



# **Trustees**

## **Appointment brief**

**February 2024**

**Reference: VALCL**

# Introduction

Dear candidate,

Thank you for your interest in joining us on the board of Leonard Cheshire - a vital charity that makes a real and important difference for disabled people.

I was immensely proud to join the board as its Chair in March 2023, as I appreciate the organisation's important ongoing role, both at an individual and societal level. Our impact and the difference our services make to disabled people is life-changing, vital, and tangible, as is the role we play within the sector.

We are looking for people with the right experience, skills, empathy, and passion for the cause, to join our new Board; people who have the determination to make sure the charity continues to play a vital everyday role in the lives of thousands of disabled people long into the future.

For more than 70 years, Leonard Cheshire has been supporting disabled people and working to break down barriers that deny them basic rights. Our founder believed disabled people have the right to independence and was visionary in establishing a standard of care that was groundbreaking for its time. We retain his ethos of independence and are looking to shape Leonard Cheshire for the future.

Last year was an important one, in which strong foundations were put in place to address significant financial issues, following several years of the charity running deficits.

With improved finances and a Board refresh we have made difficult strategic decisions – such as ceasing our international work and starting a process of consolidation – and are on the right path to success. The coming years will be key as we seek to further strengthen our financial footing and revert to our core primary business of person-centred care and support for severely disabled people, with independence at its core.

Looking further ahead, there are exciting opportunities for a new Leonard Cheshire, embracing technology and setting a higher standard of care for the UK.

This is a pivotal moment for our organisation and if you are drawn to a turnaround and transformation agenda and have a deep empathy for our mission to support disabled people, we would love to hear from you.

Best wishes,

**Neil Goulden, Chair of the Board of Trustees**



# About Us

One in five people in the UK will become disabled in their lifetime. Leonard Cheshire believes in a fair world in which disabled people have the same equal opportunities and choices as non-disabled people. For nearly 75 years, Leonard Cheshire has worked directly with disabled people to break down the barriers they face, collaborating with organisations and the public to challenge discrimination and promote inclusive practices.

Today, our 4,000 staff provide social care services support to help over 2,000 disabled people across the UK. In addition to offering high-quality care and community support, we lead campaigns to influence government to implement legislation that positively benefits the lives of disabled people. As well as fighting for disabled people's rights, we work with partners to deliver support and life-changing programmes.

As one of the world's leading charities for disabled people, we believe disabled people should have the freedom to live their lives the way they choose – with the opportunity and support to live independently, to contribute economically and to participate fully in society.

## In numbers



### One in five

One in five of us will be affected by disability at some point in our lives.



### 15 per cent of the world population

It is estimated that people with disabilities represent at least 15 per cent of the world population or more than 1 billion individuals.



### Less likely to be employed

1 in 5 (19%) employers say they would be less likely to hire someone with a disability.



### More likely to be out of work

Only around half (53.7%) of disabled people are in work, compared to more than four-fifths (82%) of non-disabled people.

Please find more detail on our financials in [our annual report](#) for 2021-2022.

## Our values

### We are:

#### Positive

Warm and empathetic, we always look to progress and improve.

#### Proud

Strong willed and spirited, we are firm in our beliefs.

#### Pioneering

Confident and imaginative, we are creative change-makers.

# Our UK Community Services

Following its formation in the aftermath of World War II, Leonard Cheshire became known as a pioneer in providing care services, not only with its homes but also in providing care in the community.

Frontline care and support, in residential and supported living services across the UK, remains at the core of what we do. **We are amongst the highest rated providers of care and supported living services in the UK, with 87% of our services are rated as 'good' or 'outstanding' by regulators (March 31, 2022).**

We have:

- 59 residential services (care and nursing homes)
- 49 supported living services.

Our approach is based on the promotion of greater independence and choice for the disabled people we support. This includes use of pioneering technology that gives greater control to people, as well as driving forward improvements in care.

The needs and preferences of disabled people and commissioners are changing. We continue to explore opportunities that give disabled people greater choice in where they live and the type of support available, responding to unmet need where we can.

Technology is a powerful tool for independent living. It creates choice and opportunities in disabled people's lives that were previously unimaginable.

Using the latest assistive technology more widely at our services is an important part of our vision to change the way social care is delivered, and what good looks like.



# Our impact

## Our work has an impact on individuals, the public, and organisations at national level

### Impact for individuals

#### Our aims

- Disabled people feel respected, valued and safe, choose where and how they live, and participate freely in social and leisure activities.
- People achieve improved learning outcomes, their aspirations for work, and financial control.
- People can optimise their health and wellbeing.

#### Our actions

- We **support disabled people to claim their rights, access quality learning and work, and live as they choose.**
- We work with families and communities to be inclusive.

### Impact on organisations and the public

#### Our aims

- The public adopts inclusive behaviours towards people with disabilities.
- Communities are fully accessible – including homes, public spaces and transport.
- Education providers and employers enable full participation.
- Technology, products and services are designed to be inclusive.

#### Our actions

- We champion rights, promote inclusive behaviours and challenge discrimination.
- We **campaign and use our influence to increase access to education, employment, transport and buildings.**
- We work with organisations to foster inclusive practices.
- We promote inclusive innovation in technology, products and services



# Where we are

Leonard Cheshire has experienced significant financial headwinds in recent years, as a result of running deficits, unprecedented challenges in frontline care delivery, the impact of lost fundraising and ongoing funding challenges in the wider sector. Last year was an important one, in which strong foundations and a robust plan were put in place to address these issues, to make Leonard Cheshire financially sustainable for the future. We have made good progress, but there is more to do.

We have made some difficult strategic decisions to right-size the charity and have reverted to our core business of providing care and accommodation for severely disabled people. This has involved closing our international activities and rationalising our estate. We are now undergoing a period of consolidation to ensure our properties and services are fit-for-purpose for our beneficiaries. As a result of these changes, we are now out of our overdraft and are ready to execute our plan to bring greater consistency and continuity to our frontline services, make the investments the organisation needs in technology and business systems and processes and future-proof the charity.

Over the last two years, we have recruited a new Chief Executive, CFO, Finance Team, and Commercial Director as well as Chair and six new trustees. We will be building out our Board to its full complement with these additional Trustee hires.

The coming years will be critical as we seek to further strengthen our financial footing, embrace technology and set a higher standard of care for the UK. We will be looking to our new Trustees to support us in advocating for the rights of disabled people; guiding us in a challenging commissioning environment; and advising us on our property and digital strategies.



# Building our Board

As we look to the future, the charity is refreshing the Board and recruiting new Trustees, who will, in addition to the below, be involved with respective committees, to be agreed.

## Trustee Purpose

- Provide strategic leadership of the charity.
- Set the strategic vision, values and culture of Leonard Cheshire.
- Ensure the good governance and financial viability of the charity, ensuring the charity is accountable in complying with all statutory reporting requirements.
- Act as an ambassador for Leonard Cheshire.

## Key Responsibilities

- Play a role in leading the charity through a period of transformational change and contribute to the financial and operational progress of the charity.
- Work with the Board and Executive team in setting the strategic vision, values and the culture for Leonard Cheshire.
- Support the leadership team in the creation and achievement of strategic and financial targets, and the delivery of long-term stability for the charity and its residents.
- Set the benchmarks for high standards, setting the tone from the top with regard to values, purpose, culture and high standards of care for our beneficiaries.
- Help to promote a culture of openness and debate to foster relationships based on trust, mutual respect, and open communications between the Board and the Executive Group.
- Ensure effective board oversight of delivery against the turnaround plan, and subsequent strategic plan.
- Ensure oversight of the integrity of financial statements and internal controls and the risk management process, focussed on ensuring that the Board receives accurate, clear and timely information to support sound decision-making, and mitigation of risk.
- Ensure effective risk management, stress testing of the financial plan and effective mitigation measures are in place.
- Ensure and contribute to effective decision making in line with good governance, actively contributing experience, insight and skills to provide constructive challenge, debate and inform decision-making.
- Ensure Leonard Cheshire is compliant with all its legal and regulatory obligations and recognised good practice.
- Demonstrate personal integrity, and high ethical standards.
- Recognise the importance of regard for others, encouraging and listening to their contributions, focusing on key issues, and pressing on what matters for the charity and its beneficiaries.
- Comply with all rules and policies and procedures, as set and amended by the Board.

# What we're looking for

We are seeking a number of Trustees, who will bring relevant skills and experience in our core business areas, to support us on our ongoing transformation journey.

We are prioritising the following:

- **A disability advocate, with personal lived experience of disability or of caring for a disabled person.**
- **Adult social care experience with a good knowledge of NHS and Local Government commissioning.**
- **Experience in property, particularly in social housing or housing associations.**

We are also interested in the following skills:

- **Digital technology skills at a strategic level.**
- **Relevant legal experience, which could be in commercial, property, charity or trust law.**

**In addition to the specific skills and experience we are seeking, all Trustees need to be able to demonstrate the following general qualities, knowledge and experience:**

- Clear and motivated commitment to the mission and values of Leonard Cheshire.
- A proven track record of working at a strategic and senior level, with an ability to provide sound governance and oversight and objective, independent judgement as a Trustee
- A sound understanding of the role of a trustee, including all the legal obligations and fiduciary duties of the role.
- A willingness to devote the necessary time and effort to meet Board requirements, including attendance at Board meetings and the relevant Board Committees.
- Ability to work effectively as a member of a team providing constructive challenge while remaining respectful to others.
- A willingness to accept the legal duties, responsibilities and liabilities of trusteeship
- Ability to act in the best interests of the charity, exercising own, independent judgment, with reasonable care, skill and diligence.
- Cultural and political sensitivity along with the highest professional standards, reputation and integrity.
- The ability to help foster a strong and supportive relationship between the Board of Trustees and the Executive team which is centred on honesty, trust, transparency and a strong understanding of shared goals.
- Strong communication, networking and interpersonal skills with the confidence and style to represent the organisation.



# Terms of appointment

## Time commitment:

In an average year, there are four Board meetings of between 3-4 hrs and one Board awayday (5 meetings total).

In addition to the main Board meetings, Committee meetings take place a minimum of quarterly, across the following committees: Finance, Audit & Risk, Governance & Nominations, Quality & Safeguarding, People.

Outside of the formal meetings, time will be needed for preparation for meetings (both full Board and Committee) and keeping in touch with other board members and the Executive.

**Term:** Trustee appointments are for a three-year term, renewable for a maximum of two terms.

**Location:** All Board meetings are in person.

The role is not accompanied by any financial remuneration; however all relevant expenses are reimbursed.

# How to apply

**We are committed to building a diverse and inclusive workplace. We actively and warmly encourage applications from a wide range of backgrounds.**

Saxton Bampfylde Ltd is acting as an employment agency advisor to Leonard Cheshire on these appointments.

Candidates should apply for this role through our website at [www.saxbam.com/appointments](http://www.saxbam.com/appointments) using code **VALCL**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter, and complete the online equal opportunities monitoring\* form.

The closing date for applications is **12 noon on Thursday 29<sup>th</sup> February 2024**.

\* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

## GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

# Saxton Bampfylde

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