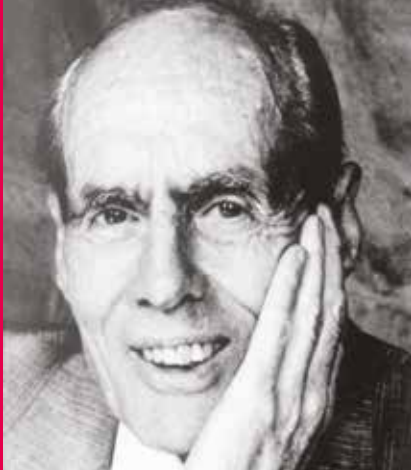


A renewed purpose



**Leonard
Cheshire
Disability**



Leonard Cheshire, our founder

Group Captain Lord Cheshire of Woodhall VC OMDSO DFC was born on 7 September 1917, near Chester. Following graduation in law from Merton College Oxford, in 1940 he joined the Royal Air Force. During World War II Leonard served in Bomber Command flying a record 100 operational missions. He was the most highly decorated bomber pilot of the second world war, with three DSOs, a DFC and a Victoria Cross, recognising his extraordinary courage.

In a selfless act of human kindness in 1948, he opened his home to Arthur Dykes — a disabled veteran dying of cancer who had nowhere else to go. Others then began to come to him for support and so what is today Leonard Cheshire Disability began in his own home. By the end of 1955 he had established five Cheshire projects in the UK and founded the first overseas service in Mumbai, India. By 1970, with 50 UK services and a presence in 21 other countries, we were beginning to pioneer community based projects. In 1981 our founder's humanitarian work was rewarded with the Order of Merit, and in 1991 by a life peerage. To this day, more than 200 organisations in 54 countries bear his name and his inspirational impact was recognised by HM The Queen in her Christmas message to the Commonwealth following his death in 1992.



Cover story:

Frances is 29 and lives with her parents in Oxfordshire. She joined our Can Do programme. Can Do offers opportunities for 10 to 35 year-old disabled people to volunteer in their community. The programme helps people develop new skills by building self-confidence and independence. Participants meet new people and become more socially active in their communities. Since 2008, Can Do has supported over 9,400 young disabled people.

Frances says:

'I really like to help others and to get involved with my community. One day I would like to become a chef. It is my dream to have a café or restaurant that employs and provides a service for other disabled people.'



Back cover story:

Keith, who has cerebral palsy, has been a Discover IT participant, a volunteer and is now a member of our staff team. Discover IT is a ground-breaking programme that gives disabled adults access to computers to develop their skills and interests. Over the past seven years, Discover IT has supported around 8,500 people with 1,427 of these being in 2016/17.

Keith says:

'I didn't have a computer before Discover IT supported me with a DIT @Home PC. I can now broadcast to the world on Vaughn Live TV and keep in contact with friends and family with Skype and email. It has broadened my horizons. This has been of great benefit to me, as I enjoy being an IT support worker and it has given me a new purpose in life.'

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About us



WHAT WE DO AND WHY IT MATTERS

Founded in 1948, Leonard Cheshire Disability exists to radically improve life choices of people with disabilities. Our 6,400 staff support more than 30,000 disabled people in the UK and around the world with a diverse portfolio of services and programmes.

As a UK and international disability charity, we deliver inclusive education and access to livelihoods development programmes domestically and in 13 countries across Africa and Asia. We are also a major UK social care provider operating a network of 163 supported living, residential, nursing and day centre facilities throughout the four countries of the United Kingdom. We partner with young disabled people and other organisations to develop individual skills and confidence and promote learning, work experience, employment and entrepreneurship opportunities.

Inspired by our founder's humanitarian commitment to the right to freedom of choice for people with disabilities, we are dedicated to supporting individuals to live, learn and work as they choose. In 2017, our work matters more now than ever before. Great strides have been made toward Leonard Cheshire's vision of equality for people with disabilities since 1948 but much remains to be achieved.





MESSAGE FROM THE CHAIR

This year has been one of transition and renewal ahead of the centenary of our founder's birth. I am delighted to welcome Neil Heslop as our new CEO. Neil joined us for the second half of the year and brings an important personal perspective on disability and strong experience of growing sustainable and innovative organisations.

Together with Neil and his management team, the Trustees have refreshed our strategy to honour the humanitarian spirit of our founder by renewing our commitment to supporting the aspirations of people with disabilities around the world.

Building upon our social care heritage in the UK and the global movement that Leonard created, our ambition is to continue extending our impact in communities, and to increase our reach by supporting more disabled people in developing the skills and confidence that aid their journeys to fulfilling and independent lives.

The views and ambitions of disabled people are at the heart of our work. Our Future Choices initiative has provided insight and momentum to guide our approach of how we will better enhance the lives of those we support. We will ensure

that this innovation becomes our new normal by creating a permanent customer council that collects and reflects the views of all people with disabilities, both those we support and those we don't currently serve, to ensure that our future services remain valued by all.

Our international work has been a particular highlight this year and continues to go from strength to strength. Our experience in Africa and Asia with inclusive education and access to livelihoods programmes, where we have supported tens of thousands of people with disabilities, has enabled us to influence the agendas of international policy makers through deepened partnerships with the World Bank, UNESCO and the ILO.

We are enormously thankful for the wonderful dedication of our staff. A major initiative in our UK social care environment this year has been to introduce a new services employment framework, to ensure we are a great and fair place to work. We have shown our commitment to our frontline people by paying well above the national living wage, investing in learning and development and ensuring clear career pathways. I particularly appreciate the many members of the Staff Association who played a key role in facilitating these developments.

The financial headwinds of recent times have continued into this year and I am therefore pleased to report that our financial performance has been stable. In an especially challenging external environment and in a year of leadership transition internally, our financial performance is a great credit to the management team. As we develop future services, there will be a requirement to invest and we will need to consider how to most appropriately finance these plans.

We are profoundly grateful for the generosity of our corporate and individual donors, who enable us to extend our support to so many people through activities in individual services in the UK and international programmes around the world. My thanks also go to our volunteer Trustees who bring a wealth of experience and devote countless hours in the service of our organisation.

We look forward to increasing our impact in the years ahead.



Sally Davis

Chair

July 2017



‘The views and ambitions of disabled people are at the heart of our work.’

MESSAGE FROM THE CHIEF EXECUTIVE

It is a huge privilege to have joined Leonard Cheshire Disability as its Chief Executive in September 2016. Having lived with disability for more than 30 years, since losing my sight at the age of 20, I am passionate about supporting disabled people to achieve their potential and live the lives they choose.

To be entrusted with the leadership of this remarkable organisation at a time of great societal change is both a profound responsibility and an energising challenge. At Leonard Cheshire Disability we have the opportunity and obligation to reach many more people with disabilities around the world and make a positive difference to their lives. Our values, history and amazing staff, volunteers and supporters give us the potential to bring about our founder's inspiring vision for the world.

My immediate priority since joining has been to engage with the people who use our services, our staff and partners to understand our challenges and gain the insight to shape a refreshed strategy for 2017 to 2022. With renewed purpose we aspire to radically improve life choices of people with disabilities by supporting journeys toward independence.

Our three strategic priorities are impact through partnerships, support through communities and influence through insight.

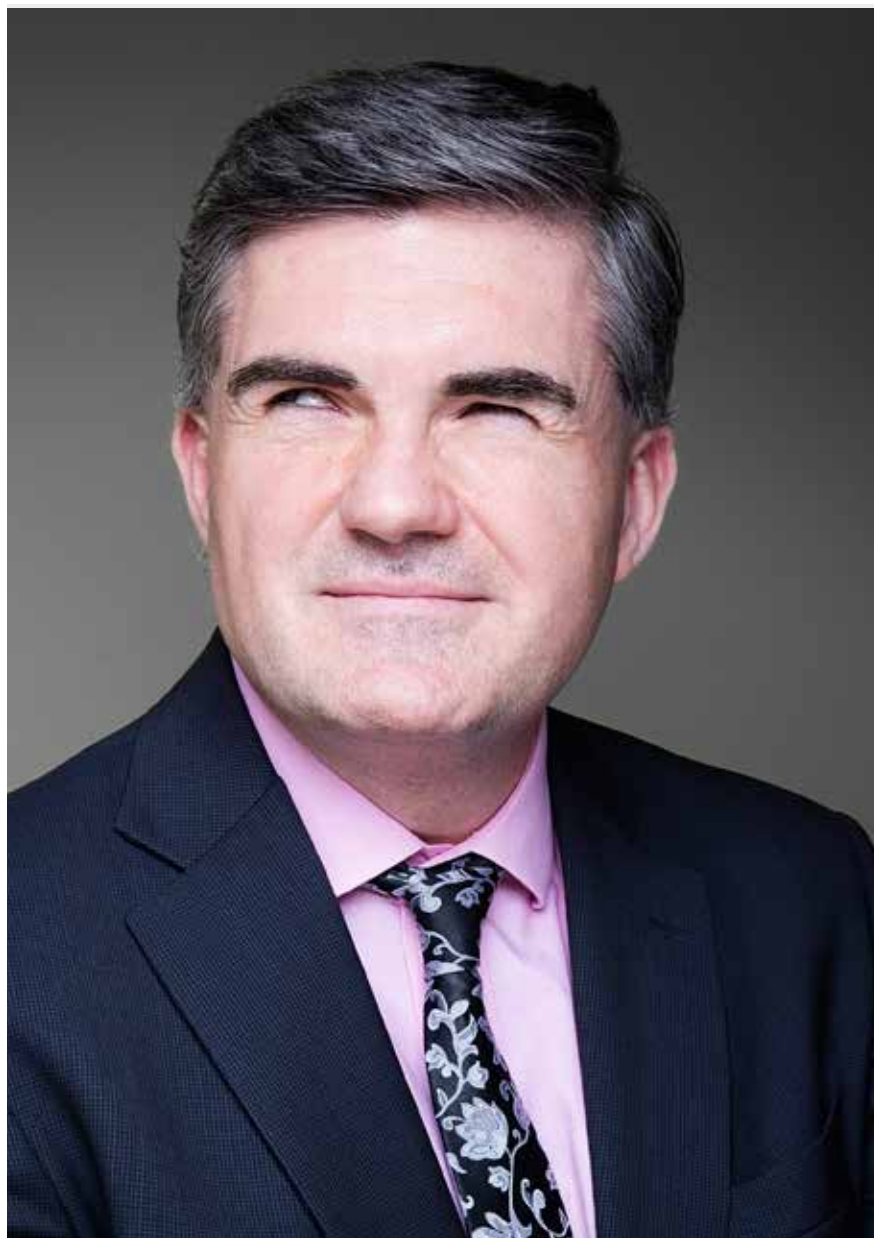
In 2017, the centenary year of our founder's birth, this annual report is a great opportunity to reflect on our past, share our work of today and commit to growing our impact in the future. In the years ahead we shall dedicate ourselves to working tirelessly to place the interests of people with disabilities at the heart of all our decision making. Those we serve, the people who work for us and those who choose to support our endeavours are why this organisation has achieved so much for so long. I look forward to working with and expanding the global Leonard Cheshire community and partnering with the public, business, governments and third sector to strengthen and grow our organisation and the difference we make.



Neil Heslop OBE

CEO

July 2017



‘With renewed purpose we aspire to radically improve the life choices of people with disabilities.’

Trustees' Report

Including Strategic Report

Objectives and activities

What we said, what we did



INTERNATIONAL EDUCATION AND LIVELIHOODS

What we said

Work with the Leonard Cheshire Global Alliance partners to support 25,000 disabled people in Africa and Asia become more independent, through education, youth leadership and employment;

Raise our profile as a partner of choice in disability matters as the United Nations' Sustainable Development Goals are implemented;

Create a culture of learning from our work and research, so we can continue promoting inclusion across Africa and Asia;

Over the next five years, we want to enrich the lives of more than 100,000 disabled people in Africa and Asia.



What we did

We launched our international strategy to enrich the lives of over 100,000 disabled people in Africa and Asia over the next five years. Since its launch, through local partnerships, we have supported more than 25,000 disabled people through our inclusive education and livelihoods work.

We are very proud of our results in education. This year, we achieved significant impact in Kenya with the completion of our flagship project in girls education. Before the project, many disabled girls were confined to their homes because of the stigma attached to disability and a lack of equipment and transport. As a result of the project, 2,180 disabled girls now attend primary school; we are seeing positive learning outcomes for literacy and numeracy, and attitudes of teachers and parents have changed. Fathers, in particular, are playing a more active and supportive role in their daughters' education. In Kenya, we are working with education officials to revise policy and teaching practices to promote an inclusive approach, demonstrating practically how best to support a quality education for disabled girls.

This year, our livelihoods and employment programmes supported more than 9,000 disabled people on the path to regular employment and income in eight middle and low income countries in Africa and Asia. We continued to develop the skills of disabled people, many of whom had missed the opportunity to complete their education. We also worked with employers at global and national levels to change negative attitudes towards disability, to promote a more diverse workforce.

Over the past year, we have taken an active role in influencing the disability agenda at a global level, as the United Nations' Sustainable

Development Goals (SDGs) are implemented by governments, donors and other organisations. We participated in the global panel of the UN Girls Education Initiative; co-chaired the Global Campaign for Education policy groups, as well as the Bond Disability and Development Group. We were a member of the board of the International Disability and Development Consortium. We deepened our partnerships with the World Bank, ILO and UNESCO, working with these partners to promote more effective approaches as part of global SDG efforts.

Our research centre hosted the secretariat of the Washington Group on Disability Statistics and continues to contribute to improving global data on disability which will influence future policies and approaches to ensure greater inclusion and independence for disabled people across the world.

'Helen loves school so much and by going to school she has the hope that she can change our lives.'

Helen's mother Rose



Helen's story

Helen is from Kisumu, Kenya, and knows how important school is because through inclusive education, she's realised just how far she can go in life.

Before Leonard Cheshire Disability got involved, Helen and her family couldn't find a school that would let her enrol because of her physical disability. Her only way to get around was to crawl on the ground. The schools were not interested in making any concessions for Helen because they believed that a girl with a disability had no need for an education. Her parents couldn't afford special support so she was left alone at home, whilst her siblings went off to school.

Leonard Cheshire Disability provided her with an educational assessment, a pair of adjustable crutches to help her walk and physiotherapy. This strengthened her lower limbs and even though movement remains difficult, Helen is able to stand on her feet for the first time and move without crutches. With our help, she made it to school and began to progress.

Helen's mother Rose says:

'Helen loves school so much and by going to school she has the hope that she can change our lives.'

SOCIAL CARE

What we said

Roll out our Future Choices programme to all our residential services across the UK. We'll use this feedback to inform our business plans across the whole organisation;

Set up our new clinical forum. This will allow us to build stronger partnerships with other organisations which support disabled people;

Refresh our quality assurance framework to make sure our services are meeting the needs of disabled people in the best way possible;

Continue investing in our properties finding new ways to use the spaces well, and building extra capacity, based on what people need;

Improve our recruitment, retention and support for our most valuable asset: our staff team.



What we did

Our social care services have continued to improve throughout the year. As of 31 March 2017, we have 163 services across the UK. Through our residential services, we support around 3,000 people every day and many thousands more, through our day services and in people's own homes. Over 1,400 individuals responded to our customer survey, which we reported on in July 2016. 93 per cent of respondents reported having a better quality of life as a result of our support, and 94 per cent were happy or more than happy with the service we provided. The various UK regulators rated 87 per cent of our registered services as good or compliant, as compared with a national average of 72 per cent.

We have completed the roll out of our Future Choices programme with 641 residents actively participating. Nationally, the research found that their top priorities were more opportunities to access the local community and greater consistency in staffing, through a reduction in the use of agency staff. We have responded by reforming our services employment framework for all care staff and increasing frontline pay to boost recruitment and staff retention. We have also introduced new systems to streamline recruitment and to manage better our relationships with agency providers. The Future Choices programme has been a major consultative exercise with people who use our services. The insights it has provided have played an important part in shaping our refreshed strategic direction, in particular as we extend our participation in communities.

We have strengthened our clinical governance by the appointment of a Clinical Lead providing external independent expert advice to our Head of Clinical Excellence, who is now responsible for overseeing all clinical practice. We have established a new Clinical Governance Forum

which is driving forward improvements in care across our services, together with a Care Quality Improvement Committee as part of our formal governance structure. We have undertaken an in depth review of our service quality monitoring and improvement and launched a new Quality Assurance Framework in January 2017. This has provided a new way of inspecting our services and equipped our senior and service managers with better support for their oversight of performance.

We have continued with our property investment to maintain and modernise our residential services and enhance the standard of accommodation that we offer. During the year, we invested more than £9million to fund both minor and major capital projects across our portfolio.



‘My life has purpose again... I know it’s because of the supporting environment they create at Hydon Hill.’

Dan’s story

Dan was a youth charity worker in Colombia. In 2010 he broke his neck and suffered a spinal cord injury while diving into a pond in the Amazon. The accident left him tetraplegic and using a wheelchair. After intensive hospital treatment, Dan moved to Hydon Hill in Godalming, a Leonard Cheshire home. He lived there for five and half years. This enabled him to begin his physical and mental rehabilitation, and helped him accept what happened and to rebuild his life. Dan has now moved into his own flat in a supported living setting.

Dan’s dream was to return to Colombia one day. He went back two years after the accident and was inspired to start a charity to support children from deprived urban slums to secure apprenticeships. The Dan Eley Foundation now helps young people prepare for work. To date, it has helped over 225 children, with 100 now working in jobs at the company where they completed their apprenticeships.

Dan says:

‘My life has purpose again and the fulfilment that comes from being able to contribute positively towards other people’s lives has made me happy. I know it’s because of the supporting environment they create at Hydon Hill that I have rebuilt my life from the ashes and discover that, as a disabled individual, there is so much joy and happiness we can experience and so much we can give back.’



UK SKILLS, CONFIDENCE AND EMPLOYMENT

What we said

Grow and diversify our life and work skills programmes to deliver sustainable projects – for example, our Can Do volunteering programme to support young disabled people in more areas across the UK;

Develop new programmes – for example, our mentoring programme for young people in mainstream education to support them on their journey to employment;

Ensure all life and work skills programmes help create more choice for the individual.



What we did

This year, we reached more than 4,600 people through our UK support programmes. We have expanded our Can Do programme into four new areas and supported 2,155 young disabled people to volunteer in their community. We grew our employment support across London through the delivery of contracts subcontracted from Groundwork, providing in-work support, and piloted a new approach with Tomorrow's People, supporting young disabled people in East London to progress into employment.

Our internship programme, Change100, grew strongly with record applications and placements. 70 students and graduates completed internships in Summer 2016 and 126 have been successfully placed with employers for the coming summer. We are also working with the innovative social enterprise Talentino! to pilot a careers

development programme. 'Careers at Every Level' is being piloted in five specialist schools in Manchester and the North East, with the aim of rolling out a comprehensive and flexible career development approach.

Our information and advice services support disabled people to make informed choices by working collaboratively through issues they face. During 2016/17, we invested in the development of several new programmes which focus on supporting disabled young people towards gaining and sustaining employment, including the provision of specialist careers advice, skills development training and support and brokering work experience placements. All our programmes are personalised and our staff work alongside disabled people to support them to make choices which are right for them.

Matthew's story

We are driven by an ambition to deliver positive outcomes for individual people with disabilities. We recognise that our impact is increased when we work effectively in partnership with other organisations. We partner with the Bank Workers Charity (BWC) to improve the lives of current and former bank workers by providing information and guidance, as well as helping them access financial support. The BWC funded the service we delivered to Matthew.

Matthew and his wife suspected that their five-year-old son had autism due to his behavioural difficulties, but encountered obstacles time and again as they pushed health services for an assessment.

Matthew says:

'The whole process to get an assessment for our son was so frustrating, but the advice from Leonard Cheshire was fundamental in seeing



us through. When our son was diagnosed with autism, it was a great relief, as we could finally access the support that he needs at school through an approved education, health and care plan. The information that Leonard Cheshire provided really helped us during this process. Overall the support from Leonard Cheshire was invaluable. The information and advice was great but even more importantly, the personal support and the fact that they really do listen, helped us to get through it all. Without them, I don't think we would have made it this far.'



Frances's story

Can Do offers opportunities for 10 to 35 year-old disabled people to volunteer in their community, in 18 locations in England, Scotland and Wales. The programme helps people develop new skills by building self-confidence and independence. Participants meet new people and become more socially active in their communities. Since 2008, Can Do has supported over 9,400 young disabled people, including people like Frances.

Frances is 29 and lives at home with her parents in Oxfordshire. Her mum is her carer and supports her day-to-day living. After finding out about Can Do, Frances has worked with a group to redecorate the club house for a charity called Let's Play which provides day care for disabled children. She also fundraised by taking part in activities including a cake sale and a sponsored cycle ride. Her confidence increased and at a steering group meeting Frances volunteered to chair the next Can

Do event. This would have been unthinkable for Frances before she took part in the programme.

Frances says:

'I get lots of love and support from my parents, but I would like to start doing more things for myself and Can Do has helped me to do this. I really like to help others and to get involved with my community. One day I would like to become a chef. It is my dream to have a café or restaurant that employs and provides a service for other disabled people.'

Frances's mum says:

'Frances also likes to keep fit. She has started trampolining as physical therapy. As she improved, she gained confidence to do more and in the last six months has taken part in two competitions with other athletes from the trampolining club.'

VOLUNTEERING

What we said

We aim to recruit 20 per cent more volunteers aged under 25, by:

- **Continuing our work in A Million Hands and GoIT!;**
- **Taking part in Disability Action Wales, where young people organise and run awareness raising events;**
- **Supporting Future Choices by running projects like Opening Doors in the East of England; these will look at what social and leisure opportunities are available, and how we can recruit new volunteers.**

We'll develop a new system of quality assessment for our volunteering programme, to make sure it delivers maximum impact for the people we support.



What we did

We are incredibly grateful to the nearly 3,000 people who volunteered with us during 2016/17 to deliver over 300 group events and nearly 300,000 hours of support.

Out of a total of 1,302 new volunteers, we recruited 361 new regular volunteers under 25, an increase of 20 per cent. 215 Scouts volunteered at our services and 40 volunteers took part in Go IT! 41 young people volunteered for over 850 hours delivering awareness raising events as part of Disability Action Wales. Opening Doors recruited 70 volunteers who supported 132 disabled people to access social and leisure opportunities both in house and in the community. The project enabled an increased number and range of activities to be undertaken by the people who use our services. We were accepted as an accredited activities provider by the Duke of Edinburgh Award Scheme. We have included the quality assessment of our volunteering programme as part of a comprehensive review of our impact during 2017/18.





RAISE AWARENESS AND INFLUENCE POLICY

What we said

Run a joined-up influencing, media and public presence campaign to improve people's lives by:

- **Securing increased public funding for social care, increasing access and improving quality;**
- **Changing employers' attitudes and increasing funding for disability employment support programmes.**



What we did

We launched a campaign, calling for the government to bring forward a response to the social care funding crisis and to establish an independent cross-party commission to agree a long-term solution. As part of this we published *The State of Social Care in Great Britain*, securing media coverage and setting out clearly to policy makers the scale of the problem.

The Chancellor announced an extra £2billion for social care which goes some way to meeting the funding gap in the short-term. We continue to call for the government to commit to a commission which will deliver a long-term, sustainable solution.

We worked closely with government, sitting on an expert advisory group concerned with devising policies to transform employment prospects for disabled people. We undertook a project with disabled people, employment support advisers and employers to write a response to the government's consultation on disabled people and their access to employment. The policy and campaigns team have created opportunities

to listen to the views and suggestions of our supporters up and down the country. We held six 'Open spaces' events across England, Scotland and Wales, inviting those with lived experience of disability to share their views on employment and social care. The events enabled us to draw on the personal experiences and expertise of disabled people to form a vital part of policy recommendations to government.

We have also held a series of social care summits. This involved bringing together disabled people, supporters, their MPs and Councillors to have an open and honest conversation about social care. After the success of our 15-minute campaign, we updated it in 2017 by releasing new FoI (Freedom of Information) data on how many 15-minute care visits were still happening in each English region. We mobilised our supporters to petition the health minister to put an end to the practice. More than 10,000 people signed our petition and thousands more engaged with our online action to find out the scale of the social care problem in their area.





Julie's story

Julie has a syndrome which causes mobility and communication impairments, as well as Asthma, Irritable Bowel Syndrome (IBS) and other allergies. She lives with her husband, Sam, who has severe depression. They both rely on direct payments from their local council to fund care, essential for helping them both to get up and dressed, get out and about, prepare food, attend meetings and appointments, and do sports at their local sports centre. Due to the funding cuts, their local council has changed the way their emergency care provision works, meaning Julie and her husband can't access care when they need it most.

Julie and her husband were left for two weeks without sufficient care and Julie's health has

suffered as a result. Further cuts have meant that Julie has been given a self-propelled wheelchair instead of an electric one, which she is unable to operate herself. This has restricted her independence. Until these cuts occurred, Julie was quite happy with her care, which was helping her and her husband to remain independent. With good quality care, they want to be able to live the lives they would like, free from the worry of being stuck without help.

Julie said

'Many times we have both gone to medical appointments in our night clothes because, although patient transport has turned up, we have had a break down in our personal care and our local council no longer provides emergency care.'

FUNDRAISING

What we said

Celebrate the hundredth anniversary of the birth of Leonard Cheshire;

Raise more money to help change the lives of more disabled people;

Create ongoing opportunities to listen to the views and suggestions of our supporters up and down the country.

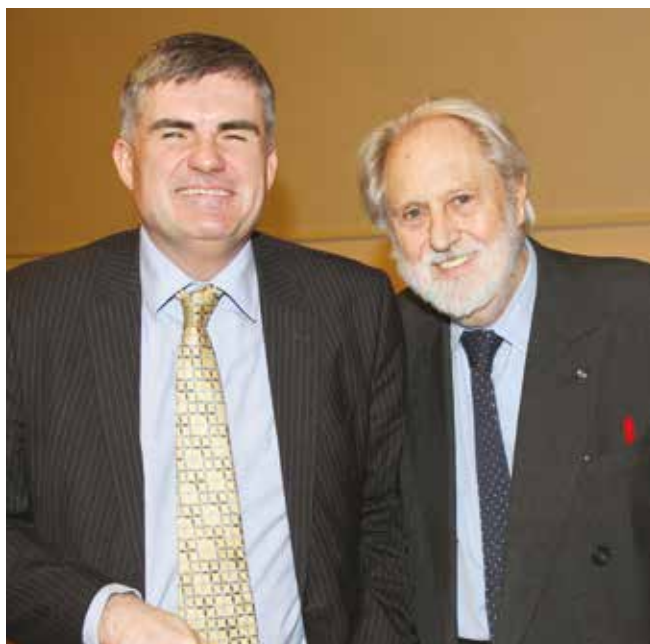


What we did

We kicked off celebrations for the Centenary of our Founder's birth with pupils at Dragon School in Oxford, which Leonard attended as a young boy.

Lord Puttnam delivered the annual Merton Equality Conversation 2017 in memory of Leonard at Merton College Oxford. Celebrations will continue throughout the year in the UK and internationally. Supporters will come together to choose their personal challenge for '100 for 100', including giving up chocolate for 100 days, walking 100 miles and sharing 100 inspirational quotes. We have also shared 100 stories from those who knew Leonard, those who are inspired by him and those who support the work we do today.

As a charity we've supported disabled people to live fuller and more independent lives for nearly seven decades. Our Rewind initiative is an exciting project giving people the chance to learn more about our history and disability in years gone by — through films, photographs and journals.





SUPPORT SERVICE

What we said

Develop and implement our people strategy with particular focus on three areas: attracting and recruiting the right people; reward and recognition; and empowering and developing our service managers;

Achieve the standards set out in level two of the NHS Information Governance toolkit, continue to improve cyber security and review our approach to paper records management;

Conclude our pilot of the 'right people, right place' project and start its roll out.



What we did

We have undertaken a comprehensive review of pay and conditions for care staff and introduced a services employment framework which is fair and transparent and raises pay above the national living wage, as well as creating a clear career path.

We have introduced a new recruitment system to streamline the process for applicants, together with a new approach to 'managing for excellence' in our social care services. We will take forward our right people, right places pilot as part of a comprehensive re-design of our IT systems architecture and processes to modernise our infrastructure and support services.

We achieved the standards set out in level two of the NHS Information Governance toolkit with a further development plan now in place.

This plan focuses on completing agreed actions and further consolidating information governance into our organisation. We have a programme of continual improvement for cyber security, reflecting the rapidly changing external environment. In 2017, we worked with our internal auditors to benchmark ourselves against the UK Communications - Electronics Security Group's (CESG) '10 Steps to Cyber Security' framework. This has identified a further development plan for continued vigilance in this area. We have reviewed our overall approach to paper records management and integrated future improvements into an infrastructure and systems development plan.

Leonard Cheshire Disability has achieved much for disabled people over the last twelve months and faces the future with renewed purpose.





2017 – THE CENTENARY ANNIVERSARY OF LEONARD CHESHIRE'S BIRTH

Honour the past, inspire the future



Group Captain Lord Cheshire of Woodhall VC OM DSO DFC was born on 7 September 1917, near Chester. He was educated at the Dragon School in Oxford and took on its values of courage, kindness and respect. Following Stowe School and graduation in law from Merton College Oxford, in 1940 he joined the Royal Air Force. During World War II Leonard served in Bomber Command flying a record one hundred operational missions. He was the most highly decorated bomber pilot of the second world war, with three DSOs, a DFC and a Victoria Cross, recognising his extraordinary courage.

Leonard was profoundly affected by his experience as the British Government's official observer at the dropping of an atom bomb on Nagasaki in August 1945. Still only 28 when hostilities ended, he

sought a way to honour all those lost and injured during the war and contribute to the building of a peaceful post-war world.

In a selfless act of human kindness in 1948, he opened his home to Arthur Dykes – a disabled veteran dying of cancer who had nowhere else to go. Others then began to come to him for support and so what is today Leonard Cheshire Disability began in his own home. By the end of 1955 he had established five Cheshire projects in the UK and founded the first overseas service in Mumbai, India. On 5 April 1959 Leonard Cheshire married Sue Ryder whose own international charity was already well established. Theirs was to be a remarkable contribution to the charitable fabric of first Britain, and then the world. By 1970, Leonard

In September 2017, it is the centenary of our founder's birth and we want to reflect on the past, share more widely our present work and with renewed purpose commit to growing our future impact. In Leonard's own words from 1975:

'My great hope for the future is to always be forward looking, outward looking. Go out and do something for the peace and unity of the world, always growing out, and out, and out. Look at the different people from so many different nations, with so many different outlooks all brought together with one objective in mind – united. In talking about our future, one thing I want to say quite clearly is that I bequeath complete freedom, absolute freedom, to go the way that you in the future can see you ought to go.'

Leonard Cheshire, 1975

Cheshire's charity was made up of 50 UK services and a presence in 21 countries and was beginning to pioneer community based projects.

In 1981 Leonard's humanitarian work was recognised with the Order of Merit, and in 1991 by a life peerage. He was diagnosed with motor neurone disease at the end of 1991, and died on 31 July 1992. For 44 years, through the charity that bears his name, Leonard's respect for disabled people and efforts to secure their right to inclusion had a profound effect. To this day, more than 200 organisations in 54 countries bear his name and his inspirational impact was recognised by HM The Queen in her Christmas message to the Commonwealth following his death.

'What a human being can achieve in a lifetime of dedication can inspire in the rest of us belief in our own capacity to help others. His example will inspire us in the years ahead as they bring new challenges. Let us meet them with fresh hope in our hearts. There is no magic formula to transform, but inspiration changes human behaviour.'

HM Queen Elizabeth,
25 December 1992

A RENEWED PURPOSE

We exist to radically improve life choices of people with disabilities

On 21 March 2017, the Board of Trustees approved our new strategy which articulates our aim to support journeys toward independence.

The renewed Leonard Cheshire Disability strategy provides a unifying purpose for our staff, volunteers, supporters and the people we serve. We will meaningfully and effectively put people with disabilities at the heart of our decision making in the design of all of our services and projects. We will organise ourselves to ensure that their experience of us is seamless and personal. A core principle is that our work supports the integration of people in communities, whether disabled or not.

Our priorities are:

- **Impact through partnerships;**
- **Support through communities; and**
- **Influence through insight.**

We will deliver our priorities through the strategic themes of Community; Learning; Choice and Wellbeing.



Jayakodi's story

Thanks to our innovative partnership with Accenture, our award-winning Livelihood Resource Centres (LRCs) play a vital part in our Access to Livelihood programme. Flourishing in Bangladesh, India, Pakistan, Sri Lanka, Philippines and South Africa, we're proud of the impact these programmes have for the people we support.

Jayakodi, now 34, had polio at the age of two, which left her unable to walk. Growing up in a hamlet in Cuddalore, in the South Indian state of Tamil Nadu, her disability meant that initially she wasn't allowed to go to school. Jayakodi then moved to live in a hostel at St. Joseph's of Cluny and completed her education. She joined the local tailoring institute, where she learnt how to make jumpers and bags. Her talent led to her becoming an instructor, teaching orphans and rag pickers and, feeling that she'd found her true vocation, she decided to start her own tailoring shop with her savings.

The Leonard Cheshire Livelihood Resource Centre - Chennai provided Jayakodi with some credit to buy tools and equipment for her shop. Under its Entrepreneurship Development Programme, it helped her transform her business into a true tailoring community hub. She was also able to buy raw materials at low prices for Ariya work— blouse design and embroidery. Since then, Jayakodi has been using her knowledge to help local rural women, especially those with disabilities, learn how to tailor as well.



Jayakodi says:

'My business is thriving. Today, I am the main bread winner in my family. I have started running a self-help group consisting of 14 differently-abled people. I approach government departments when I need aids for community welfare. I have supported and shared my tailoring jobs among my differently-abled friends, who are self-employed like me. I have now learnt to do business in a planned way, deal with customers, identify trends and explore markets for purchasing raw materials. I am very grateful to the Livelihoods Resource Centre - Chennai.'

COMMUNITY

We will build on our heritage of social care services and expand our activity to become community and person centric. We will establish a network of community hubs in coalition with local organisations. Our hubs will include a locally appropriate mix of:

- Modern supported living environments, residential acute need and transition support centres;
- Social enterprise including opportunities for volunteering and employment; and
- Community partnerships to enable activities and fundraising.

We will also develop virtual communities to provide wide-ranging peer support.

In 2017/18, we will:

- **Pilot our approach to community hubs in Scotland and commence the roll out across the UK;**
- **Test a new regional fundraising model; and**
- **Develop partnerships with local disability groups to collaborate in service provision.**

Wendy's story

Bell's Piece in Farnham, Surrey, has grown from a residential care home for adults with learning disabilities into an inspirational social enterprise and community hub. We have a dedicated horticulture centre, arts and crafts centre, training kitchen, and shop, offering a wide range of practical and leisure activities for disabled people like Wendy.

Wendy has been one of our residents for some years and has seen a lot of changes at Bell's Piece since she moved in, but one thing that's remained constant is the variety of activities she can choose to take part in. Wendy loves gardening, singing, dancing and socialising.

Wendy says:

'I like gardening. We grow strawberries, potatoes, carrots, mangetout, and lots of rhubarb! We have a stall every Wednesday at The Maltings in Farnham, where we sell what we grow. I like to work in our shop, where I add up the money with a member of staff — I like money management! People come in from the day services, and some come in from the town. Sometimes it gets really busy. It's brilliant.'

‘I like gardening. We grow strawberries, potatoes, carrots, mangetout, and lots of rhubarb!’



LEARNING

We will support people on their individual journey to have the education, skills and confidence to move to a personalised budget, work or self-employment. We will continue to grow our international work to support children with disabilities to access education and offer careers advice for young people in the UK. We will develop our IT skills and confidence services to ensure access to information and social activity. We will provide specialist advice services to influence others to supply high quality support.

In 2017/18, we will:

- **Launch an information portal to signpost and share best practice advice and guidance;**
- **Expand IT skills and confidence training by developing our assistive technology expertise to support more disabled people and staff; and**
- **Initiate a pilot for a global youth leader project and deliver an international learning event to illustrate the case for support.**

Keith's story

Discover IT is a ground-breaking programme that gives disabled adults access to computers to develop their skills and interests. Over the past seven years, Discover IT has supported around 8,500 people, with 1,262 of these being in 2016/17.

The programme supports a network of accessible IT centres around the UK that enable our care and support services to maximise opportunities through use of IT equipment. Discover IT @Home is a creative scheme which gives disabled people an opportunity to access IT equipment and specialist adaptations within their own homes and extends our reach in this vital area.

Keith, who has cerebral palsy, was a Discover IT participant via the Discover IT @Home project. We provided him with specially adapted equipment that meant he could

use a computer. Keith first came to the Centre in Swansea when he was studying for an IT certificate. Having passed with 90 per cent, he started to volunteer at the Centre on a regular basis, supporting both the centre manager and the people with disabilities using the facilities. After volunteering for four years, Keith used his exceptional skills to apply for a role with our Discover IT team as a paid member of staff as a Digital Inclusion Officer. He knew what people needed, having been a customer himself.

Keith says:

'I didn't have a computer before Discover IT supported me with a DIT @Home PC. I can now broadcast to the world on Vaughn Live TV and keep in contact with friends and family with Skype and email. It has broadened my horizons. This has been of great benefit to me, as I enjoy being an IT support worker and it has given me a new purpose in life.'

‘This has been of great benefit to me, as I enjoy being an IT support worker and it has given me a new purpose in life.’



CHOICE

For younger disabled people the pinnacle of our ambition is to ensure people with disabilities can enjoy paid employment or run their own business. Irrespective of the end destination we will encourage individual journeys towards independence through a range of services which offer volunteering and skills development suitable for all.

In 2017/18, we will:

- **Pilot a new approach to internships with employers and co-produce new services in apprenticeships and work experience;**
- **Expand significantly the number of students and employers using Change 100; and**
- **Use technology and innovation to maximise our Access to Livelihoods impact.**

Alex's story

Scottish entrepreneur Alex has Athetoid cerebral palsy and has used powerchairs since he was at school. He has developed an independent work and social life and has visited over 40 countries and 180 cities independently with his chair and often had problems with it breaking down. He founded Freedom One Life with a vision to be the market leader in products and services that radically redefine and shift what mobility means for disabled people.

One of his Freedom One products is a more reliable powerchair which has been recognised by our partnership award, the Stelios Award for Disabled Entrepreneurs. This award has been jointly run by the Stelios Philanthropic Foundation and Leonard Cheshire Disability for the past decade to recognise the achievements of disabled entrepreneurs in the UK. Applications come from diverse business areas, including documentary-makers, night photographers, vintage ice-cream makers and accessible playground designers.

In 2016, EasyJet founder Sir Stelios Haji-loannou, picked five finalists who each won



£10,000. Alex was the overall winner and won £30,000. His inspirational business, Freedom One Life has developed a next generation power wheelchair, designed to offer a step change in reliability, performance and support in the power wheelchair market.

Alex says:

'I started this business three years ago with the vision of a better product and service to give people independence and add freedom to their lives. Winning this award is huge recognition that, what started as an idea, is going to become a reality for thousands of people around the world. I am very grateful to Stelios and Leonard Cheshire for this award.'

Dominic's story

To provide disabled people with specialised support to find employment or keep a job once they have started work, we work in close partnership with Work Choice, a government-supported programme, delivering in the highlands and islands of Scotland, and across London.

The people we support have access to employment advisors, who offer one-to-one training support with everything from identifying the right job, to interviewing and coaching, through to helping people move from benefits into work.

As a young deaf man aged 27, based in West London, Dominic had applied for IT jobs but had had no luck in the highly competitive IT job market.

A Leonard Cheshire advisor supported Dominic to search for jobs and make phone calls. Following a recruitment workshop, Dominic so impressed a director from Lloyds Banking Group, that he won a guaranteed IT apprentice place.

Dominic says:

'I would like to say thanks for all your support and encouragement. I am so happy and contented in my work and so thankful to you for the help you have given me to get here. I'm so pleased to have been given this opportunity, and I am determined to work hard at securing a long-term career with Lloyds Banking Group.'



WELLBEING

Activity fosters an individual's sense of wellbeing and builds confidence through skills and stimulating life experiences enabled by community engagement. We will grow a portfolio of health, wellbeing, sport and cultural activities which are designed to be flexible to deliver what those we serve want.

In 2017/18, we will:

- **Pilot a Can Do Sport programme which is adopted by communities and run on a sustainable basis;**
- **Test community collaborations to deliver cultural and physical activities; and**
- **Identify and grow local innovative initiatives.**

Christian's story

Christian has Ataxia and a secondary diagnosis of Parkinson's. He knew that he would be in a wheelchair one day. His mum persuaded him to move to Gloucestershire House in Cheltenham last year, which marked a positive turn in his life. Gloucestershire House is a Leonard Cheshire home and provides a range of services for physically disabled adults. Christian adapted well to his new home, keen to take advantage of the activities it offered. He loved cycling as a child.

Thanks to an innovative Leonard Cheshire Disability all-inclusive cycling project, Gloucestershire Wheels for All, Christian was able to get on a bike again for the first time in years. He practised on static bikes, before progressing to a recumbent trike, which

offers more support than a traditional bicycle. It meant that Christian was able to cycle independently again and he really enjoyed it.

Christian says:

'Over the last few months, I've progressed from not being able to move independently to getting back in the saddle, thanks to the staff at Gloucestershire House. Best of all was being able to take part in a special 100 mile challenge event where I cycled seven miles. There were 40 special inclusive bikes enabling everyone there — no matter what their ability — to cycle together over 1,300 laps of the track. It's great and fulfilling being able to cycle. I'm shattered at the end of the cycling sessions, but it's helping me walk better, feel better and look better.'

‘It’s great and fulfilling being able to cycle. I’m shattered at the end of the cycling sessions, but it’s helping me walk better, feel better and look better.’



VOLUNTEERING

Volunteers are the lifeblood of our organisation. Thanks to them, the people who use our services can enjoy better social lives and be part of their own community. We will offer flexible opportunities to fit with people's time commitments and skills to enable us to grow our volunteering supporter base significantly from around 3,000 to 10,000.

In 2017/18, we will:

- **Improve our engagement with current and potential volunteers including better recruitment;**
- **Introduce a local ambassador network to support fundraising, volunteering and awareness raising; and**
- **Implement a network of volunteers to provide careers advice and mentoring.**

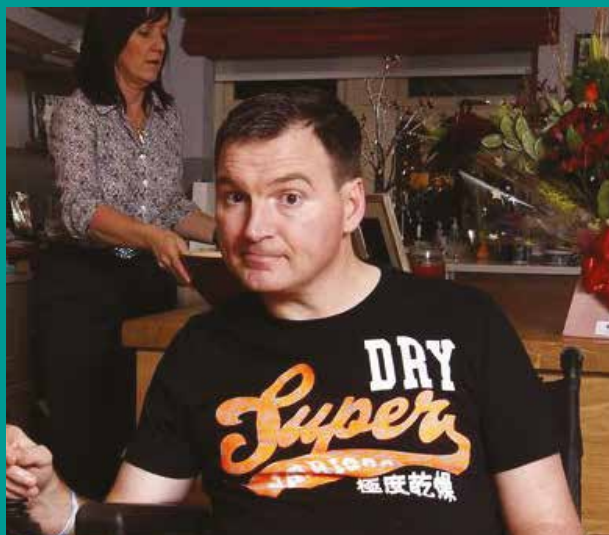
Richard's story

Opening Doors is a volunteering programme that started in the East of England in 2015. Financed by the Big Lottery Fund, it helps disabled people access social and leisure opportunities through volunteer support. We're able to support disabled people to access a broad choice of group and individual events and activities on a regular basis. By offering people access to cultural and sporting activities, as well as skills development, the programme not only enables people to enjoy a hobby, it also helps reduce social isolation.

The scheme works by matching the people who want support with people who want to offer some of their time to support others. Since we started, applications to volunteer have been flooding in — from people like Richard.

Richard, 46, is both a volunteer and ambassador for our project. The father of three is a former detective and marathon runner, before he suffered a brain stem stroke in 2012 and became 'locked in'.

Richard has tackled his challenges head on by inspiring others to overcome their difficulties.



He's been volunteering for our programme at St David's Church, in Holmbridge, West Yorkshire, by offering a variety of activities to meet the needs and abilities of the other participants.

Richard says:

'This is a really important project for me. I want to help inspire people who may be feeling lonely or isolated, or simply that they feel they don't fit in. I want to encourage them to get out, and that's why I've put myself forward into the spotlight to demonstrate that, with support, it is possible to overcome fears and difficulties, and find worthwhile activities.'

Barry's story

As a young man, Barry McGuigan got behind the wheel of his car after drinking and crashed at a high speed. At just 22 years old Barry sustained a brain injury following his accident. After six weeks in a coma, Barry was left paralysed, unable to walk, talk or feed himself. He lives at Cheshire Mews in Lurgan in Northern Ireland and ten years on, Barry is now learning to talk again and has found a new purpose in his life. He has been honoured by the Justice Minister and his local council for the efforts he makes in his voluntary work talking to other young people

about what happened to him to encourage them not to make the same mistake.

Barry says:

'I have been able to live my life as independently as possible thanks to all the staff at Cheshire Mews. They have made a difference in my day to day life — their floating support service help me move from nursing care into my own home, I would not have been able to do this without Leonard Cheshire Disability.'



GOVERNANCE AND STRUCTURE

Registration

The registered name of the Charity is Leonard Cheshire Disability. The Charity is a charitable Company limited by guarantee and was incorporated in England and Wales on 3 August 1955. The registered charity number is 218186 and the registered company number is 552847. The Charity is also present in Scotland and the Scottish registered charity number is SC005117. The address of the registered office is 66 South Lambeth Road, London, SW8 1RL. It is governed by the Memorandum and Articles of Association, which were last amended on 23 October 2014.

The Charity is a registered charity, and as such is entitled to certain tax exemptions on income and profits from investments, and surpluses on any trading activities carried on in furtherance of the Charity's primary objectives, if these profits and surpluses are applied solely for charitable purposes.

Objects and public benefit

The objects of the Charity are to relieve the consequences of physical and / or mental disability by the provision, in the United Kingdom and overseas, of accommodation, services and support for the spiritual, social, physical and mental wellbeing of disabled people, by such means as are charitable, whatever their race, nationality, creed, sex or age.

The Trustees, in exercising their powers and duties, have complied with their duty in section 4 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission. In preparing the report and accounts, the Trustees have complied with the requirements set out in that guidance to report on the significant activities and achievements of the Charity in 2016/17. They have reported in a way that both sets out the aims and strategies of the Charity and demonstrates how the aims and activities of the Charity were carried out for the public benefit. Further detail on the public benefit can be found in the section Objectives and activities.

Trustees

The Trustees of the Company who were in office during the year and up to the date of signing the financial statements were:

- Sally Davis (chair);
- Sir Martin Davidson (vice chair);
- Susan Douglas-Scott (vice chair) – term expired 28 October 2016;
- Paul Baker – resigned 30 September 2016;
- Richard Brooman;
- Vicci Chittenden;
- Elizabeth Haywood;
- Alastair Hignell CBE;
- Vidar Hjordeng MBE – appointed 4 January 2017;
- Colin Hunter – appointed 29 November 2016;
- Ranald Mair OBE – appointed 26 October 2016;
- Catriona Rayner;
- Rena Shepherd – resigned 20 June 2017;
- Anubha Shrivastava – appointed 15 July 2016;
- Justin Tydeman.

The Company Secretary has been Philip Reed throughout the year and up to the date of signing the financial statements.

Governance and operating structure

The Board of Trustees (the ‘Board’) meet at least four times a year. Each year, the Board approves the annual budget and reviews the strategic plan of the Charity. The Trustees set the strategic direction for the Charity and have delegated authority to the Chief Executive to manage the affairs of the Charity within this strategy, reporting against the agreed objectives. The Chief Executive is supported by an executive team, all of whom are officers of the Charity.

Individual Trustees also take reasonable steps to ensure there is regular and direct contact between the Trustees, staff and volunteers who are responsible for the people who use our services at a local level. In addition, we have appointed five board committees: Remuneration; Finance; Audit and Risk; Care Quality Improvement and Nominations.

The Remuneration Committee is chaired by Catriona Rayner. The Committee supports the Board in fulfilling its global oversight responsibilities in respect of employee pay and benefits and organisational culture, and is responsible for:

- Making recommendations to the Board on all aspects of the remuneration and terms and conditions of service of the Chief Executive, other members of the Executive team and the person acting as Company Secretary;
- Maintaining an overview of policy in relation to all staff; and
- Ensuring that remuneration is set at a level which is supportive of our overall strategy.

GOVERNANCE AND STRUCTURE

The Finance Committee is chaired by Justin Tydeman. The Committee supports the Board in fulfilling its global oversight responsibilities in respect of financial performance. It meets at least three times per year and is responsible for:

- Recommending to the Board the longer term business plan, the annual budget and business plan, and the quarterly forecasts, including cash flow;
- Monitoring the financial performance of the Charity and ensuring that significant issues are being appropriately dealt with by management;
- Approving those financial transactions that are not within the delegated authority of the Chief Executive, and where appropriate to seek endorsement from the Board, where the policies of the Charity stipulate such approval is needed; and
- Recommending financial policies that are reserved to the Board.

The Audit and Risk Committee is chaired by Richard Brooman. The Committee meets at least three times per year and is responsible for:

- Ensuring that robust financial reporting, risk management and internal control principles are applied and are adequate, including through the use of internal auditors;
- Reviewing policies for ensuring compliance with relevant regulatory, legal and code of conduct requirements;

- Overseeing the appointment, remuneration and effectiveness of the external audit process;
- Monitoring the integrity of the required statements to regulators, reviewing significant financial reporting issues and judgements contained therein;
- Reviewing the effectiveness of the Charity's internal controls; and
- Reviewing the effectiveness of the Charity's framework for risk management.

The Care Quality Improvement Committee is chaired by Ranald Mair. This Committee was established in December 2016 and meets at least three times per year. It is responsible for:

- Ensuring that the delivery of quality of service, compliance and care to the individual is a key focus of our activity;
- Making safety, effectiveness and customer experience central to the development, delivery and measurement of our services, by assessing care quality, customer and staff experience measurement data;
- Ensuring that learning and development needs are identified and appropriately met;
- Supporting innovation and the development of new care pathways;
- Ensuring that performance standards and policy changes relating to quality, healthcare and social outcomes are met; and
- Receiving and considering reports relating to serious incidents in the provision of care services.

The Nominations Committee is chaired by Martin Davidson. The Committee is responsible for identifying, recruiting and proposing new members of the Board and Chief Executive and for their induction, support and development.

In addition, there are two Advisory Groups which are chaired and attended by Trustees: the Customer Council, chaired by Vidar Hjordeng, which seeks to ensure that we are led by people with disabilities in our decision making; and the Marketing and Fundraising Advisory Group, chaired by Sally Davis, which seeks to support with expertise in brand, marketing, influencing, awareness raising and fundraising.

Appointment and induction of Trustees

All vacancies for Trustees are externally advertised. The Nominations Committee considers prospective Trustees and makes a recommendation to the full Trustee body. The Trustee body votes on all new appointments of Trustees. We place particular emphasis on representation of disabled people. People having lived with or professional experience of disability make up more than half of the current Board.

New Trustees receive induction material and training, as well as additional training throughout their appointment.

The Trustees review the composition of the Trustee body at regular intervals and decide whether or not there is a need to change the skill base. Trustees initially serve for a three year period and then may be re-elected for a further term of three years. In exceptional circumstances, an additional term of one year may be considered.

Emoluments

In 2016/17 Trustees received no emoluments.

Directors indemnities

As permitted by the Articles of Association, the Directors have the benefit of an indemnity which is a qualifying third party indemnity provision, as defined by Section 234 of the Companies Act 2006. The indemnity was in force throughout the last financial year and remains so. The Company also purchased and maintained throughout the financial year Trustees', directors' and officers' liability insurance in respect of itself and its Directors.

PEOPLE

In 2016 we introduced a comprehensive people strategy aimed at improving and enhancing fundamental aspects of the employee experience with our Charity. Our ambition is to become a great and fair place to work for all our people by improving how we attract, recruit, retain, develop and lead our talented people.

This strategy is a living framework and encompasses appropriate plans for attraction and recruitment; learning and development; and reward and recognition.

This strategy has several key themes underpinning it:

- **Attraction, recruitment and retention:** we have developed a recruitment strategy to simplify and improve how we find and welcome people into our organisation;
- **Managing for Excellence:** we successfully piloted the introduction of our new leadership and management programme. This focuses on developing the skills and competencies we require from our leaders and managers in the future;
- **Improving learning and development:** we completed a fundamental review of our learning and development framework and have drawn out the need to reshape our delivery from being wholly classroom-based to a much more mixed devolved model, incorporating both digital and face to face methods;
- **Apprenticeships:** we have prepared the foundation framework to support the introduction of the Apprenticeship Levy in April 2017;
- **Service employment framework across our care services:** we have designed a new pay framework across our care operations and began consultation with 6,000 employees in January 2017. This consultation was concluded at the end of March and the framework was implemented from May 2017. This will create a more transparent and fair pay framework across our care services which provides a competitive package and clear career path for all care staff;
- **Reward and recognition:** Attracting and retaining talented people through a compelling reward and recognition framework will support performance improvement across all our areas of operation. We began the first phase of a wider review of how we reward and recognise our employees through the pay framework within our care services. This review will continue to progress across the wider organisation through 2017/18.

Kasia's story

Kasia has worked for our Charity since October 2004.

With a background in social care, Kasia knew that she wanted to support disabled people and enhance their well-being. She applied for a role which saw her relocate from Poland to one of Leonard Cheshire's services, Chiltern House, in Buckinghamshire.

Kasia's love of the job, and the fulfilment she got from working with the residents, meant that she was determined to further her career with Leonard Cheshire Disability. When the role of senior team leader came up she applied, and she progressed from there to care supervisor, before going on maternity leave. After coming back to work, thanks to

our training and support, she secured NVQ level 5, and became service manager. Having started out as a support worker, Kasia now manages 55 staff supporting 22 residents.

Kasia says:

'I have never regretted relocating. What I love about working for Leonard Cheshire is being able to support people who need help, both emotionally and practically, so they can live happy, independent lives. I am so proud of our activities department team too, they organise a range of activities, relaxation afternoons and so much more for the people we support. I can't imagine working anywhere else — Leonard Cheshire offers fantastic career opportunities for people like me who want to work in social care.'



PEOPLE

Staff involvement

We provide our staff with information on matters of concern to them, consulting them and their representatives regularly, so that their views can be taken into account when making decisions that are likely to affect them. Staff are encouraged to take an interest in the Charity, so that they are aware of any factors affecting us and are better able to deliver our purpose. We encourage the involvement of employees by means of a National Staff Association and regular opportunities to share views with senior leadership.

We have emphasised improved ways of engaging with our workforce. We expanded the number of staff representatives in our Staff Association, from 60 to 130. We have introduced Workplace by Facebook and we continue to involve our employees in the design of employee engagement initiatives.

Equal opportunities

We believe that our Charity's workforce should reflect the wide spectrum of communities we serve and we are committed to demonstrating this through the diversity of our employees and volunteer community. This diversity adds real value to our Charity and we strive to continuously improve our performance in this area.

Differences in culture and life experiences bring creativity, vitality and innovation. We take a positive attitude to encourage a workforce that reflects the diversity of our customer community and wider society. We particularly encourage applications for both work and volunteering from disabled people.

It is our policy that all people who use our services, as well as all staff, volunteers and job applicants shall receive equally favourable treatment, regardless of their disability, age, gender, marriage or civil partnership, pregnancy or maternity, race, religion or belief, gender reassignment, sexual orientation, social class, employment status, political beliefs or trade union membership. Through our people policies, we aim to create a culture and working environment where all staff and volunteers receive equality of opportunity and discrimination is not tolerated.

Emoluments

Emoluments to senior staff and financial information regarding employees and Trustees are shown on page 110.

Executive pay is reviewed and monitored by the Remuneration Committee. This ensures that remuneration is set at a level which is appropriate for our Charity given our size and the sectors we operate within. Our aim is to pay appropriately, without paying more than is genuinely necessary, to attract and retain talented people to run the Charity successfully in the long term.

We provide a workforce which operates within highly regulated and skilled sectors for thousands of disabled people, as well as operating in many countries. Strong governance and skilled management are essential components for the continued good operating and reputation of the Charity. To that end, 28 senior staff earned more than £60,000 per annum (as defined by the Charity Commission's Statement of Recommended Practice), from a total staff group of more than 6,400. In 2016/17, the total amount of employee benefits received by the Executive team was £1.0million for their services to the Charity.

Health, safety and wellbeing

The critical nature of the services we provide to our customers means that health and safety is a primary driver in our ways of working. We are deeply committed to providing a healthy, safe environment for every person who uses our services and for all our staff and volunteers. We operate safe systems of work and provide accredited Health and Safety training. The Executive team and all our senior leadership team are provided with externally accredited health and safety governance and assurance training. Service Managers have been provided with externally accredited risk management training. Risk assessments are undertaken and reviewed and all services are audited. Health and safety continues to be of the highest priority across the Charity. Through regular review and reporting to the Executive team and our Board of Trustees we ensure we learn from our mistakes and share good practice.

FINANCIAL REVIEW

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- **Net income: £5.4million (2015/16: £2.6million);**
 - **Net income excluding gains / losses on the disposal of fixed assets and net gains on investments: £0.3million (2015/16: £2.9million);**
 - **Total incoming resources: £161.3million (2015/16: £159.1million);**
 - **Total resources expended: £160.6million (2015/16: £156.6million);**
 - **Net cash inflow from operating activities: £7.7million (2015/16: £5.6million).**

Charitable activities

We provide services and develop new models of care to support disabled people to live independent lives, in line with the Charity's purpose. Fees and grants for delivering our social care services remain our major source of income. We also receive grant income to fund our international activities. This income increased from £147.9million in 2015/16 (92.9 per cent of total income) to £149.1million this year (92.4 per cent of total income). The main driver is higher average fees which has offset income lost following the decision to exit from some services and contracts during the year.

Expenditure on social care activities increased from £147.0million in 2015/16 (93.9 per cent of total expenditure) to £150.4 million this year (93.6 per cent of total expenditure). The main reason is higher staff costs, both higher wages as we increase the amount we pay our staff in line with increases in the national living wage; and higher agency use. We have also increased the amount we have spent on our properties to ensure the people who use our services continue to enjoy a safe living environment which is conducive to living as independently as possible.

Donations and legacies

Donations and legacies increased from £10.5million to £10.9million this year. The main driver is higher donations from corporates and trusts. Expenditure on raising funds has increased from £2.3million to £2.7million, as we increase our investment in testing new public fundraising initiatives. Our ratio of our donations and legacies to the cost of generating voluntary funds is 4.1:1 compared to 4.6:1 last year.

Total expenditure

Total expenditure increased from £156.6million to £160.6million this year. Our expenditure on activities that directly relate to delivering charitable activities increased from £140.9million to £143.9million. At the same time our expenditure on support costs increased from £13.1million to £14.1million. The increase in our support costs reflects our decision to invest £1.5million to deliver key strategic projects, most notably our people strategy and information governance.

Net movement in funds

There was an overall net increase in funds from £114.2million to £118.6million. The deficit on our defined benefit pension scheme decreased from £15.0million to £13.1million.

Reserves policy

We regularly review our reserves position to ensure that we have adequate funds to support the work of the Charity. As a minimum, this review is completed annually. In doing this, we take into consideration the assets required to provide long-term care and support to disabled people, reasonable working capital, planned development projects and unforeseen circumstances.

During the year the Charity has completed a comprehensive review of its reserves and, going forward, has agreed to adopt a risk-based approach to reserves that is aligned with the new strategy for 2017 to 2022. The Trustees have agreed to utilise a proportion of free reserves to invest in the new strategy. This means that we expect free reserves to decrease in the short term and then steadily increase. The Trustees have set a target range of £9.3 million to £15.0 million free reserves over the five years to 31 March 2022.

On 31 March 2017, the Charity has £118.6million total funds comprising:

- £0.9 million endowment funds (2015/16: £0.3million);
- £15.1million legally restricted funds (2015/16: £12.4million); and
- £102.6million unrestricted funds (2015/16: £101.6million).

FINANCIAL REVIEW

In accordance with the Charities SORP we exclude funds designated for the provision of long-term social care and the pensions deficit from our calculation of free reserves, but we include our revaluation reserve. This means that the Charity has £14.2million 'free reserves' (2015/16: £12.0million). Notwithstanding the pension deficit, the Trustees believe that there is sufficient flexibility in the reserves to maintain the Charity's operations.

Cash flow

Our net cash inflow from operating activities increased from £5.6million to £7.7million this year. We also received £0.4million (2016: £0.7million) cash from the sale of property, plant and equipment and £0.4million (2016: £0.3million) cash from investment returns. We invested £8.9million (2016: £10.2million) of cash in fixed assets. The Charity has no external debt. On 31 March 2017, we had £18.5million (2016: £18.8million) cash which is held in retail bank accounts, including £0.7million (2016: £0.7million) held on behalf of disabled people who use our services.

Financial impact of significant events

During the course of the financial year the Charity completed a comprehensive review of its property portfolio. As a result, the Charity made the decision to reclassify some properties as investment assets and recognise at market value. The financial impact is an unrealised gain of £4.6million.

Fundraising practices

Leonard Cheshire Disability raises funds from the public through cash, regular donations, raffles, payroll giving and events participation. All one-to-one activities, including telephone and private site (shopping centres) activities, are undertaken by in-house teams. Fundraisers are trained, monitored and managed directly by us.

All fundraisers receive training over a two day period, covering the work of the Charity, how to interact with the public in line with industry standards, data protection and vulnerability.

Donors recruited on private sites are contacted by telephone within two weeks. The information collected is verified for accuracy and the donor is asked whether they felt pressured at any point during their interaction with our fundraiser. In addition we carry out mystery shopping to ensure the fundraisers are acting professionally and relaying the right information to the public.

All fundraising telephone calls are recorded and a sample is checked for quality purposes periodically.

We do not exchange or share data with other organisations who wish to promote their products or cause to our supporters.

We have reduced our use of third-party data for direct mail campaigns. We request evidence of consent for third party communication for each source of data and make a decision to use the data on a case by case basis, in line with the law and the Information Commissioner's Office (ICO) recommendations.

Leonard Cheshire Disability is a member of, and abides by, the standards set by the Fundraising Regulator, the Institute of Fundraising (IoF), the Direct Marketing Association (DMA) and the Lotteries Council.

In 2016/17, we received 20 complaints regarding our fundraising activities. None were escalated or referred to external organisations.

In December 2016, we published our fundraising vulnerability policy to ensure vulnerable people are treated fairly and are not put under undue pressure. Fundraisers are trained to terminate any interactions with people suspected of being vulnerable without making a fundraising ask.

We give our donors the opportunity to reduce the number of or to stop communications, every time we communicate with them.

Investment policy

The Charity does not knowingly invest in organisations whose primary purposes conflict with our objects. Furthermore, we do not knowingly invest in organisations that are unable to demonstrate their commitment to supporting people with disabilities. The Charity's investments and external debt arrangements are designed to ensure that we have adequate access to liquid funds at all times. Our arrangements aim to achieve a net return that protects the purchasing power of our treasury investments and demonstrates strong financial management. In doing so, the Trustees seek to balance ethical and financial considerations. We take advice from external advisers when required. At present, the Charity has not made any social investments.

Ethical policy

We have an ethical policy which governs the Charity's interactions with third parties, including, but not limited to, corporate and individual donors, local and national governments, other charities, public sector agencies, commercial suppliers and the media. By engaging with third parties, we increase awareness and understanding of issues facing disabled people and can change attitudes so that disabled people have the freedom to lead the lives they choose.

The Trustees have ultimate responsibility for governing our ethical position and delegate the day-to-day monitoring of risks to the Ethical Assessment Committee, a sub-group of the Executive team. In doing so, we seek to optimise the ability of the Charity to fulfil its strategy while ensuring that the best interests of the Charity are maintained. Such interests include avoiding conflict with the Charity's objects and protecting our reputation.

Auditors

PricewaterhouseCoopers LLP have indicated that they are willing to continue in office as auditors. A resolution for the re-appointment of PricewaterhouseCoopers LLP as auditors of the Charity to hold office until the conclusion of the next general meeting at which the accounts are laid before the members and authorising the Trustees to fix the auditors' remuneration will be submitted to the forthcoming Annual General Meeting.

FINANCIAL REVIEW

Subsidiaries

The Leonard Cheshire Foundation (Isle of Man) Limited operates our care and support services on the Isle of Man and is a registered company and charity with the Manx Government. This year, incoming resources were £653,000 (2016: £642,000) and total expenditure was £556,000 (2016: £533,000). This means that the Isle of Man services recorded net incoming resources of £97,000 (2016: £109,000).

The Charity also has the following dormant subsidiaries:

- Fundability Limited;
- The Leonard Cheshire Foundation Limited;
- Beyond Disability Limited;
- Ability Media Limited;
- Leonard Cheshire Trading Limited; and
- Leonard Cheshire Trading Limited (IOM).

Internationally, the Charity also has registered offices in India, Kenya, Sierra Leone, Zambia and Thailand, and each office is led by regional representatives. Together, they provide training and technical support to partners and projects in the regions.

Related parties

The details of any involvement with related parties is set out in note 27 of the Financial Statements on page 116.

Modern Slavery Act

Leonard Cheshire Disability has a large and complex supply chain with a variety of commercial relationships with third parties. The Charity recognises the importance of its role in implementing the guidance of the Modern Slavery Act and the consequences of its implications. Further information on the status of our work can be found on our website:

www.leonardcheshire.org/about-us/modern-slavery-statement.

Financial and operational risk management

The principal features of our systems of financial control include:

- A strategic plan;
- An annual planning and budgeting process;
- Monthly reviews of the management accounts of each operating service and explanation of major variances from budget;
- An effective internal audit service;
- Audit and Risk Committee discussion with external auditors regarding the scope of the annual audit and any matters raised by the external auditors for the attention of the leadership team;

-
- Audit and Risk Committee approval of the risk-based annual internal audit plan and receipt of regular reports and progress updates;
 - Finance Committee which seeks advice from the accountancy, investment and legal professions, as appropriate;
 - Delegation of authority to spend within clearly defined limits;
 - Segregation of duties wherever possible; where this is not possible alternative internal controls are put into place; and
 - Identification and management of risk for the Charity.

As regards internal controls, the Trustees have:

- Considered the type of risk the Charity faces;
- Considered the level of risk which they regard as acceptable;
- Communicated to employees their responsibilities for internal control;
- Instituted operating policies and standards that will help to identify and minimise the incidence of risks;
- Identified parts of the Charity operations that may be of higher risk and focused the attention of management on these areas, and
- Reviewed the procedures for reporting failings immediately to the appropriate level of management.

All cash and cash equivalents of the Charity are held in the name of the Charity and all UK cash is managed centrally. The Charity holds £0.7million cash on behalf of the people who use our services.

We manage our credit risk by ensuring that the price of purchased goods and services are subject to contracts with suppliers based on market prices. The Charity has no external debt at 31 March 2017.

We manage our liquidity risk through regular review of working capital. Our standard payment terms are 30 days which is greater than our average days' sales outstanding from customers. We also have sufficient cash reserves on 31 March 2017, and for the foreseeable future, to meet all existing and budgeted activities for the coming year.

We have minimal exposure to foreign exchange risk due to the low level of international expenditure.

PRINCIPAL RISKS AND UNCERTAINTIES

Working to support disabled people entails taking risks. The Trustees are ultimately responsible for risk management and they are satisfied that appropriate internal control systems and risk management processes are in place. The Trustees consider that the following framework provides the Charity with adequate measures to reduce the impact of identified risk.

At each meeting the Board of Trustees reviews the Charity's risk register, serious incidents and health and safety reports.

At each meeting, the Audit and Risk Committee also reviews the Charity's risk register plus departmental risk registers on a rotational basis. The Committee also approves the annual risk-based internal audit plan, receives regular internal audit reports and progress updates.

Senior management review key strategic and operational risks on a regular basis. They consider progress on mitigating actions, new and emerging risks and opportunities.

Our most significant potential risks and mitigating actions are set out shown opposite in no particular order:

POTENTIAL RISK	ACTION TAKEN TO MITIGATE
Insufficient statutory funding and increased operating costs threaten sustainability of UK care services	<ul style="list-style-type: none">– Refreshed 5-year strategy– Roll-out of enhanced pay framework– Increase permanent staff and reduce use of agencies
Loss of public trust	<ul style="list-style-type: none">– Proactive engagement with media, government and civil society– Further implementation of current fundraising, governance and impact reporting best practice
Failure to meet safe quality standards	<ul style="list-style-type: none">– Clinical Governance and Quality Assurance Frameworks– Rigorous safeguarding, serious incident, health and safety, and whistle blowing procedures– Investment in facilities and staff training
Inability to deliver timely change	<ul style="list-style-type: none">– Improved internal communications programme– Dedicated transformation budget– Programme Management Office established with specialist dedicated leadership
Failure to achieve predicted growth	<ul style="list-style-type: none">– Implementation of a CRM (customer relationship management) system to support national and international engagement– New approach to volunteering– Proactive partnering approach to sector consortia
Unsustainable long-term pension liabilities	<ul style="list-style-type: none">– Deficit funding included in 5-year projections– Annual FRS 102 valuations– Triennial valuations, including covenant assessment and regular review of largest defined benefit scheme

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of Leonard Cheshire Disability for the purposes of company law) are responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the financial statements in accordance with applicable law and regulation.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have prepared the financial statements in accordance with United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law (United Kingdom Generally Accepted Accounting Practice). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of the affairs of the charitable Company and the Group and of the incoming resources and application of resources, including 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 Statement of Recommended Practice: Accounting and Reporting by Charities (2015);
 - Make judgments and estimates that are reasonable and prudent;
 - State whether applicable UK Accounting Standards, comprising FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements; and
 - Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable Company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable Company and the Group 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.

The Trustees are responsible for the maintenance and integrity of 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.

So far as the Trustees are aware, there is no relevant audit information of which the Company's auditors are unaware; and they have taken all the steps that they ought to as Trustees in order to make themselves aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

The financial statements on pages 82 to 116 were approved by the Board of Trustees on 10 July 2017 and signed on its behalf by Sally Davis and Richard Brooman.



Sally Davis

for and on behalf of the Board of Trustees
10 July 2017

Auditors' Report



INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LEONARD CHESHIRE DISABILITY

REPORT ON THE FINANCIAL STATEMENTS

Our opinion

In our opinion, Leonard Cheshire Disability's Group financial statements and Company financial statements (the "financial statements"):

- give a true and fair view of the state of the Group's and of the Company's affairs as at 31 March 2017 and of the Group's incoming resources and application of resources, including its income and expenditure and of the Group's cash flows 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, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

What we have audited

The financial statements, included within the Annual Report and Accounts (the "Annual Report"), comprise:

- the consolidated and Company balance sheets as at 31 March 2017;
- the consolidated statement of financial activities (incorporating the consolidated income and expenditure account) for the year then ended;
- the consolidated cash flow statement for the year then ended; and
- the notes to the financial statements, which include a summary of significant accounting policies and other explanatory information.

The financial reporting framework that has been applied in the preparation of the financial statements is United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law (United Kingdom Generally Accepted Accounting Practice).

In applying the financial reporting framework, the Trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. In making such estimates, they have made assumptions and considered future events.

**OPINION ON OTHER MATTER 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, including the Strategic Report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report, including the Strategic Report has been prepared in accordance with applicable legal requirements.

In addition, in light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we are required to report if we have identified any material misstatements in the Trustees' Report, including the Strategic Report. We have nothing to report in this respect.

**OTHER MATTERS ON WHICH WE ARE REQUIRED
TO REPORT BY EXCEPTION**

**Adequacy of accounting records and
information and explanations received**

Under the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) we are required to report to you if, in our opinion:

- we have not received all the information and explanations we require for our audit; or
- adequate accounting records have not been kept by the Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the Company financial statements are not in agreement with the accounting records and returns.

We have no exceptions to report arising from this responsibility.

Trustees' remuneration

Under the Companies Act 2006 we are required to report to you if, in our opinion, certain disclosures of Trustees' remuneration specified by law are not made. We have no exceptions to report arising from this responsibility.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LEONARD CHESHIRE DISABILITY

OUR RESPONSIBILITIES AND THOSE OF THE TRUSTEES

As explained more fully in the Statement of Trustees' Responsibilities, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland) ("ISAs (UK & Ireland)"). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

This report, including the opinions, has been prepared for and only for the Charity's members and Trustees as a body in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and the Companies Act 2006 and regulations made under those Acts (regulation 10 of the Charities Accounts Scotland) Regulations 2006 (as amended) and Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

WHAT AN AUDIT OF FINANCIAL STATEMENTS INVOLVES

We conducted our audit in accordance with ISAs (UK & Ireland). An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of:

- whether the accounting policies are appropriate to the Group's and the Company's circumstances and have been consistently applied and adequately disclosed;
- the reasonableness of significant accounting estimates made by the Trustees; and
- the overall presentation of the financial statements.

We primarily focus our work in these areas by assessing the Trustees' judgements against available evidence, forming our own judgements, and evaluating the disclosures in the financial statements.

We test and examine information, using sampling and other auditing techniques, to the extent we consider necessary to provide a reasonable basis for us to draw conclusions. We obtain audit evidence through testing the effectiveness of controls, substantive procedures or a combination of both.

In addition, we read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit.

If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report. With respect to the Trustees' Report including the Strategic Report, we consider whether those reports include the disclosures required by applicable legal requirements.



Nicholas Boden

Senior Statutory Auditor, for and on behalf of PricewaterhouseCoopers LLP Chartered Accountants and Statutory Auditors, London.

11 July 2017

- (a) The maintenance and integrity of the Leonard Cheshire Disability website is the responsibility of the Trustees; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website.
- (b) Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Financial Statements



CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

Incorporating the Consolidated Income and Expenditure Account for the year ended 31 March 2017

	Note(s)	Unrestricted Funds £000	Restricted Funds £000	Endowment Funds £000	Totals 2017 £000	Funds 2016 £000
INCOME AND ENDOWMENTS FROM:						
Donations and legacies	2	8,246	2,651	—	10,897	10,469
Charitable activities		143,403	5,689	—	149,092	147,949
Other trading activities		506	—	—	506	439
Investments	3	434	2	—	436	260
Other including gains on disposal of assets		408	—	—	408	—
Total		152,997	8,342	—	161,339	159,117
EXPENDITURE ON:						
Raising funds	4	2,678	—	—	2,678	2,300
Charitable activities:						
Social care	4	148,175	2,214	—	150,389	147,038
International services	4	1,063	4,331	—	5,394	4,664
Campaigning	4	574	—	—	574	638
UK programmes	4	1,151	439	—	1,590	1,591
Losses on disposal of fixed assets	4	—	—	—	—	356
Total		153,641	6,984	—	160,625	156,587
Net gains on investments	9/10	4,638	—	—	4,638	77
Net income	6	3,994	1,358	—	5,352	2,607
Transfers between funds		(1,951)	1,420	531	—	—
Other recognised losses:						
Actuarial losses on defined benefit pension schemes	23	(971)	—	—	(971)	(38)
Net movement in funds		1,072	2,778	531	4,381	2,569
Reconciliation of funds:						
Total funds brought forward		101,571	12,354	324	114,249	111,680
Total funds carried forward		102,643	15,132	855	118,630	114,249

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**Incorporating the Consolidated Income and Expenditure Account for the year ended 31 March 2017**

During the year, the Charity has completed a comprehensive review of its reserves with a particular focus on reviewing endowment and legacy funds. Transfers between funds reflect the outcome of this work.

All activities relate to continuing operations. The Group has no recognised gains or losses except those included above and, therefore, no separate statement of recognised gains and losses has been prepared.

In order to produce a combined Statement of Financial Activities (SoFA) and an Income and Expenditure Account, the SoFA has been amended to separate other recognised gains / (losses) from the net incoming resources result.

There is no difference between the net income for the year above and their historical cost equivalents.

The notes on pages 90 to 116 form part of these financial statements.

CONSOLIDATED BALANCE SHEET

As at 31 March 2017

Company number: 552847

	<i>Note</i>	2017 £000	2016 £000
FIXED ASSETS			
Intangible assets	8	360	548
Tangible assets	7	110,555	109,175
Investments	9	8,262	3,269
Total fixed assets		119,177	112,992
CURRENT ASSETS			
Debtors	11	14,448	15,421
Investments	10	9	14
Cash at bank and in hand	12	18,460	18,811
Total current assets		32,917	34,246
CREDITORS			
Amounts falling due within one year	13	(15,384)	(12,654)
Net current assets		17,533	21,592
Total assets less current liabilities		136,710	134,584
Creditors			
Amounts falling due after more than one year	13	(4,038)	(4,141)
Provisions for liabilities	14	(936)	(1,193)
Net assets excluding pension liability		131,736	129,250
Defined benefit pension scheme liability	23	(13,106)	(15,001)
Total net assets		118,630	114,249

CONSOLIDATED BALANCE SHEET

As at 31 March 2017

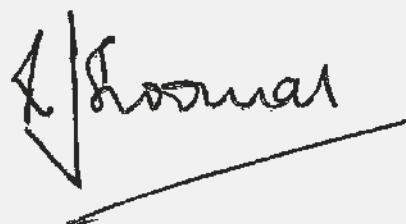
Company number: 552847

THE FUNDS OF THE CHARITY	<i>Note</i>	2017 £000	2016 £000
Endowment funds	15	855	324
Restricted income funds	16	15,132	12,354
Unrestricted funds			
General and designated funds	17	109,498	114,958
Revaluation reserve	17	6,251	1,614
Pension reserve	17	(13,106)	(15,001)
Total unrestricted funds		102,643	101,571
Total Charity funds		118,630	114,249

The financial statements were approved by the Trustees on 10 July 2017 and signed on their behalf by:



Sally Davis
Chair



Richard Brooman
Chairman of the Audit and Risk Committee

The notes on pages 90 to 116 form part of these financial statements.

COMPANY BALANCE SHEET

As at 31 March 2017

Company number: 552847

		2017	2016
		£000	£000
FIXED ASSETS	<i>Note</i>		
Intangible assets	8	360	548
Tangible assets	7	110,535	109,152
Investments	9	8,262	3,269
Total fixed assets		119,157	112,969
CURRENT ASSETS			
Debtors	11	14,434	15,413
Investments	10	9	14
Cash at bank and in hand	12	18,405	18,757
Total current assets		32,848	34,184
CREDITORS			
Amounts falling due within one year	13	(16,254)	(13,431)
Net current assets		16,594	20,753
Total assets less current liabilities		135,751	133,722
Creditors			
Amounts falling due after more than one year	13	(4,038)	(4,141)
Provisions for liabilities	14	(936)	(1,193)
Net assets excluding pension liability		130,777	128,388
Defined benefit pension scheme liability	23	(13,106)	(15,001)
Total net assets		117,671	113,387

COMPANY BALANCE SHEET

As at 31 March 2017

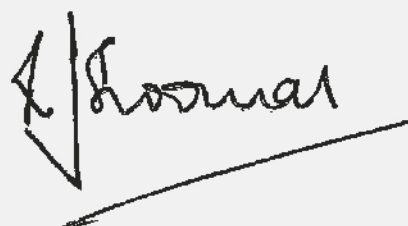
Company number: 552847

THE FUNDS OF THE CHARITY	<i>Note</i>	2017 £000	2016 £000
Endowment funds	15	855	324
Restricted income funds	16	15,082	12,304
Unrestricted funds			
General and designated funds	17	108,589	114,146
Revaluation reserve	17	6,251	1,614
Pension reserve	17	(13,106)	(15,001)
Total unrestricted funds		101,734	100,759
Total Charity funds		117,671	113,387

The financial statements were approved by the Trustees on 10 July 2017 and signed on their behalf by:



Sally Davis
Chair



Richard Brooman
Chairman of the Audit and Risk
Committee

The notes on pages 90 to 116 form part of these financial statements.

CONSOLIDATED CASH FLOW STATEMENT

For the year ended 31 March 2017

Company number: 552847

	Note	2017 £000	2016 £000
Net cash provided by operating activities	A	7,745	5,579
Cash flows from investing activities:			
Dividends, interest and rents from investments		436	260
Proceeds from the sale of property, plant and equipment		438	715
Purchase of property, plant and equipment		(8,862)	(10,150)
Purchase of intangible assets		(114)	(45)
Proceeds from sale of investments		6	11
Net cash used in investing activities		(8,096)	(9,209)
Cash flows from financing activities:			
Repayments of borrowing		—	—
Cash inflow from new borrowing		—	—
Receipt of endowment		—	—
Net cash provided by financing activities		—	—
Change in cash and cash equivalents in the reporting period		(351)	(3,630)
Cash and cash equivalents at the beginning of the reporting period	B	18,811	22,441
Change in cash and cash equivalents due to exchange rate movements		—	—
Cash and cash equivalents at the end of the reporting period	B	18,460	18,811

The notes on pages 90 to 116 form part of these financial statements.

NOTES TO THE CONSOLIDATED CASH FLOW STATEMENT

For the year ended 31 March 2017

A. RECONCILIATION OF NET INCOME TO NET CASH INFLOW FROM OPERATING ACTIVITIES	2017 £000	2016 £000
Net income for the reporting period (as per the Statement of Financial Activities)	5,352	2,607
Adjustments for:		
Depreciation and impairment charges	7,558	7,416
Amortisation on programme related investments	20	20
Gains on investments	(4,638)	(77)
Dividends, interest and rents from investments	(436)	(260)
Loss on the sale of fixed assets	485	356
Difference between pension contributions and current service cost	(2,864)	(1,714)
Decrease / (increase) in debtors	973	(1,877)
Increase / (decrease) in creditors	1,295	(892)
Net cash provided by operating activities	7,745	5,579
B. ANALYSIS OF CASH AND CASH EQUIVALENTS		
Cash at bank and in hand	18,460	18,811
Total cash and cash equivalents	18,460	18,811

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2017

1. ACCOUNTING POLICIES AND BASIS OF PREPARATION OF FINANCIAL STATEMENTS

General policies

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - "Accounting and Reporting by Charities" and with applicable accounting standards in the United Kingdom and with reference to the Companies Act 2006 and the Charities Act 2011. The financial statements have been prepared using the historical cost basis of accounting as modified for the valuation of investments at market value.

The financial statements have been prepared on a going concern basis and the accounting policies below are consistently applied. Based on the level of unrestricted reserves and the fact that no material uncertainties that may cast significant doubt about the ability of the Group to continue to operate have been identified by the Trustees, the Charity is a going concern.

The Charity has adapted the Companies Act formats to reflect the Charities SORP and the special nature of the Charity's activities. No separate Statement of Financial Activities (SoFA) has been presented for the Charity alone, as permitted by Section 408 of the Companies Act 2006.

The SoFA and balance sheet consolidate the financial statements of the Charity and its wholly owned subsidiary undertakings.

The Charity is a public benefit entity.

The consolidated Group disclosures include the results of services in the United Kingdom and central administration up to 31 March 2017. In addition, the results of the wholly-owned subsidiaries, The Leonard Cheshire Foundation (Isle of Man) Limited and Leonard Cheshire Trading Limited have been consolidated in the Group results. The results of the subsidiaries have been consolidated on a line by line basis, and the balances and transactions between Group companies are eliminated on consolidation.

As permitted by section 408 of the Companies Act 2006, the Company has not presented its income and expenditure account. The Group results include gross income of the Company of £160.6million and net income of £5.3million for the year (2016: gross income of £158.5million and net income of £2.5million).

Income policies

Donations are credited to income on receipt. Gift aid receivable is included in income when there is a valid declaration from the donor.

Legacy income is recognised from the earliest date of the Charity being notified of an impending distribution following settlement of the estate or the legacy being received, where entitlement is established and it can be measured with reasonable accuracy. Entitlement is assumed six months after grant of probate is received and the executor is satisfied that the property in question will not be required to satisfy claims on the estate. Once entitlement is confirmed, any conditions within the Charity's control have been met and the executors establish there are sufficient assets to settle the legacy then it is deemed the legacy is probable to be received.

Where we are informed that an interim payment will be made, we recognise any remaining income that meets the above criteria; if sufficient uncertainty remains over the remaining amount, then only interim payments will be recognised. Reversionary interests involving a life tenant are not recognised.

Income from charitable activities include income earned both from the supply of services under contractual arrangements and from performance related grants which have conditions that specify the provision of particular services to be provided by the Charity. Income is recognised when the Charity has entitlement in accordance with the rules set out in FRS 102.

Income from other trading activities includes income from both trading activities to raise funds for the Charity and income from fundraising events. To fall within this category the income must be received in exchange for supplying goods and services in order to raise funds for the Charity. Income is recognised when the Charity has entitlement in accordance with the rules set out in FRS 102.

Investment income consists of dividends, interest received and rents from investment properties; and is shown gross as the amount received in the year, before deduction of any associated costs.

Expenditure policies

All expenditure is included on an accruals basis and is recognised where there is a legal or constructive obligation to pay.

The cost of raising funds for voluntary income is the cost of persuading others to make voluntary contributions, as well as costs relating to educating and informing the public and institutions on the issues addressed by the Charity.

The costs of charitable activities include all expenditure directly relating to the objects of the Charity.

Operating support costs have been allocated to the appropriate charitable activity in accordance with Charities SORP as detailed in note 4.

They include the costs of all activities not engaged directly in charitable, fundraising or publicity activities.

Governance costs include trustee expenses, trustee insurance, internal / external audit costs and other professional fees and have been allocated proportionately across charitable activities.

Any irrecoverable VAT is either charged to the SoFA within the item of expense to which it relates or capitalised as part of the cost of the related asset, as appropriate.

Rentals payable under operating leases are charged to the SoFA on a straight line basis over the term of the lease. Any lease incentives (such as rent free periods) are spread over the life of the lease or the period to the first rent review, whichever falls earlier.

Pensions

Defined benefit pension scheme costs are treated in accordance with applicable financial reporting standards FRS 102. The following elements are charged to the SoFA:

- i) The service costs of pension provision relating to the period, together with the cost of any benefits relating to past service;
- ii) The net return on financing, which is a charge equal to the increase in the present value of the scheme liabilities; and
- iii) The actuarial gain or loss on scheme assets and liabilities.

Liabilities are recognised using discounted future cash flows in respect of funding deficit reduction plans on defined benefit pension schemes where no actuarial reports are obtained and the deficits are funded by lump sum or employer contributions.

The difference between the market value of assets of the scheme and the present value of the accrued pension liabilities is shown as an asset or liability on the balance sheet, as appropriate.

Defined contribution pension scheme costs represent the contributions payable for the period.

Liability policies

Basic financial liabilities, including trade and other payables, are initially recognised at transaction price.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

The Charity provides for legal or constructive obligations that are of uncertain timing or amount at the balance sheet date, on the basis of the best estimate of the expenditure required to settle the obligation. The Charity has recognised specific provisions for:

- i) Dilapidations on leasehold properties - this relates to the estimated future cost of building work required when vacating leasehold premises;
- ii) Proposed redundancy costs - these costs will be payable where notification of intended redundancy was made before year end; and
- iii) Other provision - these represent estimates of future expenditure on a number of matters where the outcome is not known with certainty.

The Group is exempt from income and corporation taxes on income and gains to the extent that they are applied for their charitable objects.

Foreign currency

The Group financial statements are presented in pounds sterling and are rounded to thousands. The Group's functional and presentation currency is the pound sterling.

Transfers of monies between the UK and overseas offices are translated at the spot rate of exchange at the date of the transaction.

Transactions denominated in foreign currencies are translated at rate of exchange at the end of the month in which the transaction occurred.

Foreign currency balances are translated at the rate of exchange prevailing at the balance sheet date. Any gain or loss arising is charged to the SoFA.

Asset policies

Basic financial assets, including trade and other receivables, cash and bank balances, are initially recognised at transaction price.

Other financial assets, including investments in equities which are not subsidiaries, are initially measured at fair value, which is normally the transaction price. Such assets are subsequently carried at fair value and the change in fair value is recognised in profit and loss.

Expenditure on tangible and intangible items of an enduring nature in excess of £1,000 (except for IT equipment where the limit is £400) is capitalised and depreciation or amortisation (as appropriate) is charged at the following annual rates on cost:

- i) Freehold land and buildings and improvements to freehold land and buildings at 2 per cent per annum;
- ii) Leasehold properties and improvements to leasehold properties over the remaining period of the lease;
- iii) Furniture, fittings, equipment and vehicles at 5-25 per cent per annum; and
- iv) Intangible assets amortised at 25 per cent per annum.

Freehold functional and leasehold functional properties are not revalued and are included at their depreciated historic cost. Freehold land is not depreciated except where it is not possible to separate the land from the buildings. Assets under the course of construction are not depreciated until they are brought into use.

If an indication of any impairment to the carrying value of tangible assets existed at the balance sheet date, the asset's recoverable amount is estimated and an impairment loss recognised in the fund to which the asset relates.

Investment properties are properties being held for long term investment to earn rental income or for capital appreciation or both. Investment properties are measured initially at cost and subsequently measured at fair value which reflects market conditions at the balance sheet date unless fair value cannot be measured reliably, in which case it is measured at cost less impairment.

Transfers to or from investment property are made only when there is a change in use, evidenced by commencement or end of owner occupation. Gains or losses arising from changes in the fair values of investment properties are included in the SoFA in the year in which they arise.

Programme related investments are made to provide charitable benefits and are stated at original cost and are amortised over the length of the period of the associated management agreement or the period over which the investment will provide benefit where this is shorter.

Investments are included in the financial statements at middle market value on the balance sheet date. Investments in subsidiaries are included at cost. Realised gains or losses arising on the disposal of investments and unrealised gains and losses arising on revaluation are taken to the SoFA and into the fund to which the investments relate.

Where assets have been acquired via the receipt of specific capital in the form of a capital grant agreement, the accounting treatment has been in accordance with FRS 102. The asset is capitalised at its market value and depreciated in accordance with the depreciation policy.

Funds policies

The funds of the Group have been segregated as follows:

- i) Restricted funds consisting of donations, legacies and grants received for which the donor has specified the purposes to which the funds must be applied;
- ii) Permanent endowment funds consisting of restricted funds with the additional restriction that the donor has specified that only the income generated by the funds may be used for specific or general purposes whilst the capital must be retained;
- iii) Expendable endowment funds can be used for general purposes;
- iv) Unrestricted funds that are expendable at the discretion of the Trustees in furtherance of the objectives of the Charity; and
- v) Designated funds which have been set aside at the discretion of the Trustees for specific purposes but which otherwise form part of the unrestricted funds. The Group designates funds for future capital developments which are for the long term use of its service users.

The pension reserve reflects the difference between the net assets and liabilities of the pension schemes, measured on an FRS 102 basis.

Free reserves are calculated after excluding endowments, restricted funds, the designated property reserve, the pension reserve and funds required for development projects. The free reserves should be adequate to cover the requirement for working capital and a contingency for unforeseen costs. The Trustees review the level of free reserves at least annually and the Charity's reserves policy is discussed in detail in the Report of the Trustees.

Other policies

Funds belonging to people who use our services that are held by us in safe custody on their behalf are separately recorded as both cash and liabilities on the balance sheet.

Critical accounting judgements and estimation uncertainty

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual costs. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below:

i) Provisions (note 14)

Provisions are made for dilapidations and contingencies. These provisions require management's best estimate of the costs that will be incurred based on legislative and contractual requirements. In addition, the timing of cash flows and discount rates used to establish net present value of the obligations require management's judgement;

ii) Defined benefit pension scheme (note 23)

The Charity has obligations to pay pension benefits to certain employees. The cost of these benefits and the present value of the obligation depend on a number of factors including; life expectancy, salary increases, asset valuations and the discount rate on corporate bonds. Management estimates these factors in determining the net pension obligation in the balance sheet. The assumptions reflect historical experience and current trends; and

iii) Legacy income

It is the Group's practice to wait six months from the date of probate before recognising income to allow for any claims against the estate to be made which could affect entitlement and measurement of the assets for distribution. Measurement will then be based on details contained in the estate accounts received.

	2017	2016
	£000	£000
2. DONATIONS AND LEGACIES		
Legacies	7,211	7,320
Donations	3,686	3,149
Total	10,897	10,469

The estimated amount of legacies for which the Group has received notice of entitlement, but which has not been accrued – either because probate has not yet been obtained, or on the grounds of insufficient information or certainty – was £1.7million (2016: £2.7million).

	2017	2016
	£000	£000
3. INVESTMENTS		
Quoted investments	3	1
Bank interest	152	171
Rent from investment properties	281	88
Total	436	260

	Direct staff costs	Other direct costs	Allocated support costs	Total 2017	Total 2016
	£000	£000	£000	£000	£000
4. TOTAL RESOURCES EXPENDED					
Fundraising	1,302	1,303	73	2,678	2,300
Total costs of raising funds	1,302	1,303	73	2,678	2,300

Charitable activities

Social care	103,107	33,439	13,843	150,389	147,038
International services	1,369	3,971	54	5,394	4,664
Campaigning	399	137	38	574	638
UK programmes	1,110	381	99	1,590	1,591
Total charitable activities	105,985	37,928	14,034	157,947	153,931
Other: losses on disposal of fixed assets	–	–	–	–	356
Total resources expended	107,287	39,231	14,107	160,625	156,587

The above table analyses by expense category the costs related to the funds generating charitable and governance activities of the Group. These costs include both primary costs, which include those elements of staff and other costs that are directly attributable to specific activities, and centrally- incurred support costs.

The total support costs, which also include an element of staff costs, are apportioned across the specific activities in accordance with the number of full-time equivalent employees allocated to each activity at the end of the financial year. The categorisation and allocation of these support costs is shown in the table overleaf.

	<i>Management and administration £000</i>	<i>Finance, IT and purchasing £000</i>	<i>Human resources £000</i>	<i>Total 2017 £000</i>	<i>Total 2016 £000</i>
SUPPORT COSTS					
Voluntary income	36	25	12	73	74
Social care	6,873	4,761	2,209	13,843	12,860
International services	27	19	8	54	46
Campaigning	19	13	6	38	37
UK programmes	50	34	15	99	98
Total	7,005	4,852	2,250	14,107	13,115

	<i>2017 £000</i>	<i>2016 £000</i>
5. GOVERNANCE COSTS		
Internal audit	171	90
External auditors' remuneration		
– audit services	110	119
– non-audit services	10	19
Governance and professional support for Trustees	191	276
Total	482	504

Governance and professional support for Trustees comprises the internal cost of strategic planning and providing legal support to Trustees, together with recruitment costs of new Trustees £38,006 (2016: £36,160).

The total Trustee expenses incurred by Leonard Cheshire Disability or reimbursed during the year was £10,783 (2016: £17,844) which related to travel and subsistence. The number of Trustees who were reimbursed was 13 (2016: 7).

The audit fees shown above are inclusive of irrecoverable VAT.

Non-audit services include fees of £6,000 (2016: £6,000) paid to audit firms other than PricewaterhouseCoopers LLP.

6. NET INCOME BEFORE TRANSFERS

	2017	2016
	£000	£000
This is stated after charging / (crediting):		
Depreciation and amortisation	5,979	6,527
Impairments	1,579	889
Operating lease rentals		
Property	1,266	1,229
Equipment	106	126
Auditors' remuneration – audit (excluding VAT)	85	90
Auditors' remuneration – other (excluding VAT)	8	16
Exchange rate (gains) / losses	(194)	205

Other auditor's remuneration includes fees of £5,000 (2016: £6,000) paid to audit firms other than PricewaterhouseCoopers LLP.

	Freehold land and buildings £000	Leasehold properties £000	Assets under construction £000	Furniture, fittings, equipment and vehicles £000	Total £000
7. TANGIBLE ASSETS: GROUP					
Cost					
At 1 April 2016	120,259	8,030	2,906	52,177	183,372
Transfer to investment properties	(909)	–	–	–	(909)
Additions	101	58	3,843	5,935	9,937
Disposals	(1,676)	(119)	–	(2,564)	(4,359)
Transfers	106	–	(2,430)	2,324	–
At 31 March 2017	117,881	7,969	4,319	57,872	188,041
Accumulated depreciation and impairments					
At 1 April 2016	38,845	4,494	–	30,858	74,197
Transfer to investment properties	(533)	–	–	–	(533)
Charge for the year	1,411	70	–	4,198	5,679
Impairments	1,035	80	–	464	1,579
Disposals	(898)	(66)	–	(2,472)	(3,436)
At 31 March 2017	39,860	4,578	–	33,048	77,486
Net book value at 31 March 2017	78,021	3,391	4,319	24,824	110,555
Net book value at 31 March 2016	81,414	3,536	2,906	21,319	109,175

7. TANGIBLE ASSETS: COMPANY	Freehold land and buildings £000	Leasehold properties £000	Assets under construction £000	Furniture, fittings, equipment and vehicles £000	Total £000
Cost					
At 1 April 2016	120,259	8,030	2,906	52,118	183,313
Transfer to investment properties	(909)	—	—	—	(909)
Additions	101	58	3,843	5,929	9,931
Disposals	(1,676)	(119)	—	(2,563)	(4,358)
Transfers	106	—	(2,430)	2,324	—
At 31 March 2017	117,881	7,969	4,319	57,808	187,977
Accumulated depreciation and impairments					
At 1 April 2016	38,845	4,494	—	30,822	74,161
Transfer to investment properties	(533)	—	—	—	(533)
Charge for the year	1,411	70	—	4,189	5,670
Impairments	1,035	80	—	464	1,579
Disposals	(898)	(66)	—	(2,471)	(3,435)
At 31 March 2017	39,860	4,578	—	33,004	77,442
Net book value at 31 March 2017	78,021	3,391	4,319	24,804	110,535
Net book value at 31 March 2016	81,414	3,536	2,906	21,296	109,152

	2017 £000
8. INTANGIBLE ASSETS: GROUP AND COMPANY	
Cost	
At 1 April 2017	1,942
Additions	114
Disposals	(92)
At 31 March 2017	1,964
Accumulated amortisation and impairments	
At 1 April 2016	(1,394)
Charge for the year	(300)
Disposals	90
At 31 March 2017	(1,604)
Net book value at 31 March 2017	360
Net book value at 31 March 2016	548

Intangible assets consist of computer software systems used to run significant business processes.

	<i>Investment Properties</i>	<i>Programme Related Investments</i>	<i>Total</i>
	<i>£000</i>	<i>£000</i>	<i>£000</i>
9. INVESTMENTS: GROUP AND COMPANY			
At 1 April 2016	3,120	149	3,269
Transferred from fixed assets	376	—	376
Amortised in year	—	(21)	(21)
Revaluation	4,638	—	4,638
At 31 March 2017	8,134	128	8,262

Investment properties are included in the balance sheet at fair value. Of the total fair value amount at 31 March 2017, all of the properties have been valued by independent, professionally qualified valuers.

Programme related investments are in the form of loans and have been made to facilitate the establishment of new supported living units. They are amortised over the length of the related management agreement or the period over which the investment will provide benefit, where this is shorter.

	2017	2016
	£000	£000
10. CURRENT ASSET INVESTMENTS: GROUP AND COMPANY		
Opening market value at 1 April 2016	14	28
Gain / (loss) on revaluation	–	(3)
Disposal proceeds	(5)	(11)
Closing market value at 31 March 2017	9	14

The Trustees consider the value of the investments to be supported by their underlying assets.

	Group		Company	
	2017	2016	2017	2016
	£000	£000	£000	£000
11. DEBTORS				
Trade debtors	8,933	8,439	8,922	8,434
Prepayments	1,774	1,462	1,771	1,459
Accrued income	3,741	5,520	3,741	5,520
Total	14,448	15,421	14,434	15,413

All debtors fall due within one year.

	Group		Company	
	2017	2016	2017	2016
	£000	£000	£000	£000
12. CASH AT BANK AND IN HAND				
Group funds	17,784	18,091	17,729	18,037
Service users' funds held in trust	676	720	676	720
Total	18,460	18,811	18,405	18,757

	Group		Company	
	2017	2016	2017	2016
	£000	£000	£000	£000
13. CREDITORS				
Amounts falling due within one year				
Trade creditors	5,661	4,367	5,659	4,355
Amounts owed to subsidiary undertakings	–	–	887	789
Taxation and social security	1,618	1,583	1,618	1,583
Accruals	4,865	4,453	4,850	4,453
Deferred income	2,461	1,428	2,461	1,428
Service users' funds	676	720	676	720
Capital grants	103	103	103	103
Total	15,384	12,654	16,254	13,431
Amounts falling due after more than one year				
Capital grants	4,038	4,141	4,038	4,141
Total	4,038	4,141	4,038	4,141

Capital grants received are released to the SoFA over the useful life of the related properties.

The portion of the grant that is to be released in the next financial year is £103,000 and shown within 'Amounts falling due within one year' and the balance is shown within 'Amounts falling due after more than one year'.

Deferred income represents the payment of fees in advance and government grants. During the year, the Group received income of £2.5million which related to future years. (2016: £1.4million).

The movement in the year has been taken to income.

14. PROVISIONS FOR LIABILITIES AND CHARGES: GROUP AND COMPANY	<i>Dilapidation</i> £000	<i>Redundancy</i> £000	<i>Other</i> £000	<i>Total</i> £000
At 1 April 2016	423	101	669	1,193
Charged to the SoFA	49	83	159	291
Amount utilised	(22)	(101)	(425)	(548)
At 31 March 2017	450	83	403	936

The dilapidation provision represents the potential liability of the Charity for repairs at the end of the leases on occupied buildings.

The provision for redundancy relates to the cost of redundancies to be incurred in the next financial year.

Other provisions relate to a number of items where the outcome is not known with certainty at the year end.

15. ENDOWMENT FUNDS: GROUP AND COMPANY	<i>Balance at 1 April 2016 £000</i>	<i>Incoming resources £000</i>	<i>Resources expended £000</i>	<i>Transfers £000</i>	<i>Balance at 31 March 2017 £000</i>
Permanent endowments:					
– Albert Alexander Fund	11	–	–	–	11
– Kirby Worthington Fund	109	–	–	–	109
– St Michaels Home	204	–	–	531	735
Total	324	–	–	531	855

The Albert Alexander Fund was set up to benefit the residents of Dan-y-bryn in 2004.

The Kirby Worthington Fund was set up in October 1995 when the Charity received a bequest with the restriction that the income of this fund must be used to support The County Durham Cheshire Home.

St Michaels Home was previously disclosed as an expendable endowment property. Following legal advice, this property should have been recorded as a permanent endowment property. The transfer in the year represents the depreciation charged to date on this property in order to re-instate the endowment to its original value when acquired.

		<i>Movement in Funds</i>			
	<i>Balance at 1 April 2016 £000</i>	<i>Incoming resources £000</i>	<i>Resources expended £000</i>	<i>Transfers £000</i>	<i>Balance at 31 March 2017 £000</i>
16. RESTRICTED INCOME FUNDS					
GROUP					
Social care	9,878	3,934	(2,214)	1,420	13,018
UK programmes	1	441	(439)	—	3
International services	2,475	3,967	(4,331)	—	2,111
Total	12,354	8,342	(6,984)	1,420	15,132
COMPANY					
Social care	9,828	3,934	(2,214)	1,420	12,968
UK programmes	1	441	(439)	—	3
International services	2,475	3,967	(4,331)	—	2,111
Total	12,304	8,342	(6,984)	1,420	15,082

Restricted funds for social care are those which have been donated to the Group to be used specifically for the purchase of new tangible assets, improvements to existing assets or support costs for disabled people to be used at specific locations.

Other restricted funds have been donated to the Group to support specific projects in the UK and overseas.

During the course of the year the Charity has undertaken a comprehensive review of its restricted and designated funds. The amounts shown in the transfers represent the outcome of this review.

**THE FOLLOWING PROJECTS RECEIVED SUPPORT
FROM THE FOLLOWING ORGANISATIONS:**

Funder	Project	Total £000
Armagh City Banbridge and Craigavon Borough Council	Armagh City Banbridge and Craigavon Borough Council	5
Australian Government Department for Foreign Affairs	Testing Disability Determination Procedures for Social Protection Programs in Low and Middle-Income Countries: a Case Study from Vietnam - Agreement No 72559	157
Awards for All England	Fryers House Magic Carpet Project ID: 0010293438	10
Awards for All (Wales)	Dolywern Garden Project Project ID: 0010278205	5
Bank Workers Charity	Bank Workers Charity	179
BBC Children in Need	Youthability (Ref: 2012/12 - Oct - 1210/NW)	11
Big Lottery Fund Celebrate England	Celebrate England Project ID: 0010292477	10
Big Lottery Fund Reaching Communities	Enablement and Healthy Living Project ID: 0010250899	72
Big Lottery Fund Reaching Communities	Can Do - Inclusive Volunteering Project ID: 0010094258	165
Big Lottery Fund Reaching Communities	Opening Doors Project ID: 0010242940	73
Big Lottery Fund Scotland - Young Start	GoIT! Inverness Project ID: 0010251262	28
Big Lottery Fund (Wales) People and Places	Can Do Wales Project ID: 0010264112	129
Big Lottery Fund (Wales) Celebrate Wales	Spirit of Wales Project ID: 0010292043	2
Big Lottery Fund (Office for Northern Ireland)	Moving On Project ID: RY/1/010426528	92
Big Lottery Fund (Office for Northern Ireland)	Access for Success Project: Ref: 10275313	27
Big Lottery Fund and ESF Building Better Opportunities Grant	Able, Capable, Employed - LON/1/6	23
Big Lottery Fund and ESF Building Better Opportunities Grant	Wise Steps - NE/1/3	9
Big Lottery Fund & ESF Building Better Opportunities Grant	Opportunity Suffolk - NeAn/2/2	3
Cabinet Office & Pears Foundation	Can Do Youth Social Action Ref: 3696	125
City Bridge Trust	Enablement & Healthy Living Ref: 12576	39
Comic Relief	Investing in Futures: Inclusive Education for Children with Disabilities in Tanzania. Ref: 1952284	129
Comic Relief	Zambia Inclusive Education Ref: 1806463	145
Comic Relief	Northern Uganda Livelihoods Ref: 824179	183
Department for International Development	Disability and Climate Resilience Research Project ID: 40102800	25
Department for International Development	Pioneering Inclusive Education Strategies for Disabled Girls in Kenya Ref: LCD 6627	1,036
Department for International Development	Global Poverty Action Fund Impact Grant GPAF-IMP-71	76
Department for International Development	Bridging the Gap Ref ES/L008785/1	587
Department for International Development	Understanding the Political and Institutional Conditions for Effective Poverty Reduction Ref ES/L005719/1	101
European Union	DCI-NSAPVD/2014/351-557 Inclusive Education for Disabled Children in Zambia	162
European Union	DCI-NSAPVD/2014/338-560 Accessible and Sustainable Livelihoods for People with Disabilities in Uganda	130
European Union	EIDHR/2014/328677 – Redefining Ability – Promoting Human Rights of Women with Disabilities	51

**THE FOLLOWING PROJECTS RECEIVED SUPPORT
FROM THE FOLLOWING ORGANISATIONS (CONTINUED):**

Funder	Project	Total £000
Fife Council	Garden Project	5
Foundation Scotland	Magic Carpet	5
Gloucestershire CC	Short Breaks Capital Grant Fund	38
Heritage Lottery Fund	Leonard Cheshire Disability Heritage Archive Project: HG-13-02753	105
Kirklees Council	Opening Doors - Kirklees Grant ID Ref: CP 16 49	37
Postcode Community Trust	Wheels for All Ref: PCT1621257	20
Robertson Trust	Sensory Room	15
RS MacDonald Charitable Trust	Sensory Room	6
Southwark Council	Southwark Advice Plus	90
Ulster Garden Villages	Get Up & Go	20
Wimbledon Foundation	Keep Warm, Keep Well	22

	Balance at 1 April 2016 £000	Incoming resources £000	Resources expended £000	Transfers, gains / losses £000	Balance at 31 March 2017 £000
17. UNRESTRICTED INCOME FUNDS					
GROUP					
Designated funds	104,601	—	—	(3,050)	101,551
General funds	10,357	152,997	(156,507)	1,100	7,947
Investment property revaluation reserve	1,614	—	—	4,637	6,251
Pension reserve	(15,001)	—	2,866	(971)	(13,106)
Total	101,571	152,997	(153,641)	1,716	102,643

COMPANY

Designated funds	104,601	—	—	(3,050)	101,551
General funds	9,545	152,344	(155,951)	1,100	7,038
Investment property revaluation reserve	1,614	—	—	4,637	6,251
Pension reserve	(15,001)	—	2,866	(971)	(13,106)
Total	100,759	152,344	(153,085)	1,716	101,734

During the year the Charity has completed a comprehensive review of its reserves with a particular focus on reviewing endowment and legacy funds. Transfers between funds reflect the outcome of this work.

The investment property revaluation reserve is included within general funds on the balance sheet.

18. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	<i>Unrestrict- ed funds £000</i>	<i>Restricted funds £000</i>	<i>Endowment funds £000</i>	<i>Total 2017 £000</i>
Fixed assets	110,253	8,189	735	119,177
Net current assets	10,470	6,943	120	17,533
Long term liabilities	(4,974)	–	–	(4,974)
Pension liability	(13,106)	–	–	(13,106)
Total	102,643	15,132	855	118,630

19. LEASE COMMITMENTS

At 31 March 2017 the Group had annual payments under non–cancellable operating leases as follows:

	<i>2017 £000</i>	<i>2016 £000</i>
Leases expiring:		
- within 1 year	1,323	1,200
- between 2 to 5 years	2,380	2,381
- after 5 years	1,447	1,582
Total	5,150	5,163

20. CAPITAL COMMITMENTS

At 31 March 2017 the Group had commitments for capital expenditure that have not been provided for in the financial statements as follows:

	<i>2017 £000</i>	<i>2016 £000</i>
Contracted	814	1,731

21. SUBSIDIARIES

The Charity beneficially owned the entire share capital of the following subsidiary companies at 31 March 2017 and 31 March 2016.

<i>Name</i>	<i>Registered</i>	<i>Company No.</i>	<i>Issued capital</i>	<i>Status</i>
Leonard Cheshire Trading Limited	England and Wales	03244651	£100	Dormant
The Leonard Cheshire Foundation (Isle of Man) Limited	Isle of Man	074693C	Limited by guarantee	Trading
Fundability Limited (Formerly Jobability Limited)	England and Wales	04082374	£1,000	Dormant
The Leonard Cheshire Foundation Limited	England and Wales	06388333	£100	Dormant
Ability Media Limited	England and Wales	05867061	£100	Dormant
Beyond Disability Limited	England and Wales	05866987	£100	Dormant
Leonard Cheshire Trading Limited	Isle of Man	095071C	£100	Dormant

All trading subsidiaries have been consolidated in the Group financial statements.

The Directors believe that the carrying value of the investments is supported by their underlying net assets.

All subsidiaries registered in England and Wales operate from the following registered office:

66 South Lambeth Road
London
SW8 1RL

The subsidiaries registered in the Isle of Man operate from the following registered office:

Unit B Part First Floor
Willow House
Main Road
Onchan
Isle of Man
IM3 1AJ

	2017	2016
	£000	£000
LEONARD CHESHIRE TRADING LIMITED		
Summary of assets and liabilities as at 31 March 2017		
Assets	4	4
Liabilities	(4)	(4)
Total	–	–

LEONARD CHESHIRE FOUNDATION (ISLE OF MAN) LIMITED

The principal activity of The Leonard Cheshire Foundation (Isle of Man) Limited, which is a registered charity in the Isle of Man, is the provision of residential care for disabled people. A summary of its financial statements for the year ended 31 March 2017 and 31 March 2016 is shown below.

	2017	2016
	£000	£000
Summary of statement of financial activities		
Incoming resources	653	642
Resources expended	(556)	(533)
Net income	97	109
Summary of assets and liabilities		
Assets	976	874
Liabilities	(17)	(12)
Total	959	862

	<i>Group</i>		<i>Company</i>	
	2017	2016	2017	2016
	£000	£000	£000	£000
22. STAFF COSTS				
Wages and salaries	93,036	93,354	92,671	93,004
Redundancy costs	357	327	357	327
Social security costs	6,496	6,390	6,469	6,365
Pension costs	2,281	2,197	2,280	2,196
Other staff benefits	245	248	245	248
Total	102,415	102,516	102,022	102,140

The provision for redundancies to be paid at 31 March 2017 (included above) is £0.1million. (2016: £0.1million). Redundancy costs are provided for where staff are identified as “at risk of redundancy” and consultation has commenced prior to the year end date.

Ex gratia payments

During the financial year, the Charity made an ex-gratia payment of £1,354 to a member of staff to compensate the individual for additional personal support costs incurred as a result of redundancy.

Headcount

The average monthly headcount for the Group was 6,410 staff (2016: 6,773 staff).

The average monthly headcount for the Company was 6,371 staff (2016: 6,737 staff).

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

	<i>Group</i>		<i>Company</i>	
	2017	2016	2017	2016
Voluntary	23	23	23	23
Social care	4,079	4,211	4,063	4,195
International services	17	16	17	16
Campaigning	12	13	12	13
UK programmes	31	25	31	25
Governance	7	3	7	3
Support	279	275	279	275
Total	4,448	4,566	4,432	4,550

REMUNERATION OF HIGHER PAID EMPLOYEES

Emoluments of higher paid employees (excluding pension contributions):

	Group		Company	
	2017 Staff	2016 Staff	2017 Staff	2016 Staff
£60,001 – £70,000	17	10	17	10
£70,001 – £80,000	3	4	3	4
£80,001 – £90,000	4	2	4	2
£90,001 – £100,000	1	1	1	1
£100,001 – £110,000	–	2	–	2
£110,001 – £120,000	2	1	2	1
£140,001 – £150,000	1	1	1	1
Total	28	21	28	21

PENSION CONTRIBUTIONS FOR HIGHER PAID EMPLOYEES PAID BY THE GROUP

	2017 £000	Staff	2016 £000	Staff
Defined contribution schemes	183	26	158	21

Trustees

No Trustee, or person related or connected by business to a Trustee, has received any remuneration from the Charity or its subsidiaries during the year ended 31 March 2017 (2016: £nil).

The Charity has purchased insurance to protect it from loss arising from neglect or default of the Trustees and to indemnify the Trustees against the consequences of neglect or default on their part.

KEY MANAGEMENT PERSONNEL

The key management personnel of the Charity consist of the Trustees and the Executive team. The total amount of remuneration and benefits paid to the key management personnel are as follows:

	Group		Company	
	2017 £000	2016 £000	2017 £000	2016 £000
Remuneration and benefits	1,015	963	1,015	963

23. PENSION SCHEMES

Defined contribution pension schemes

The charity operates a number of defined contribution pensions schemes. Members' contributions are between 2 per cent and 5 per cent of pensionable salary and employer contributions are between 4 per cent and 11 per cent of pensionable salary.

From 1 July 2013 the Charity joined the government auto-enrollment scheme. This means that all eligible staff who are not already members of a defined benefit pension scheme are automatically enrolled unless the staff member explicitly chooses to opt-out. Employer contributions for these staff members are 1 per cent of pensionable salary.

Defined benefit pension schemes

The Charity operates a number of defined benefit pension schemes. Following a risk-based assessment, the Charity has obtained an FRS 102 actuarial valuation for its material defined benefit pension schemes.

The value of the schemes' defined benefit liabilities have been measured using the projected unit method. The schemes' assets do not include investments issued by the sponsoring employer nor any property occupied by the sponsoring employer. The overall expected rate of return on the net schemes' assets has been based on the average expected return for each asset class, weighted by the amount of assets in each class. The schemes hold quoted securities and these have been valued at bid-price.

Further information on the Charity's defined benefit pension schemes is provided below. The major assumptions used by the actuaries are disclosed in this note.

The Pension Trust Growth Plan

The Charity's largest defined benefit pension scheme is The Pension Trusts Growth Plan (the Plan). The Plan is closed to new entrants. The net pension liability recognised in the balance sheet as at 31 March 2017 is £10.2million.

A full actuarial valuation was carried out at 30 September 2015 and the results have been updated to 31 March 2017 by a qualified actuary, independent of the scheme's sponsoring employer. The last full valuation as at 30 September 2015 showed a deficit valuation of £18.2million with gross assets of £52.5million and gross liabilities of £70.7million.

Member contributions are payable in addition as stated in the Schedule of Contributions dated 1 November 2016. The best estimate of employer contributions to be paid to the scheme for the period commencing 1 April 2017 is £1.8million.

Clwyd Pension Fund

The Clwyd Pension Fund (the Fund) relates to a small number of staff who joined the Charity's service in Dolywern. The Fund is closed to new entrants. On 31 March 2017, the Fund has 4 active members, 4 deferred members, 16 pensioners and 4 dependents. The net pension liability recognised in the balance sheet at 31 March 2017 is £0.3million with gross assets of £1.5million and gross liabilities of £1.8million.

A full actuarial valuation was carried out at 31 March 2016. The best estimate of employer contributions to be paid for the period commencing 1 April 2017 is £29,000.

South Yorkshire Pension Fund

The South Yorkshire Pension Fund (the Fund) relates to a small number of staff who joined the Charity's services in Sheffield. The Fund is closed to new entrants. On 31 March 2017, the Fund has 3 active members, 3 deferred members, 18 pensioners and 3 dependents. The net pension liability recognised in the balance sheet as at 31 March 2017 is £0.1million with gross assets of £1.3million and gross liabilities of £1.4million.

A full actuarial valuation was carried out at 31 March 2016. The best estimate of employer contributions to be paid for the period commencing 1 April 2017 is £11,000.

PRINCIPAL ACTUARIAL ASSUMPTIONS

The disclosures below state the principal actuarial assumptions used to complete the FRS 102 actuarial valuation for the year ended 31 March 2017 for The Pension Trust Growth Plan, Clwyd Pension Fund and South Yorkshire Pension Fund.

	<i>At 31 March 2017 (per annum)</i>	<i>At 31 March 2016 (per annum)</i>
Financial assumptions		
Discount rate	2.5 – 2.6%	3.4 – 3.6%
Rate of increase in salaries	3.0 – 3.55%	2.7 – 3.75%
Rate of increase in pensions:		
LPI 5% (Pre 6 April 2005 accrual)	2.25%	2.0%
LPI 2.5% (post 5 April 2005 accrual)	1.7 – 2.3%	1.6 – 2.0%
Rate of revaluation of deferred pensions in excess of the GMP	3.2%	2.9%
Inflation assumption (RPI)	3.2%	2.9%
Inflation assumption (CPI)	2.2 – 2.3%	1.9 – 2.0%
Expected return on the scheme assets (as at beginning of each year presented)	19.5 – 22.3%	0.7 – 1%
Demographic assumptions		
Mortality (life expectancy beyond age 65);		
Male pensioner at age 65 in 2016	21.9 – 23	22.2 – 23.5
Female pensioner at age 65 in 2016	23.7 – 25.7	24.6 – 26
Male non–pensioner at age 65 in 2035	23 – 25.6	23.5 – 26.4
Female non–pensioner at age 65 in 2035	25 – 28.2	26.1 – 29.4

	<i>Value at 31 March 2017 £000</i>	<i>Value at 31 March 2016 £000</i>
Pensions Trust Growth Plan, Clwyd Pension Fund and South Yorkshire Pension Fund	10,683	11,098
Scottish Voluntary Sector Pension Scheme	78	42
TPT GP3	1,352	1,490
Federated Flexiplan	–	217
Dyfed	98	72
NHS	895	952
Wiltshire	–	873
Oxfordshire	–	257
Total	13,106	15,001

FINANCIAL STATEMENTS

	Value at 31 March 2017 £000	Proportion	Value at 31 March 2016 £000	Proportion
FAIR VALUE OF ASSETS				
Equities	37,245	55%	30,827	54%
Bonds	25,244	37%	21,055	37%
Property	4,336	6%	4,379	7%
Cash / liquidity and other	1,047	2%	1,091	2%
Total value of assets	67,872	100%	57,352	100%

	Value at 31 March 2017 £000	Value at 31 March 2016 £000
BALANCE SHEET IMPACT		
Present value of funded obligations	(78,555)	(68,450)
Fair value of scheme assets	67,872	57,352
Deficit	(10,683)	(11,098)
Related deferred tax liability	—	—
Net pension liability	(10,683)	(11,098)

	Year ending 31 March 2017 £000	Year ending 31 March 2016 £000
SOFA IMPACT		
Current service cost*	126	150
Expenses	157	163
Net interest cost	368	401
Total	651	714

* The current service cost includes allowance for the cost of Death In Service benefits and all the expenses of running the scheme (including the Pension Protection Fund levy).

**ANALYSIS OF AMOUNT RECOGNISED IN THE SOFA
AS UNREALISED LOSSES**

	Year ending 31 March 2017 £000	Year ending 31 March 2016 £000
Net actuarial gains recognised in year	193	82
Return on plan assets - gains / (losses)	8,752	(1,509)
Experience gains / (losses) arising on plan liabilities	859	(59)
Effect of changes in demographic and financial assumptions - (losses) / gains	(10,775)	1,448
Total recognised in other comprehensive income - loss	(971)	(38)

RECONCILIATION OF PRESENT VALUE OF SCHEME LIABILITIES

	Year ending 31 March 2017 £000	Year ending 31 March 2016 £000
Change in the present value of the defined benefit obligation		
Opening defined benefit obligation	68,450	69,900
Expenses	156	163
Service cost	126	150
Interest cost	2,416	2,396
Contributions by employees	78	87
Re measurements - experience gains	(244)	—
Actuarial losses	10,380	(1,521)
Benefits paid	(2,807)	(2,725)
Closing defined benefit obligation	78,555	68,450

**RECONCILIATION OF PRESENT VALUE OF SCHEME
ASSETS AND ACTUAL RETURN ON ASSETS**

	Year ending 31 March 2017 £000	Year ending 31 March 2016 £000
Change in the fair value of the scheme assets		
Opening fair value of the scheme assets	57,352	57,515
Interest income	2,048	1,995
Admin expenses	(1)	—
Actuarial gains / (losses)	9,165	(1,559)
Contributions by employer	2,037	2,039
Contributions by employees	78	87
Benefits paid	(2,807)	(2,725)
Closing fair value of the scheme assets	67,872	57,352
Actual return on Scheme assets	11,211	436

Other defined benefit pension schemes

The Charity operates several other multi-employer defined benefit schemes as follows:

- The Scottish Voluntary Sector Pension Scheme. The pension deficit on this scheme of £92,000 (2016: £48,000) will be funded by lump sum payments over the recovery period of 12 years as specified in the most recent triennial valuation;
- The TPT Growth Plan 3 scheme. The pension deficit on this scheme of £1.5million (2016: £1.7million) will be funded by lump sum payments over the recovery period of 6 years as specified in the most recent triennial valuation;
- The Federated Flexiplan. The scheme has a zero pension deficit (2016: £0.2million). It is now fully insured and no further payments are required to be made; and
- In addition, the Charity operates a number of other smaller, multi-employer defined benefit pension schemes. These schemes have a combined pension deficit of £1.0million (2016: £2.2million) and the deficits will be funded by annual payments based on the contribution rates and recovery periods of between 13 and 16 years.

Scheme name	Pensionable salary £000	Contribution rate 2017 %	Contribution rate 2018 %	Recovery period years	Scheme deficit 2017 £000	Scheme deficit 2016 £000
Dyfed	11	20	20	14	98	72
NHS	573	14.3	14.3	13	895	952
Wiltshire	—	—	—	—	—	873
Oxfordshire	—	—	—	—	—	257
Total	N/a	N/a	N/a	N/a	993	2,154

24. CONTINGENT ASSETS

The Charity has a legal charge on a property that entitles it to 13.9 per cent of the value of the site, should it be developed. The property is currently owned by another organisation which uses it to provide care to people with learning difficulties.

The Charity is entitled to 20 per cent of the sale proceeds on a house which is currently occupied by a private individual. There are no current plans to dispose of the property.

25. CONTINGENT LIABILITIES

At the year end, there were a number of unresolved legal disputes, contractual commitments to meet rental obligations on vacant property and other matters which may result in a liability to the Charity. It is not possible to estimate reliably the potential liability arising from these matters.

26. COMPANY LIMITED BY GUARANTEE

The Charity is a company limited by guarantee and, in the event of a winding-up, the members are committed to pay £1 each. All members are Trustees.

27. RELATED PARTY TRANSACTIONS

One of our Trustees (Justin Tydeman) is CEO and director of PHS Group Limited and a number of its subsidiary companies. Leonard Cheshire Disability has a long standing relationship with PHS Group Limited and its subsidiary companies for the provision of waste disposal services. This relationship predates his appointment as a Leonard Cheshire Disability Trustee in 2013. All transactions are at full arms-length based on normal commercial terms. In the year to 31 March 2017, the value of goods and services purchased by Leonard Cheshire Disability from PHS Group Limited and its subsidiary companies was £26,736. On 31 March 2017, Leonard Cheshire Disability owed PHS Group Limited and its subsidiary companies £286. No debts have been written off during the year.

Clare Pelham, our former Chief Executive, was also Chair of the Voluntary Organisations Disability Group. During the year to 31 March 2017, Leonard Cheshire Disability paid an annual membership subscription of £5,650 to that organisation which is the standard membership fee.

The Charity provides a full range of management and other support services to Leonard Cheshire Foundation (Isle of Man) Limited in order to enable the subsidiary to operate and meet its statutory requirements for which it charged an agreed fee of £62,000 (2016: £56,000). All banking transactions are carried out on a group basis using the Charity's banking facilities. The resultant intercompany liability is reflected in creditors as shown in Note 13.

Aggregate donations from Trustees was as follows:
2016/17: £180
2015/16: £1,750



Thank you

THANK YOU

CHARITABLE TRUSTS, CORPORATE PARTNERS AND OTHER SUPPORTERS:

-
- | | | |
|--|--|--|
| — Accenture | — Francis C Scott Charitable Trust | — Seetec |
| — Albert Hunt Trust | — GlaxoSmithKline | — Sir John Fisher Foundation |
| — Armagh City Banbridge and Craigavon Borough Council | — Gloucestershire County Council | — South Essex Homes |
| — Australian Government Department for Foreign Affairs | — Good Things Foundation | — Southwark Council |
| — Awards for All | — Greater London Authority | — Stelios Philanthropic Foundation |
| — Bank Workers Charity | — Haberdashers' Company | — Strangward Trust |
| — Barclaycard | — Hall Hunter Partnership | — Supporting People |
| — Barclays Bank plc | — Heritage Lottery Fund | — The Chiltern Charitable Trust |
| — Batchworth Trust | — Hobson Charity Limited | — The Copley May Foundation |
| — BBC Children in Need | — Howden Joinery Limited | — The David Lean Foundation |
| — Bevan Brittan | — JTI | — The Gordon and Ena Baxter Foundation |
| — Big Lottery Fund | — Kirklees Council | — The Haberdashers' Company |
| — Bill Brown's Charitable Settlement of 1989 | — Lakeland Disability Support | — The Joseph Keith Burgess Foundation |
| — Borrowes Charitable Trust | — Marsden Legal Search and Recruitment | — The Kadoorie Foundation |
| — Bruce Wake Charitable Trust | — Marston's PLC | — The PIMCO Foundation |
| — Cantor Fitzgerald | — Momentum | — The Royal National College for the Blind |
| — Chapman Charitable Trust | — Monday Charitable Trust | — The Summerfield Charitable Trust |
| — Charities Aid Foundation | — Mrs J B Wood's Charitable Trust | — The Tribal Group Foundation |
| — City Bridge Trust | — Nurse Plus | — Tomorrow's People Trust Limited |
| — Comic Relief | — P F Charitable Trust | — Tompkins Foundation |
| — Cumbria County Council | — Pears Foundation and Cabinet Office | — Ulster Garden Villages |
| — Denise Coates Foundation | — Postcode Community Trust | — Wandsworth Borough Council |
| — Department for International Development | — Presidents Club Charitable Trust | — Wimbledon Foundation |
| — Department for Work and Pensions | — Robertson Trust | — World Jewish Relief |
| — European Commission | — RS MacDonald Charitable Trust | |
| — European Social Fund | — Scottish Council for Voluntary Organisations | |
| — European Union | | |
| — Fife Council | | |
| — Foundation Scotland | | |

We acknowledge and remember those supporters whose legacy was a gift in their will to Leonard Cheshire Disability whilst also respecting the wishes of some to maintain anonymity:

- | | |
|-----------------------|--------------------------|
| — Miss Eleanor Bragge | — Mrs Edith Lock |
| — Mr Ron Chandler | — Mrs Ruth Mason |
| — Mr John Crabtree | — Mrs June McNee |
| — Mr Clive Dawson | — Group Captain Robinson |
| — Mrs Mary Fimister | — Mr Norman Sharp |
| — Mr T Forgham | — Ann Sparkes |
| — Mr Leonard Gill | — Mr Henry Walker |
| — Mr Harold Hillary | — Mr Raymond Wand |
| — Mr Christopher King | — Miss Lily Wilson |

Who's who

TRUSTEES AND SENIOR OFFICERS

Founder

The Late Group Captain Lord Cheshire,
VC, DSO, DFC

Trustees

Sally Davis (Chairman)

Paul Baker *+
(resigned 30 September 2016)

Richard Brooman ^<

Vicci Chittenden ^

Martin Davidson (Vice Chair) ^+

Elizabeth Haywood <

Alastair Hignell ^

Vidar Hjordeng
(term started 4 January 2017)

Colin Hunter °
(term started 29 November 2016)

Ranald Mair °
(term started 26 October 2016)

Catriona Rayner *+<

Rena Shepherd

Anubha Shrivastava *
(term started 15 July 2016)

Justin Tydeman *+

Chief Executive

Clare Pelham (to 22 May 2016)
Rosemarie Pardington (acting) (from 11 April 2016
to 23 September 2016)
Neil Heslop (from 5 September 2016)

Chief Financial Officer

Sarah Broad

Director of UK Care Services Δ

Hugh Fenn (from 7 November 2016)

Director of International

Tiziana Oliva

Director of Partnership Services Δ

Laura Crandley (from 1 April 2017)

Director of Marketing and Fundraising Δ

Kate Burt (from 3 April 2017)

Director of Fundraising ◇

Sarah Bryan (to 31 March 2017)

Director of Corporate Affairs ◇

Peter Jenkins (to 25 June 2017)

Director of People

Patricia Williamson (interim) (to 13 September 2016)
David Jessop (from 1 August 2016)

Director of Transformation and Technology Δ

Jon Petty (from 20 October 2016)

Director of Development

Mark Elliott

Director of Services ◇

Rosemarie Pardington (to 10 April 2016)
Mark Elliott (from 18 April 2016 to 1 April 2017)

Director of Projects ◇

Mrunal Sisodia (to 31 October 2016)

^ Nominations Committee

* Finance Committee

+ Remuneration Committee

< Audit and Risk Committee

° Care Quality Improvement Committee

Δ New role

◇ Disestablished roles

Principal advisors

PRINCIPAL ADVISORS

AUDITORS

PricewaterhouseCoopers LLP

1 Embankment Place
London
WC2N 6RH

BANKERS

Barclays Bank Plc

1 Churchill Place
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E14 5HP

LEGAL

**Leonard Cheshire Disability
uses a panel of legal advisors
including:****Bevan Brittan**

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66 Lincoln's Inn Fields
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Devonshire House
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London
W1J 8AJ

Shoosmiths

25 Old Broad Street
London
EC2N 1HQ

Bates Wells Braithwaite

10 Queen Street Place
London
EC4R 1BE

Wright Hassall

Olympus Avenue
Royal Leamington Spa
CV34 6BF

Leonard Cheshire Disability does
not use any investment advisors.







discover
your online
potential



Discover
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