



**We're here to help**

How did we do?



**STRATEGY**  
2019-2021



**More help**  
to more people



# So how did we do?

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**'We're here to help' is SJOG's strategy from 2019-2021 and is an important document in the history of the charity.**

It's important because it put the organisation back in touch with its purpose and with the ambition that it has both for people that the charity is here to serve and the people working in the charity.

'We're here to help' is a strategy focused on transformation. It was created as in the preceding years the charity had lost its way and had got itself into a bit of a pickle.

The work identified in 'We're here to help' was planned to take three years, but the change in the charity has happened faster than expected.

This means that the charity is no longer in a state of turnaround but is instead planning for a future that builds on the charity's sound financial footing, the embedded values and the experience of delivering more services to more people at their time of need. The development of a new strategy is underway.



## We're here to help

In discussions with the people who use and work in the charity, four themes emerged and these became the overarching focus of the strategy and the work of the charity:

**PEOPLE COLLEAGUES GROWTH SUSTAINABILITY**

We'll look at the developments that have been achieved in these four areas and also highlight areas for further development.



# The 12 promises

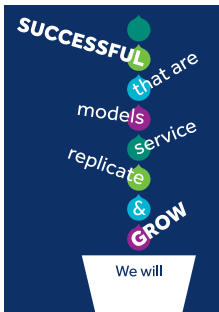
## People



## Colleagues



## Growth



## Sustainability



# People

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## What we promised



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## What we delivered

### We are guests in people's lives – We will hear their voices

- We have established an advisory council made up of people who use SJOG services. The advisory council advises on policy development and specific themes for internal audits. Further development include the providing views on Board papers to the Board so that they have a say before decisions are made.
- We have reviewed and improved the complaints procedure as a direct result of listening to people involved in the process so that it is simpler to use and moves faster to a point of resolution.
- Colleagues across the charity have benefitted from the development of communication training, which provides the skills to better hear the voices of the people we have to support. There is a 96% take up by our colleagues.
- We have developed specialist communication passports which takes the pressure from allied health professionals



We are a charity of people  
**supporting people**

- We have provided people with opportunities to talk about their experiences, through the national press, through being involved in applications for funding for the services they want developed, and through social media.
- We are working through the National Autistic Society Accreditation, which has a specialist focus on understanding people and the impact of their autism

### **We will help people gain control over their lives**

- We have developed an outcome focused care and support planning process, and supported this with an outcomes framework which measures the progress that people said that they wanted to make.
- The outcomes framework is based on 26 Quality of Life Indicators building on the good practice of the World Health Organisation.
- We have developed ASDAN certified programmes for young people funded through Kickstart. The Kickstart Learning Pathway is helping young people to develop transferable skills for better employment prospects for the future.
- We created the Remote Assistance Model (RAM) which helps more people to access support when they need it and in a way that works for their lives.
- We co-developed Magic Space to deliver immersive sensory therapy that is individually tailored to people's needs and preferences.

### **We will improve Quality – Embracing people's LIVED experiences**

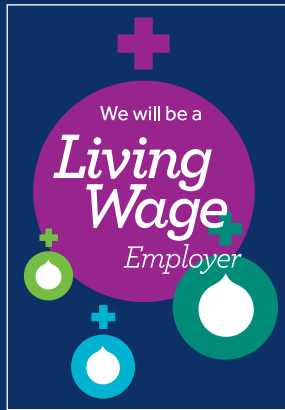
- The Care Quality Commission externally validates the quality of care services. In 2018, SJOG services were rated as good or outstanding in 52% of areas. In 2021, SJOG services were rated as good or outstanding in 94% of areas, with the overall rating for 100% of services being good or outstanding.
- We have introduced monthly quality audits and the development of a quality assurance dashboard, and a trustees dashboard which increases transparency, strengthens governance, and means that issues can be resolved before they become problems.
- The advisory council are starting to ask for the monthly quality audits to focus on particular areas. This may be the quality of support planning, reviews or environmental sustainability.
- People in services have been encouraged to take roles as fire wardens, PPE compliance and other quality focused roles.



# Colleagues

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## What we promised



## What we delivered

### We will ensure our colleagues and volunteers are LOVED

- We have three values that are evident across the charity. Hospitality, Compassion and Respect. LOVED is our programme for colleagues that ensures that we Live Our Values Every Day.
- We have rewritten every policy across the charity so that they reflect our values. This includes reflecting that we are a community of colleagues rather than staff or employees.
- We better support our colleagues' health, wealth and wellbeing through a range of non-pay benefits.
- We ensure that every colleague has a learning pathway and have created the 'Ministry of Hospitality' learning academy.
- We have invested in apprentices, and are developing a route through to higher level qualifications so that colleagues can continue to develop through their time with the charity.



We now have a suite of **benefits** that help to attract colleagues

- We have provided colleagues with the means to build a community, through the Outstanding Managers Network, the #stayingpositive initiative and through SJOG's Facebook Workplace
- We have created Brightline, with funding from BUPA to offer mental health support to our colleagues and have trained Mental Health First Aiders across the charity.

### **We will be a Living Wage Employer**

- In 2018 we had a wide number of colleagues being paid at minimum wage due to the nature of the contracts that we held with local authorities.
- We have renegotiated these contracts and have built a firm financial base, and whilst none of our colleagues are on minimum wage only 50% of them receive a real living wage.
- We have closed the gap. In 2019, the shortfall between the salaries we paid and the amount needed to pay a real living wage was £1.1million. In 2021, this gap is just £250,000. We are looking to close this gap further in coming years.
- Whilst progress has been made there is more work to do.

### **We will be an attractive employer particularly to the over 50s**

- We recognised that with an ageing population, the workforce would become older, and the kinds of benefits and supports that we offer would need to change to reflect this.
- What we have discovered is that the support and benefits that make us attractive to colleagues over 50 are the same benefits that our younger colleagues also find attractive.
- We now have a suite of benefits that help to attract colleagues.
- We received recognition in nine awards in 2020 that help us to promote the charity better as an organisation that is doing not just good work but is an exemplar of good practice.
- Investment in a new brand, the redevelopment of the SJOG website, investment in social media and the changing of the focus to talking about the success of the people we are here to support, have all helped us to be seen as an organisation where people want to work.

# Growth

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## What we promised



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## What we delivered

### We will grow and replicate service models that are successful

- We have developed our partnership with The Salvation Army and we are part of a seven year contract to support people who have been trafficked or subject to modern day slavery (MDS). IN 2018 we supported 19 people in the year, today we are supporting 460 people every month.
- Through this partnership we have developed a successful MDS Survivor Pathway. Trialled first in London, we have replicated this in Middlesbrough, Brighton, and Birmingham.
- We have built on our experience of supporting older religious communities and have developed new partnerships with the Cenacle Sisters and the Salesian Sisters.
- We have increased the number of disabled people supported through taking over the Rockliffe Court supported living service, and a new service in Stockton is in development.
- The number of services has grown from 26 to 50, and most importantly the number of people supported has increased from 400 to 835 and continues to grow.



## **We will increase the share of earned income**

- The amount of income that has been earned through contracts has grown across the period, and the charity that had an income of £15.5 million at the start of 2019 finished 2021 with an income of £18million.
- We have also reintroduced fundraising into the charity and the team has been spectacularly successful. With just two fundraisers £550K has been raised to fund targeted activity including, Hepatitis C support in our homeless service and bespoke sensory therapy in disability services.
- The charity has also benefitted from donations and legacy income of £890K.

## **We will build partnerships with purpose**

- A key partnership for the charity has been with The Salvation Army, and 11 other charities including Hestia and Unseen, to reduce the impact of modern day slavery.
- We're working with Northumbria University collaborating to develop new service ideas and networks, and worked with Warwick University to develop the technology that underpins Magic Space.
- We undertook research with Caritas Social Action Network involving 183 people across England and focused on how the Catholic Church can better support older people in their parishes.
- We are working with the Job Centre Plus and Darlington Youth Employment Initiative to support 25 young people into work through the Kickstart initiative.

**We are supporting over 100% more people at the end of the strategy than we were at the beginning.**

**(2019: 400 people; 2021: 835 people)**

# Sustainability

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## What we promised



## What we delivered

### We will receive a fair price for the care we provide

- We have strengthened relationships with commissioners and negotiated with funders where rates were low for a fair rate for the care provided.
- Annual increases are requested to reflect the rates of inflation, and where individuals need change that require a change in funding, then these are negotiated.
- Frontline managers now have the training, tools and support to build and manage their budgets effectively.
- Where funders have not been willing to fund at a sustainable level, service models have been altered and in some cases, services closed and the people we support have found alternative support.
- We have turned down opportunities where the rates don't allow us to provide sustainable services.

## **We will have a surplus to support people now and in the future**

- The renegotiation of rates on existing services has generated additional like for like annual income of £1m.
- The management of the organisation has been restructured saving £400,000.
- Supplier contracts have been renegotiated to save £270,000.
- Operational surpluses have been generated of £140k in 2019 and £360k in 2020, which is a remarkable turnaround from the £1.9million operational loss in 2018.
- Bottom line surpluses of £1.3m (2019) and £816k (2020) (2018: £(44k)).
- Reserves have grown from £137k to over £3million in 2020.

## **We will adopt the UN Sustainable Development Goals as a framework for impact**

- The decision has been that whilst the framework is useful it does not meet the needs of the charity exactly.
- Consequently, the charity has developed a bespoke set of measures and indicators to ensure that there is improved, detailed and regular reporting to facilitate quality decision making.
- The introduction and use of electronic collecting and reporting of data has also meant that the charity has reduced its use of physical resources, and has embedded an environmental policy that is consistent with the principles of ISO 14001 Environmental Management.
- We continue to tackle poverty and hunger for those affected by modern day slavery, trafficking and homelessness. We have increased the breadth of services from central London to Middlesbrough, Birmingham and Brighton.

**We're here to help**

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

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