESSES

a life **worthwhile**

DAMIAN'S STORY

Damian has lived at Dalby View for more than 30 years, after choosing a home that offered him greater independence and a place of his own. From the outset, being able to make choices, develop skills and feel valued has been important to him, and these remain central to his life today.

Damian enjoys being as independent as possible and takes pride in contributing to everyday life at Dalby. With support, he helps with household tasks, which gives him a strong sense of purpose and achievement. He also enjoys learning new skills and taking on challenges alongside the people who support him.

Being part of his wider community is a key part of Damian's life. He is actively involved with his local church and fellowship group, enjoys regular social activities, and has attended weekly sessions at TASC for several years, where he takes part in activities and pool tournaments. Through the fellowship, he also enjoys trips away, including annual holidays and regular evenings out with friends.

Damian has been supported to improve his health and wellbeing, particularly around diet and nutrition. With guidance from a dietitian and the introduction of the MUST service at Dalby, he has developed a better understanding of healthy eating and now tries a wider range of foods, including eating breakfast most days – a significant change for him.

One of Damian's proudest achievements has been travelling to Lourdes with his church group. With support to prepare for travel, including obtaining a passport and organising insurance and currency, Damian made the journey for the first time and has since returned, with plans to go again.

Known for his humour and determination, Damian often reminds those around him that he can "do it myself", bringing smiles as well as inspiration to everyone who knows him.

OUR STRATEGY

We launched our strategy, **People, Potential & Partnerships** in 2024. Co-designed by people who use SJOG's services and by colleagues, it focuses on six areas:

HIGHLIGHTS WE BUILD ON IN 2025:

INNOVATION:

Fairfields, our first smart property opened at the end of 2024. This year saw the evidence of the effectiveness of reducing environmental impact and enabling passive monitoring for people with complex needs.

EVIDENCE AND INFLUENCE:

"Here to Help" directly supported **2,000+ people; 97,000** accessed resources; 900 first responders from the Samaritans trained to support autistic people in crisis.

PARTNERSHIPS:

New housing collaborations progressing in the South East and SJOG's head-office was relocated which allowed us to create a co-working hub for the whole of the third sector in Darlington.

TOTAL INCOME 2025: £29.7M (2024: £30.3M)
+
TOTAL EXPENDITURE 2025: £29.8M (2024: £29.6M)
+
TOTAL SURPLUS 2025: £0.1M
TOTAL RESERVES: £9.3M
=
SUPPORTING STABILITY AND FUTURE INVESTMENT

FINANCIAL REVIEW

Primarily we receive funding from local and central government; fundraising enables us to do **more and better**.

We remain a **Real Living Wage** employer, which as well as being the right thing to do, is central to attracting and retaining great colleagues and, by extension, to quality.

Of our £9.25m of reserves £1.75m are restricted and £7.5m are unrestricted with £4.7m of reserves being held as fixed assets, leading to a free reserves figure of £2.8m.

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 £2.6m based upon a risk approach and in line with the charity's reserve policy.

Reserves are on target, but we continue to keep this under review and is in keeping with the Charity Commission's recommendations and guidance.

SJOG is the trading name of Saint John of God Hospitaller Services charity registered in England and Wales (Charity Commission registration number 1108428) and a company limited by guarantee registered in England (company number 05324279). The charity is governed by its articles of association, which were last reviewed and revised in 2023.

Good Shepherd Services became a wholly owned subsidiary of SJOG in October 2021 and so we report on the balance sheet of SJOG and the group position incorporating

Good Shepherd Services. Good Shepherd Trading is the subsidiary of Good Shepherd Services. These are included in the group accounts.

EFFICIENCY AND ESG

In 2025 we continue a multi-year investment in smart buildings, upgraded care management systems and network architecture. We're expanding the use of responsible AI tools, while maintaining robust governance.

Our environmental programme is on track: in 2025 we reported 20% lower electricity, 30% lower gas, with £270,000 of savings achieved in 12 months. This moves us closer to our 40% purchased-energy reduction target by 2027.

20% LESS ELECTRICITY USED + **30% LESS GAS USED** + **£270,000 OF SAVINGS IN 12 MONTHS** = MOVING US CLOSER TO 40% PURCHASED-ENERGY REDUCTION TARGET BY 2027

a life **worthwhile**

PAULA'S STORY

Stock image used to protect identity

Paula*, a UK national, experienced significant exploitation after being groomed by a gang leader and forced into drug selling. During this period, she was subjected to physical abuse and threats against her family. Following arrest, the perpetrator was imprisoned; however, ongoing death threats meant that Paula could no longer safely remain at her home address.

We supported Paula through a complex and highly sensitive period, prioritising safety, stability and recovery. This included helping her navigate temporary stays with family members in safe locations while longer term housing options were explored. We also supported Paula to access financial stability through Universal Credit and to register with a GP to address their mental health needs.

Paula received support for anxiety and depression, alongside an assessment for ADHD, and was prescribed appropriate medication. We made referrals to specialist services, for trauma informed counselling, and to support employability and future independence.

In April 2025, Paula received a Positive Conclusive Grounds decision through the National Referral Mechanism, recognising them as a survivor of exploitation. By June 2025, she was able to voluntarily exit our service and move to live with her grandmother, while remaining on the social housing waiting list.

**Name has been changed*

a life
worthwhile

SISTER B'S STORY

Stock image used to protect identity

Sister B moved to Villa Maria in 2020.

From the outset, Sister B's goals were clear: to maintain her independence and continue enjoying outings. With the right support in place, she has been able to achieve these goals in meaningful ways. Careful risk assessments and tailored planning enabled her to take holidays, including travelling by plane to Ireland to visit family - something that was especially important to her.

Since moving to Villa Maria, Sister B has experienced significant improvements in her mental health and is now stable on her medication, with her consultant pleased with her progress. She holds a bus pass and disabled badge and regularly goes out for appointments, shopping and activities, many of which she chooses to take part in daily.

A major milestone has been purchasing her own mobility scooter. With additional safety equipment and an external charging point installed at the service, Sister B is looking forward to travelling independently into town, visiting the seafront and enjoying simple pleasures like buying her own shopping or an ice cream.

Before retiring, Sister B worked supporting adults with physical and learning disabilities and continues to value feeling useful. She often checks in on less mobile sisters, offers reassurance, and provides quiet support - maintaining a strong sense of purpose and contribution within her community.

A WELL-RUN CHARITY

Our Application of the New Charity Governance Code

The Charity Governance Code (2025) is a refreshed code built on eight principles and 'what good looks like'.

We apply the Code on an 'apply or explain' basis and report annually on our progress.

This is the first year in which we have structured our annual report around the revised Governance Code. In doing so, we aim to demonstrate clearly how the charity's existing practice already aligns with the Code, while also setting out where we intend to strengthen and develop our approach further. For each of the Code's eight principles, we highlight three evidence points from 2025 and outline our ambitions for the year ahead.

Our approach reflects a strong focus on the effectiveness of the charity and the impact of our work. The openness of our reporting demonstrates our accountability to the people that we are here to serve, which lies at the heart of our charity.

The Foundation Principle asks trustees to understand their role, the charity's context and the legal framework within which it works. At SJOG, we invest the time, skills and care needed to govern effectively.

FOUNDATION PRINCIPLE

EVERY DAY WE SAY, "COME IN, YOU ARE MOST WELCOME, HOW CAN WE HELP?"

Total income (£m):
2019: £17.6 / 2020: £18 / 2021: £20.9
2022: £23.9 / 2023: £28.9 / 2024: £30.3
2025: £29.7

Quality: 100% Good and Outstanding CQC ratings.

100% satisfaction from the people we support.

OUR APPROACH & AMBITION

In 2025, the Board and its Finance and Risk, Quality, and Governance Committees met regularly, providing robust scrutiny of performance, risk, stakeholder feedback and organisational culture. Trustees steered decisions that strengthened mission delivery and financial resilience, supporting income of £29.7m maintaining prudent reserves, and prioritising quality and safety. This is reflected in our **100% CQC Good and Outstanding ratings**. The Board also reaffirmed its commitment to the Code's 'apply or explain' approach.

In 2026, the Board will lead implementation of a new three-year strategy focused on capable environments for people with complex needs, place-based housing, and the ethical use of technology.

Funding pressures remain, with tightening local authority and government funding contributing to a small reduction in income in 2025. Investment in fundraising will support project funding and capital works, while we continue to seek fair funding for high-quality care and support.

Trustees already have a thorough structured induction that includes a review of governance policies such as the charity commission guidance, safeguarding policy and supporting training, information governance training, meetings with the senior team, and visits to services. We will enhance our trustee development programme in 2026 to include induction refreshers, a trustee buddying scheme, briefings on the 2025 Charity Code, the revised Fundraising Code, and embed routine reflections on trustee behaviours to mirror the Code's emphasis on culture.

We will continue to diversify our board, building on our **50% female representation**, neurodiversity, and the recent recruitment of trustees in finance, governance and fundraising to support our next growth phase.

Finally, we will publish a concise annual 'How we apply the Code' statement, linking evidence (impact, quality, finance, EDI, ESG) to each principle. We already have governance reviews and individual trustee reviews, and we will build on these in 2026 both to assess effectiveness and support further development.

Our charitable objects are clear and delivered through person-centred housing and support. The board annually reviews whether our activities best advance our public benefit, drawing on performance data, research and lived experience.

In 2025 we sharpened our measurement through an impact framework, developed The Goodness Metric and strengthened our evidence base via research and policy publications.

WE ARE AMBITIOUS FOR THE PEOPLE THAT WE ARE HERE TO SERVE.

ORGANISATIONAL PURPOSE

Over 1800 people directly supported.

2040 autistic people supported directly, and 5000 indirectly via our accessible resources.

147 people supported to maintain their tenancies and live independently in their own home.

OUR APPROACH & AMBITION

The 'Here to Help' programme exemplifies purpose in action: co-produced with autistic people to reduce suicide risk, combining direct support, training and accessible resources.

Looking ahead, we will further focus our resources on areas where we have clear strengths and can deliver the greatest benefit. This includes continued development of complex support, trauma-informed practice and innovative, neuro-affirming housing.

Our new strategy will hard-wire continuous co-production, through our People's Charter, Experts by Experience, and a new Colleagues' Council, ensuring the voices of those who use and deliver services help to shape the charity so that it can be of maximum benefit for the people that we are here to support.

We are ambitious for the people that we are here to serve, and we link every major decision back to purpose, asking what impact this will deliver, for whom, at what cost and at what risk. In the coming years we will remain disciplined and ambitious so that we can be of **more help to more people**, in a way that reinforces the quality and values that are already evident in the charity.

Leadership at SJOG means shaping culture, stewarding resources and setting a clear course.

THE PEOPLE WE SUPPORT HAVE A LOUDER VOICE, MORE CHOICE AND A GREATER SENSE OF BELONGING.

LEADERSHIP

Individual learning pathways for 100% of our colleagues, including volunteers and trustees and senior management.

30% of our colleagues attend annual SJOG Conference 'Health & Happiness'.

Leadership decisions informed by people's voice, influence and lived experience.

OUR APPROACH & AMBITION

In 2025, executive leaders prioritised quality, safety and learning. We invested in digital systems, strengthened clinical and safeguarding oversight, and celebrated practice throughout the year and at our **Health & Happiness** conference.

Trustees and executives have been visible advocates, contributing to national dialogues on autism, modern slavery and inclusion health and translating evidence into better services.

In 2026 we will embed leadership behaviours outlined in the Code, namely clarity, openness to new ideas, and reflective decision-making, throughout the work we do and into board agendas. We will continue to nurture colleague wellbeing and voice, particularly through SJOG's Year of Wellbeing in 2026. We will be rolling out the Colleagues' Council, expanding mental-health first-aider coverage, and scaling our LOVED programme.

We will equip leaders at every level to use data well. We will balance quantitative indicators (outcomes, quality, finance, ESG) with qualitative insights (stories, complaints, compliments). Externally we will share this learning of what we did that worked well, and what we did that didn't.

We recognise a responsibility to work with others to implement recommendations from the Autism Act Committee report.

The measure of our leadership will remain simple, that the people we support have a louder voice, more choice and a greater sense of belonging because of what we do, how we do it, and the influence we have on others.

The 2025 Charity Governance Code develops the previous code by merging Integrity and Openness and Accountability into **Ethics and Culture**, emphasising lived values and transparent practice.

ETHICS AND CULTURE

ABOVE ALL, WE WANT PEOPLE TO FEEL OUR CULTURE.

THAT WARMTH AND THAT RESPECT ARE THE BEDROCK OF THE RESPECT WE DEMONSTRATE, AND THE HIGH STANDARDS THESE DEMAND.

Our LOVED programme offers 20+ rewards and benefits to our colleagues.

Reduced energy usage delivering £270,000 in savings while cutting waste and lowering our environmental impact.

Do Good Day – 1,000 hours of giving back to our local communities.

OUR APPROACH & AMBITION

SJOG's culture is anchored in hospitality, compassion and respect. This is visible in everyday interactions and codified in our People's Charter, induction and supervision processes. We promote learning and openness through research, policy engagement and publication. In modern slavery services, our contribution to national standards underscores our commitment to safe, trauma-informed, dignifying care. We seek to be transparent about both successes and areas for improvement: we publish impact highlights, invite feedback, and welcome scrutiny from regulators and partners.

Looking ahead, we will:

1. deepen ethical oversight of digital innovation (data minimisation, consent, explainability, inclusion).
2. expand safeguarding training and reflective practice.
3. strengthen our complaints and learning loops.
4. continue to amplify the voices of the people we support e.g. Anti-Slavery Day storytelling, Experts by Experience film projects and autism-informed practice guides.

Our environmental ethics remain integral and 2026 will see a further cutting of waste, decarbonising stock and engaging colleagues in behaviour change. Stewardship of the planet is part of our care of people. Above all, we want people to feel our culture. Every day we say, "Come in, you are most welcome, how can we help?" That warmth and that respect are the bedrock of the respect we demonstrate, and the high standards these demand.

The refreshed Code separates **decision making** from risk and resource stewardship, spotlighting clarity, inclusivity and accountability. Our governance cycle sets out when and how decisions are taken, by whom and with which evidence.

DECISION MAKING

EFFECTIVE DECISION-MAKING IS NOT ONLY ABOUT WHAT WE DECIDE BUT HOW WE DECIDE.

Decisions informed by integrated data, lived experience and expert insight.

Influencing policy at a national level.

6 research papers informing service design and strategic decisions.

OUR APPROACH & AMBITION

In 2025 we expanded our use of dashboards and narrative reporting. We now combine outcomes, quality, finance and ESG with stories and expert insight.

In 2026 we will extend structured decision templates to major change programmes, ensure lived experience is present in design phases, and publish summaries of significant decisions in our annual 'apply or explain' statement. We will also enhance board debate quality. Papers are circulated in a timely manner, and we provide service presentations and trustee development sessions.

Effective decision-making is not only about *what* we decide but *how* we decide. Our trustees approach their decision making with curiosity, candour and a shared commitment to doing the best with the resources entrusted to the charity.

In 2025 we carried out research to understand the experiences of people subject to modern-day slavery and trafficking when accessing healthcare. This contributed to government policy.

In 2026, we will build on this work by continuing to amplify lived experience, strengthening our evidence base and engaging with policymakers to influence more inclusive and trauma-informed healthcare responses.

We steward resources to maximise impact. The board reviews finance and risk at each meeting, with deep dives on **commissioning pressures, workforce, estates** and **digital**.

OUR AIM IS SIMPLE: TO PROVIDE ROBUST STEWARDSHIP THAT UNDERWRITES BOLD, HUMANE AND EXCEPTIONAL SERVICES.

MANAGING RESOURCES & RISKS

Reducing carbon and cost through smarter estates investment.

Digital investment with strengthened cyber resilience.

Active board oversight of finance, risk and long-term sustainability.

OUR APPROACH & AMBITION

Our key organisational risks are financial, the use of data and continued compliance with evolving regulatory standards to ensure the ongoing safety of the people we support and our colleagues.

In 2025, we accelerated improvements to buildings - upgrading insulation, lighting and controls, rolling out smart-home capabilities, and engaging colleagues in behaviour change, which delivered substantial carbon and cost savings. On digital, we invested in infrastructure and care-management upgrades, while strengthening cyber controls (aligned to our ISO/ISM frameworks).

Quality risk remains paramount. Supervisions, audits, learning from incidents and external inspections all inform continuous improvement, and we continue to invest in dedicated senior roles supporting quality, health and safety, ISO compliance, and property compliance.

We continue to enhance our integrated risk register, explicitly mapping strategic risks to mitigations, early-warning indicators and clear trigger points for board escalation. Our aim is simple: to provide robust stewardship that underwrites bold, humane and exceptional services.

We are a real living wage provider and follow the increases as recommended by The Resolution Foundation for setting a base level in the charity. Other annual increases have followed CPI figures for September. 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 of the annual budgets. Pay is benchmarked across the sector.

To ensure fairness across the charity key management personnel salaries are set on the same basis, annual increases follow CPI. No individual performance bonuses are paid, and salary levels take into account affordability, economic trends and were subject to a thorough review against published market data in 2023. This will be repeated in 2026.

In 2026 we will:

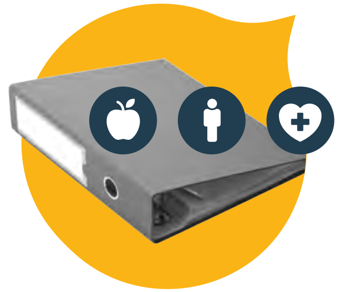
1. maintain prudent reserves aligned to risk appetite.
2. diversify income by scaling fundraising under the new Code of Fundraising Practice.
3. complete key digital upgrades and expand data protection and AI guardrails.
4. embed property decarbonisation plans towards Energy Performance Certificate (EPC) B by 2027.

EDI is about fairness and flourishing, both for the people we serve and for our colleagues. We are committed to neuro-affirming, trauma-informed and culturally responsive practice. Our **Here to Help** digital platform exemplifies accessible design, and we continue with our work that recognises intersecting inequalities e.g., malnutrition and mental-health risk in temporary accommodation.

EQUITY, DIVERSITY & INCLUSION

WE WILL BROADEN OUR APPROACH TO EQUITY BY FOCUSING ON WHAT PEOPLE NEED TO FLOURISH.

Mean gender pay gap = 4.4%
UK average = 6.9%



Research and service insight helped us identify how poverty, malnutrition and mental health risk combine to affect people in temporary accommodation.

34%* of our colleagues from a black or ethnic minority background.

**of colleagues who declared their ethnicity*

OUR APPROACH & AMBITION

In 2026 we will:

1. Publish EDI objectives for our board and workforce. Board recruitment will target under-represented backgrounds and lived experience, and ensure this is evident through recruitment, progression and learning.
2. Reinforce expert-by-experience structures so that co-production becomes standard in all big decisions.
3. Develop sensory-smart environments in complex-needs services.
4. Strengthen data capture so we can see and address disparities in access, outcomes and experience.

We will also broaden our approach to equity by focusing on **what people need to flourish**. We have a particular focus on the impact of poverty across our communities and on ensuring that people receive the information they need, in ways that are accessible to them, so they can make informed decisions.

Our culture work will continue to challenge stigma and discrimination, championing dignity, respect and belonging. Success will look like a charity where everyone - the people we support, our colleagues, volunteers, donors and partners feel safe, respected and able to take decisions that shape their own lives.

Gender Pay Gap

SJOG has a commitment to fairness in recruitment, pay, promotion and development and we report annually in line with the UK Equality Act 2010 (Gender Pay Gap Information) Regulations.

In 2025*, SJOG's mean gender pay gap was 4.4% and significantly lower than many other organisations and below the UK average of 6.9%, but we recognise there is more work to do in reducing this further. SJOG's median gender pay gap is 8.9%. The details of the gender pay gap are published on the government's designated website and sjog.uk.

We also publish an annual ethnicity pay gap report calculated in line with gender pay gap methodology. In 2025 our median ethnicity pay gap was 10.2% and the mean gap -1.8%. Our workforce is 62% white and 38% from other ethnic groups. This is above the 16% national average (2019 census), with 69% of colleagues providing ethnicity data.

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.

**Snapshot date of 5 April 2025.*

An effective board sets strategic direction, supports and challenges the executive team, and holds the organisation to account for the delivery of the strategic direction.

THE END OF 2025 SAW A TRUSTEE RECRUITMENT CAMPAIGN TO BOLSTER EXPERTISE IN FINANCE, GOVERNANCE AND FUNDRAISING.

BOARD EFFECTIVENESS

Board oversight in 3 key areas: strategic delivery, financial growth, quality improvements.

Time to meet without the executive team becomes part of the board meetings.

Trustee recruitment strengthening skills in finance, governance and fundraising.

OUR APPROACH & AMBITION

In 2025 trustees oversaw strategic delivery, financial growth and quality improvements. We strengthened board information through clearer KPIs and visualisations and ensured time for forward-looking discussion, as well as building in more time for the board to meet without the executive team. The end of 2025 saw a trustee recruitment campaign to bolster expertise in finance, governance and fundraising, aligned to our next strategic cycle.

We will continue to align agendas to the Code's eight principles, ensuring purposeful time on culture, EDI, decision making, quality, risk appetite and succession planning. Finally, we will publish a succinct 'apply or explain' statement in our 2026 Annual Report, evidencing how the board adds value and where we plan to improve further, so that our community, and the people that we are here to serve can hold us accountable.

In 2026 we will:

1. refresh the trustee induction and ongoing development, including briefings on the 2025 Governance Code and Fundraising Code.
2. complete a board skills and diversity audit.
3. agree a schedule of board and committee effectiveness reviews.
4. enhance stakeholder engagement with trustees participating in service visits, listening events and research roundtables.

The trustees have had due regard to the Charity Commission's guidance on public benefit when reviewing the charity's aims and objectives and in planning future activities.

The charity exists to support those in need. These purposes are set out in the charity's governing document and are carried out for the public benefit.

During the year, the charity delivered a range of services and activities designed to meet these purposes, as detailed in this report.

The trustees consider that these activities have provided identifiable public benefit by:

- improving the wellbeing, independence and life chances of beneficiaries
- reducing pressure on public services
- contributing to more inclusive and resilient communities

The trustees are satisfied that the charity's work during the year has been carried out in furtherance of its charitable purposes and has delivered clear and demonstrable public benefit.

PLANS FOR FUTURE PERIODS

A NEW STRATEGY
(from mid-2026)

We are already consulting on what comes after **People, Potential & Partnerships** (2024 –2026).

Working with our community we're building a new three-year strategy focused on:

- **capable environments for complex support**
- **place-based housing solutions**
- **evidence and learning**
- **digital inclusion and safe innovation**
- **financial resilience**

This is grounded in the 2025 policy landscape (including the House of Lords Autism Act Committee's recommendations), our research programme, and the views of the people we serve as to what they want SJOG to deliver to meet the needs of the coming years.

A NEW WAY TO ENGAGE

We know who we are as a charity. Whilst our core purpose remains the same, the world around us continues to evolve, and as we come into contact with new people, we need to continue to clarify who we are, how we help and how partners and donors can get involved across digital and physical touchpoints, while preserving our heritage and values.

There will be work throughout 2026 on clarifying our messages so that we can better deliver on our purpose.

A NEW MODEL OF PAYING FOR THE GOOD THAT WE DO

We will scale trusts and foundations, major gifts and digital regular giving, diversifying income while upholding best practice under the 2025 Code of Fundraising Practice. For SJOG, this is a new focus and so includes the change of governance structures to include a trustee fundraising committee that will ensure trustee oversight, safeguarding and due diligence.

A NEW PORTFOLIO OF SERVICES

1. **Neuro-affirming supported living:**
   we will create 5 small-scale homes for autistic adults with support for their behaviours, using sensory-smart design and assistive technology.
2. **Trauma-informed step-down housing:**
   transitional homes bridging hospital, homelessness and independent living.
3. **Women's recovery pathway (modern slavery):**
   specialist accommodation and outreach with clinical and legal advocacy partners, that reflect the rightful focus on the need for services that meet the challenge of exploitation and violence against women and girls.
4. **Health and nutrition hub:**
   working with partners to learn from the 2025 UCL/Feast With Us findings on malnutrition and mental health and extending this to our colleagues and volunteers.
5. **Older communities 'Connected Care':**
   loneliness and frailty prevention via community connectors, volunteers and digital access.

Every day we find
new reasons to **smile**

THE 'DO GOOD' CHARITY

Over 450 years of Doing Good

Doing Good is our inheritance, a gift from our founder, John of God who said, "Doing good does you good."

John of God started his work in Granada in the early 16th century, and following his example, the Hospitaller Brothers established hospitals and good works across Europe. In Italy the John of God Brothers became known as the 'Fatebenefratelli' literally 'The Do Good Brothers', and similarly in Germany and Austria they are known as the 'Barmherzige Brűder'.

We have Doing Good at the heart of who we are. The message is simple and connects people immediately to our purpose, to make a positive difference through compassionate, practical support, and to encourage them to be part of that.

We subtly reinforce this with our logo, a stylised pomegranate. When ripe the pomegranate splits sharing its food and seed freely, and is therefore a symbol of charity, and it is the 'apple of Granada' and the symbol of Granada.

Maintaining a strong connection to our heritage is important, and we continue to add new stories to the legacy of John of God almost 500 years later.

a life **worthwhile**

BO'S STORY

Stock image used to protect identity

Bo*, a 63–year–old Chinese national, was referred to Olallo House in April 2021 following a safeguarding alert raised during treatment for tuberculosis. Clinicians identified signs of vulnerability and potential exploitation. Bo had arrived in the UK under false promises of employment and was left without legal status, safe accommodation or access to appropriate healthcare.

Through compassionate, culturally-sensitive support, staff worked patiently to build trust and help Bo feel safe and settled. During his stay, he successfully completed a six–month course of TB treatment and began to rebuild his independence. With encouragement, he started cooking for himself, managing his finances and taking part in communal activities within the service.

Bo's project worker provided practical and advocacy support, helping him to register with a GP and dentist, obtain an HC2 certificate for free prescriptions, open a bank account and access subsistence support. This holistic approach ensured that both his health needs and day–to–day stability were addressed.

As his confidence and independence grew, Bo was supported to explore his future options. With informed choice and careful planning, he decided to pursue voluntary return to China. In March 2025, he returned safely and was reunited with his family.

**Name has been changed*

STATEMENT OF TRUSTEES' RESPONSIBILITIES FOR AN INCORPORATED CHARITY

The trustees (who are also directors of Saint John of God Hospitaller Services for the purposes of company law) are responsible for preparing the Trustees' Report (incorporating the strategic report and directors' report) and the financial statements in accordance with applicable law and United Kingdom accounting Standards, included Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (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 the group and of the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

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

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

STATEMENT OF DISCLOSURE TO AUDITOR

In so far as the trustees are aware:

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

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

Approved by the trustees on:
19 June 2026

Duncan Reid

Duncan Reid
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 2025 which comprise the Consolidated Statement of Financial Activities including Income and Expenditure Account, the Charity Balance sheet, the Consolidated Balance Sheet, the Statement of Consolidated Cashflows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 December 2025 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

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

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

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

Use of our report

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

Lucy Robson

Lucy Robson
(Senior Statutory Auditor)

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

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

Date: 19 June 2026

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

For the year ended 31 December 2025

	Notes	Unrestricted funds £'000	Restricted funds £'000	TOTAL 2025 £'000	TOTAL 2024 £'000
Income and endowments from:					
Donations and legacies	3	224	68	292	346
Charitable activities	4	23,913	5,390	29,303	29,720
Other trading activities	5	25	-	25	35
Investments	6	65	-	65	72
Other income	7	42	-	42	174
Total income		**24,269**	**5,458**	**29,727**	**30,347**
Expenditure on:					
Raising funds	8	433	-	433	366
Other costs	8	2	6	8	14
Charitable activities	9	23,501	5,726	29,227	29,210
Other finance costs		21	-	21	25
Total expenditure		**23,957**	**5,732**	**29,689**	**29,615**
Net income/(expenditure)		312	(274)	38	732
Transfers between funds	20	(177)	177	-	-
Net movement in funds		135	(97)	38	732
Total funds brought forward	20	7,365	1,849	9,214	8,482
Total funds carried forward	**20**	**7,500**	**1,752**	**9,252**	**9,214**

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 2025

	Notes	2025 £'000	2025 £'000	2024 £'000	2024 £'000
Fixed assets					
Intangible assets	13		83		75
Tangible assets	14		4,041		4,386
			4,124		**4,461**
Current assets					
Debtors	15	1,758		2,257	
Cash at bank and in hand		4,214		3,652	
		5,972		**5,909**	
Creditors: amounts falling due within one year	16	(1,454)		(1,393)	
Net current assets			4,518		4,516
Total assets less current liabilities			8,642		8,977
Creditors: amounts falling due after more than one year	17		(215)		(542)
Net assets			8,427		8,435
Income funds					
Restricted funds	20		1,596		1,693
Unrestricted funds	20		6,831		6,742
			8,427		**8,435**

As permitted by section 408 of the Companies Act 2006, the statement of financial activities of the parent company is not presented as part of these accounts. The parent company's net income and the net movement in funds for the financial year amounted to a deficit of £5k (2024: £721k surplus).

The financial statements were approved by the Trustees on 19 June 2026

Duncan Reid

Duncan Reid
Chair of Trustees

CONSOLIDATED BALANCE SHEET

As at 31 December 2025

	Notes	2025 £'000	2025 £'000	2024 £'000	2024 £'000
Fixed assets					
Intangible assets	13		83		75
Tangible assets	14		4,638		4,956
			4,721		**5,031**
Current assets					
Debtors	15	1,850		2,299	
Cash at bank and in hand		4,550		4,067	
		6,400		**6,366**	
Creditors: amounts falling due within one year	16	(1,568)		(1,521)	
Net current assets			4,832		4,845
Total assets less current liabilities			9,553		9,876
Creditors: amounts falling due after more than one year	17		(301)		(662)
Net assets			9,252		9,214
Income funds					
Restricted funds	20		1,752		1,849
Unrestricted funds	20		7,500		7,365
			9,252		**9,214**

The financial statements were approved by the Trustees on 19 June 2026

Duncan Reid

Duncan Reid
Chair of Trustees

STATEMENT OF CONSOLIDATED CASH FLOWS

For the year ended 31 December 2025

	Notes	2025 £'000	2025 £'000	2024 £'000	2024 £'000
Cash flows from operating activities					
Cash generated from operations	22		900		2,372
Interest received			65		65
Interest paid			(21)		(25)
Investing activities					
Purchase of intangible assets		(30)		(53)	
Purchase of tangible fixed assets		(817)		(1,365)	
Proceeds on disposal of intangible assets		3		-	
Proceeds on disposal of tangible assets		444		-	
Net cash used in investing activities		(400)		(1,418)	
Financing activities					
Loan repayments		(61)		(60)	
Net cash used in financing activities		(61)		(60)	
Net increase in cash and cash equivalents			483		934
Cash and cash equivalents at beginning of year			4,067		3,133
Cash and cash equivalents at end of year			**4,550**		**4,067**

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

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ACCOUNTING POLICIES

Charity information

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

The registered office is
The Exchange, Barnard Street,
Darlington, DL3 7DR.

Accounting convention

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

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

Basis of consolidation

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

All financial statements are made up to 31 December 2025. 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. An operating cash surplus has been achieved 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 and allocated as a restricted fund 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:-

Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material. Donations are recognised when receivable.

Charitable activities

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

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

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

Raising funds

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

Interest and investment income

Investment income is accounted for on an accruals basis.

Donated services

Income is recognised for donated rent at the market rate with a corresponding cost recorded within expenditure. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised.

Other income

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

Resources expended

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

Raising funds
These include salaries and directly attributable overheads.

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

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 apportioned based on income received between each activity.

Governance costs
Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs include costs related to statutory audit.

Intangible fixed assets other than goodwill

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

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

Software - 5 years

Tangible fixed assets

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

Freehold land is not depreciated.

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

Leasehold land and buildings
Term of the lease

Freehold property
4 – 25 years

Fixtures and fittings
3 to 10 years

Motor vehicles
4- 8 years

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

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

1 ACCOUNTING POLICIES (continued)

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.

Financial instruments

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

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

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

Basic financial assets

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

Basic financial liabilities

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

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

Reduced Disclosure Options

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

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

Employee benefits

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

Termination benefits

As a charity we may be committed, by legislation, by contractual or other agreements with employees or their representatives or by a constructive obligation based on business practice, custom or a desire to act equitably,

to make payments (or provide other benefits) to employees when it terminates their employment. Such payments are termination benefits.

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

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

Retirement benefits

The company makes available a contributory money purchase scheme which all employees can join. This is administered by Aegon 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 2025 £'000	TOTAL 2024 £'000
Donations and gifts				
Other	206	68	274	322
Legacy	18	-	18	24
	224	**68**	**292**	**346**
For the year ended 31 December 2024				
Other	269	53		322
Legacy	24	-		24
	293	**53**		**346**

4 CHARITABLE ACTIVITIES

	Accommodation and support £'000	Specialist Housing Support £'000	Religious Management Services £'000	Good Shepherd £'000	TOTAL 2025 £'000	TOTAL 2024 £'000
Charitable activities	12,077	11,494	4,753	979	29,303	29,720
Analysis by fund						
Unrestricted funds	11,840	11,458	17	598	23,913	
Restricted funds	237	36	4,736	381	5,390	
	12,077	**11,494**	**4,753**	**979**	**29,303**	
For the year ended 31 December 2024						
Unrestricted funds	10,774	13,520	-	301		24,595
Restricted funds	308	32	4,491	294		5,125
	11,082	**13,552**	**4,491**	**595**		**29,720**

5 OTHER TRADING ACTIVITIES

	Unrestricted 2025 £'000	Unrestricted 2024 £'000
Trading income	25	35

6 INVESTMENTS

	Unrestricted 2025 £'000	Unrestricted 2024 £'000
Bank interest	65	72

7 OTHER INCOME

	Unrestricted 2025 £'000	Unrestricted 2024 £'000
Other income	42	174

8 RAISING FUNDS AND OTHER COSTS

	2025 £'000	2024 £'000
Raising funds		
Direct costs	182	156
Staff costs	251	210
	433	**366**
Other costs		
Depreciation and impairment	8	14
	8	14
	441	**380**
Restricted funds	6	4
Unrestricted fund	435	376
Total	**441**	**380**

9 CHARITABLE ACTIVITIES

	Accommodation and Support £'000	Specialist Housing Support £'000	Religious Management Services £'000	Good Shepherd Care Services £'000	TOTAL 2025 £'000	TOTAL 2024 £'000
Staff costs	8,636	3,996	3,441	777	16,850	16,231
Depreciation and impairment	275	244	1	26	546	516
Activities directly undertaken	1,278	4,971	794	405	7,448	8,260
	10,189	**9,211**	**4,236**	**1,208**	**24,844**	**25,007**
Share of support costs (see note 10)	1,791	1,705	705	146	4,347	4,153
Share of governance costs (see note 10)	15	14	6	1	36	50
	11,995	**10,930**	**4,947**	**1,355**	**29,227**	**29,210**
Analysis by fund						
Unrestricted funds	11,736	10,792	-	973	23,501	
Restricted funds	259	138	4,947	382	5,726	
	11,995	**10,930**	**4,947**	**1,355**	**29,227**	
For the year ended 31 December 2024						
Unrestricted funds	10,670	12,483	-	563		23,716
Restricted funds	462	106	4,669	257		5,494
	11,132	**12,589**	**4,669**	**820**		**29,210**

10 SUPPORT COSTS

	Support costs £'000	Governance costs £'000	2025 £'000	2024 £'000
Staff costs	2,834	-	2,834	2,677
Depreciation and amortisation	70	-	70	121
Legal and professional	45	-	45	57
IT	457	-	457	401
Finance	179	-	179	179
Property	76	-	76	143
Exec office	371	-	371	337
HR	113	-	113	140
Administrative expenses	202	-	202	98
Audit fees	-	36	36	50
	4,347	**36**	**4,383**	**4,203**

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 £36,750 (2024 - £35,000) for audit fees.

11 NET MOVEMENT IN FUNDS

	2025 £'000	2024 £'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	37	35
Other services provided by the companies' auditor	8	8
Depreciation of owned tangible fixed assets	605	581
Amortisation of intangible assets	19	70
Loss on disposal of tangible assets	86	17
Operating lease charges - land and buildings	1,703	1,352

12 EMPLOYEES

Number of employees
The average monthly number of employees during the year was:

	2025 Number	2024 Number
Medical, Nursing and Allied Professions	7	8
Service Managers, Support Workers and Ancillary Staff	587	596
Executive	4	4
Managers and Other Staff	41	45
	639	**653**

	2025 £'000	2024 £'000
Employment costs		
Wages and salaries	17,374	16,782
Social security costs	1,812	1,415
Other pension costs	396	388
Other staff costs	278	529
Restructuring costs	75	4
	19,935	**19,118**

Included in staff restructuring costs are 33 (2024: 2) terminations payments totalling £74,914 (2024: £3,988).

The key management personnel of the charity comprise the Trustees and the key management team. Total employee benefits for the key management personnel were £515,774 (2024: £504,964).

12 EMPLOYEES (continued)

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

	2025 Number	2024 Number
£60,000 - £69,999	6	9
£70,000 - £79,999	3	-
£80,000 - £89,999	1	1
£90,000 - £99,999	-	-
£100,000 - £109,999	2	2
£140,000 - £149,999	-	1
£150,000 - £159,000	1	-

In the year, there were 13 employees (2024: 13) earning in excess of £60,000 per annum who participated in the defined contribution pension scheme (see note 25). Contributions of £31,996 were made in relation to these individuals during the year (2024: £31,225).

No trustee received any remuneration (2024: nil). Expenses were paid to 8 (2024: 7) trustees, totalling £4,183, for travel and subsistence (2024: £2,498).

Excluding the volunteer trustees, the charity had 6 (2024: 9) 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. Placing a monetary value on the contribution of the volunteers presents significant difficulties. With the lack of a market comparator price for general volunteers, it is impractical for their contribution to be measured reliably for accounting purposes. Given the absence of a reliable measurement basis, the contribution of volunteers has not been included as income in our accounts.

13 INTANGIBLE FIXED ASSETS

	Software £'000
Group and charity	
Cost	
At 1 January 2025	343
Additions	30
Disposals	(3)
At 31 December 2025	370
Amortisation and impairment	
At 1 January 2025	268
Amortisation charged for the year	19
Amortisation eliminated on disposals	-
At 31 December 2025	287
Carrying amount	
At 31 December 2025	83
At 31 December 2024	75

14 TANGIBLE FIXED ASSETS CHARITY

	Leasehold land and buildings £'000	Fixtures and fittings £'000	Motor vehicles £'000	TOTAL £'000
Cost				
At 1 January 2025	5,178	2,042	145	7,365
Additions	446	318	-	764
Disposals	(547)	(215)	(10)	(772)
At 31 December 2025	**5,077**	**2,145**	**135**	**7,357**
Depreciation and impairment				
At 1 January 2025	1,629	1,284	66	2,979
Depreciation charged in the year	321	241	17	579
Eliminated in respect of disposals	(64)	(168)	(10)	(242)
At 31 December 2025	**1,886**	**1,357**	**73**	**3,316**
Carrying amount				
At 31 December 2025	**3,191**	**788**	**62**	**4,041**
At 31 December 2024	**3,549**	**758**	**79**	**4,386**

14
TANGIBLE FIXED ASSETS GROUP

	Leasehold land and buildings £'000	Freehold property £'000	Fixtures and fittings £'000	Motor vehicles £'000	TOTAL £'000
Cost					
At 1 January 2025	5,178	600	2,098	145	8,021
Additions	446	-	371	-	817
Disposals	(547)	-	(215)	(10)	(772)
At 31 December 2025	**5,077**	**600**	**2,254**	**135**	**8,066**
Depreciation and impairment					
At 1 January 2025	1,629	31	1,339	66	3,065
Depreciation charged in the year	321	2	265	17	605
Eliminated on disposal	(64)	-	(168)	(10)	(242)
At 31 December 2025	**1,886**	**33**	**1,436**	**73**	**3,428**
Carrying amount					
At 31 December 2025	**3,191**	**567**	**818**	**62**	**4,638**
At 31 December 2024	**3,549**	**569**	**759**	**79**	**4,956**

15
DEBTORS

	Group 2025 £'000	Charity 2025 £'000	Group 2024 £'000	Charity 2024 £'000
Amounts falling due within one year:				
Trade debtors	1,012	962	1,144	1,134
Other debtors	78	77	85	85
Prepayments and accrued income	760	719	1,070	1,038
	1,850	**1,758**	**2,299**	**2,257**

16
CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2025 £'000	Charity 2025 £'000	Group 2024 £'000	Charity 2024 £'000
Borrowings	325	325	25	25
Trade creditors	190	190	94	94
Other taxation and social security	382	382	344	344
Deferred income	147	59	238	156
Other creditors	196	178	174	161
Accruals	328	320	646	613
	1,568	**1,454**	**1,521**	**1,393**

The total amount of borrowings, £325,000 (£25,000) are secured by fixed charges over the Charity's land and buildings.

17 CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR

	Group 2025 £'000	Charity 2025 £'000	Group 2024 £'000	Charity 2024 £'000
Borrowings	301	215	662	542
	301	**215**	**662**	**542**

18 DEFERRED INCOME

	Group 2025 £'000	Charity 2025 £'000	Group 2024 £'000	Charity 2024 £'000
Balances at 1 January	238	156	175	97
Released from previous years	(238)	(156)	(144)	(66)
Resources deferred during the year	147	59	207	125
Balances at 31 December	**147**	**59**	**238**	**156**

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

19 BORROWINGS

	Group 2025 £'000	Charity 2025 £'000	Group 2024 £'000	Charity 2024 £'000
Other loans	626	540	687	567
Payable within one year	325	325	25	25
Payable after one year	301	215	662	542

The charity has two mortgages:

- The first has £272k (2024: £281k) outstanding and bears interest at 3.27% above base rate, the final repayment is due in September 2026.
- The second has £268k (2024: £286k) outstanding and bears interest at 3.27% above base rate, the final repayment is due in August 2028.

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

The group has a consolidated loan of £85,000 (2024: £120,000) from the Hospitaller Order of Saint John of God. This loan is interest free and will be repaid £35k per annum.

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 2025 £'000	Incoming resources £'000	Resources expended £'000	Transfers £'000	Balance at 31 Dec 2025 £'000
Unrestricted funds					
Accumulated fund	6,742	23,398	(23,132)	(177)	6,831
	6,742	**23,398**	**(23,132)**	**(177)**	**6,831**
Restricted funds					
Religious management services	-	4,736	(4,948)	212	-
O'gara donation	-	10	-	-	10
Rockliffe Property Purchase	546	-	(34)	-	512
Terry Yorath House refurbishment	125	-	(43)	-	82
LFCT Service donation	225	-	-	(35)	190
Olallo refurbishment	198	-	(42)	-	156
National Lottery Community Fund - Magic Bus	62	-	(12)	-	50
Yew Tree House	337	-	(7)	-	330
Fairfields development	163	-	(57)	-	106
Here to Help	-	145	(77)	-	68
Other restricted funds	37	190	(135)	-	92
	1,693	**5,081**	**(5,355)**	**177**	**1,596**
	8,435	**28,479**	**(28,487)**	**-**	**8,427**

20 FUNDS GROUP

Movement in funds

	Balance at 1 Jan 2025 £'000	Incoming resources £'000	Resources expended £'000	Transfers £'000	Balance at 31 Dec 2025 £'000
Unrestricted funds					
Accumulated fund	7,240	24,269	(23,957)	(177)	7,375
Designated fund	125	-	-	-	125
	7,365	**24,269**	**(23,957)**	**(177)**	**7,500**
Restricted funds					
Religious management services	-	4,736	(4,948)	212	-
Rockliffe Property Purchase	546	-	(34)	-	512
O'gara donation	-	10	-	-	10
Terry Yorath House refurbishment	125	-	(43)	-	82
LFCT Service donation	225	-	-	(35)	190
Olallo refurbishment	198	-	(42)	-	156
National Lottery Community Fund – Magic Bus	62	-	(12)	-	50
Yew Tree House	337	-	(7)	-	330
Leeds CC – rent contribution	-	-	-	-	-
Fairfields development	163		(57)	-	106
Here to Help	-	145	(77)		68
Capital grants	54	-	-	-	54
Grants and contracts statutory grants	53	-	-	-	53
Client welfare	43	381	(382)	-	42
Other restricted funds	43	186	(130)	-	99
	1,849	**5,458**	**(5,732)**	**177**	**1,752**
	9,214	**29,727**	**(29,689)**	**-**	**9,252**

20 FUNDS (continued)

The restricted funds represent segregation of monies held for where the fund provider has specified particular purposes for which the funds are to go, so as to ensure that they are spent as the donor specified.

The funds entitled 'Religious management services' are funds given by specific religious orders in relation to homes managed by Saint John of God Hospitaller Services, to pay for the upkeep of their respective care homes which remained unspent at the period end and will be used in care provision in the coming years.

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

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

National Lottery Community Fund – Magic Space Bus Grant represents funds to build a mobile sensory unit.

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

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

Yew Tree House was donated by the Franciscan Sisters of Minoress with the restriction that the property, or proceeds from the sale of, are used to support refugees, particularly from Ukraine. After two years the donation can be restricted to benefit the wider communities SJOG work.

Fairfields Development – Albery Gubay Charitable Foundation provided a grant to support the capital development costs of Fairfields Complex Care Service.

Here to Help – the Department for Health and Social Care provided a grant to SJOG to deliver a suicide prevention project as part of their Suicide Prevention Grant Fund 2023 – 2025.

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

Unrestricted funds
General funds are ‘other reserves’ available to spend at the trustees discretion.

Designated funds - The Property Renovation Fund provides a reserve against future cyclical maintenance.

Client Welfare - Salary funds are grants to pay specific salaries of support workers.

20 FUNDS (continued)

For the year ended 31 December 2024

Transfer of funds
The charity has transferred £212k (2024: £178k) from unrestricted funds into Religious Management services to fund excess expenditure from restricted funds.

Movement in funds

	Balance at 1 Jan 2024 £'000	Incoming resources £'000	Resources expended £'000	Transfers £'000	Balance at 31 Dec 2024 £'000
Unrestricted funds					
Accumulated fund	5,742	24,558	(23,481)	(77)	6,742
	5,742	**24,558**	**(23,481)**	**(77)**	**6,742**
Restricted funds					
Religious Management Services	-	4,491	(4,669)	178	-
Rockliffe Property Purchase	580	-	(34)	-	546
Terry Yorath House refurbishment	161	-	(36)	-	125
LFCT Service donation	300	-	-	(75)	225
Olallo refurbishment	240	-	(42)	-	198
Lottery - Magic Bus	74	-	(12)	-	62
Homes for Ukraine	129	-	(129)	-	-
Yew Tree	350	-	(13)	-	337
Leeds CC – rent contribution	-	53	(53)	-	-
Fairfields development	-	195	(32)		163
Here to Help	-	108	(108)	-	-
Other restricted funds	138	38	(113)	(26)	37
	1,972	**4,885**	**(5,241)**	**77**	**1,693**
	7,714	**29,443**	**(28,722)**	**-**	**8,435**

20 FUNDS GROUP (continued)

For the year ended 31 December 2024

Movement in funds

	Balance at 1 Jan 2024 £'000	Incoming resources £'000	Resources expended £'000	Transfers £'000	Balance at 31 Dec 2024 £'000
Unrestricted funds					
Accumulated fund	6,265	25,169	(24,117)	(77)	7,240
Designated fund	125	-	-	-	125
	6,390	**25,169**	**(24,117)**	**(77)**	**7,365**
Restricted funds					
Religious Management Services	-	4,491	(4,669)	178	-
Rockliffe Property Purchase	580	-	(34)	-	546
Terry Yorath House refurbishment	161	-	(36)	-	125
LFCT Service donation	300	-	-	(75)	225
Olallo refurbishment	240	-	(42)	-	198
Lottery - Magic Bus	74	-	(12)	-	62
Homes for Ukraine	129	-	(129)	-	-
Yew Tree	350	-	(13)	-	337
Leeds CC – rent contribution	-	53	(53)	-	-
Fairfields development	-	195	(32)		163
Here to Help	-	108	(108)	-	-
Capital grants	54	-	-	-	54
Grants and contracts statutory grants	53	-	-	-	53
Client welfare	7	293	(257)	-	43
Other restricted funds	144	38	(113)	(26)	43
	2,092	**5,178**	**(5,498)**	**77**	**1,849**
	8,482	**30,347**	**(29,615)**	**-**	**9,214**

21 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £'000	Restricted funds £'000	TOTAL £'000
GROUP			
Fund balances at 31 December 2025 are represented by:			
Intangible fixed assets	83	-	83
Tangible assets	3,876	762	4,638
Net current assets	3,541	1,291	4,832
Long term liabilities	-	(301)	(301)
	7,500	**1,752**	**9,252**
GROUP			
Fund balances at 31 December 2024 are represented by:			
Intangible fixed assets	75	-	75
Tangible assets	4,108	848	4,956
Net current assets	3,182	1,663	4,845
Long term liabilities	-	(662)	(662)
	7,365	**1,849**	**9,214**

21
ANALYSIS OF NET ASSETS BETWEEN FUNDS
(continued)

	Unrestricted funds £'000	Restricted funds £'000	TOTAL £'000
CHARITY			
Fund balances at 31 December 2025 are represented by:			
Intangible fixed assets	83	-	83
Tangible assets	3,279	762	4,041
Net current assets	3,469	1,049	4,518
Long term liabilities	-	(215)	(215)
	6,831	**1,596**	**8,427**
CHARITY			
Fund balances at 31 December 2024 are represented by:			
Intangible fixed assets	75	-	75
Tangible assets	3,538	848	4,386
Net current assets	3,129	1,387	4,516
Long term liabilities	-	(542)	(542)
	6,742	**1,693**	**8,435**

22
CASH GENERATED FROM OPERATIONS

	Group 2025 £'000	Group 2024 £'000
Net income for the year	38	732
Adjustments for:		
Finance income	(44)	(40)
Loss on disposal of tangible assets	86	2
Loss on disposal of intangible assets	-	15
Amortisation of intangible assets	19	70
Depreciation of tangible fixed assets	605	581
Movements in working capital:		
Decrease in debtors	449	794
(Decrease)/increase in creditors	(253)	218
Cash generated from operations	**900**	**2,372**

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:

	2025 £'000	2024 £'000
Land and buildings		
Within one year	960	1,447
Between one and five years	1,177	1,996
In over five years	203	1
	2,340	**3,444**

24
RELATED PARTY TRANSACTIONS

Charity and group

Saint John of God Hospitaller Services (SJOG) is a registered charity. The Hospitaller Order of St John of God no longer have any common trustees and therefore is no longer a related party of SJOG.

During the year management charges of £54k (2024: £66k) were paid to Saint John of God Hospitaller Services Group by the charity.

Group only

During the year, a grant of £65k (2024: £65k) was made to The Good Shepherd in respect of the Pomegranate Café.

25
PENSION COSTS

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

The total pension costs in the year were £395,789 (2024: £388,252). Amounts deducted but not yet paid over amounted to £98,048 (2024: £99,454).

26
ANALYSIS OF CHANGES IN NET DEBT

	1 January 2025 £'000	Cash flows £'000	Non-cash movements £'000	31 Dec 2025 £'000
Cash and cash equivalents				
Cash	4,067	483	-	4,550
Total cash	**4,067**	**483**	**-**	**4,550**
Borrowings				
Short-term borrowings	(25)	61	(361)	(325)
Long-term borrowings	(662)	-	361	(301)
Total borrowings	(687)	61	-	(626)
Net debt	**3,380**	**544**	**-**	**3,924**

27 MEMBER UNDERTAKINGS

The Charity controls Good Shepherd Services, a charity registered (charity no. 1165909) in England and Wales by right of being the only member. The principal place of business of Good Shepherd Services is 65 Waterloo Road, Wolverhampton WV1 4QU. The charity also has control of Good Shepherd Trading Ltd, a company registered (company no. 15411745) in England and Wales by being wholly owned subsidiary of Good Shepherd Services.

The results of the member undertaking are summarised below:

	Total 2025 £'000	Total 2024 £'000
Income:		
Donations and legacies	243	262
Charitable activities	979	617
Miscellaneous income	27	27
	1,249	**906**
Expenditure:		
Charitable activities	(1,207)	(893)
	(1,207)	(893)
Net incoming resources	**42**	**13**

The net assets of the member undertaking at 31 December 2025 amounted to £826k (2024: £784k).

28 ULTIMATE CONTROLLING PARTY

The sole member of the charity is the Saint John of God Hospitaller Services Group, a company limited by guarantee and registered in the Republic of Ireland (company no. 568740).

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

Charity Number: 1108428

Company Number: 05324279

SJOG is the trading name of Saint John of God Hospitaller Services. The charity is governed by its articles of association, which were last reviewed and revised in 2023.

Registered office
First Floor
The Exchange,
Barnard Street
Darlington
County Durham
DL3 7DR

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

Bankers
Barclays Bank plc
31 High Row
Darlington
County Durham
DL3 7QS

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

KEY MANAGEMENT TEAM:

Paul Bott
Chief Executive

Leanne Welford
Chief Finance Officer

Dr Lisa Alcorn
Chief Operating Officer

Dr Jamie Mackrill
Chief Development Officer

Thank you for the kind support of

Department for Health and Social Care

Albert Gubay Charitable Foundation

Hertfordshire Community Foundation

Queen Mother's Clothing Guild

Poor Servants of the Mother of God

Sisters of Nazareth

MAIN

thank you

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The Exchange, First Floor, The Old Exchange
Barnard Street, Darlington, Co Durham, DL3 7DR

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Registered Charity No. 1108428
Company No. 05324279