

## Leonard Cheshire in the Future.

Leonard Cheshire has grown over the years by responding to market demands. To some extent growth has been organic and opportunistic: properties were left to the charity which in today's environment are no longer fit for purpose, income is no longer voluntary but primarily from Local Authority contracts, and the way care is delivered has been changing.

Going forward, we need to meet the demands of today with an eye to the future. We need to clearly define our place in the social care market based on insights and CQC's vision Right Care Right Culture.

Over the coming months we are disposing of our least commercially viable care services, as part of the financial deliverables for the turnaround. Alongside this, we are carrying out a market insight based strategic review of our Social Care. This will enable us to make informed strategic decisions about our current services on a now-to-5-year horizon and provide us with the tools and insights to define our proposition and services for the future i.e., 5-10 years, based on how the market is changing and CQC's future vision. From this we will define a pathway for reengineering ourselves to deliver our future, looking at whether we support both physical and learning disability, the age group we serve, and where we are located.

What we know is that Leonard Cheshire will be a smaller more focused organisation with social care at its core. Smaller in scope, footprint, and organisational size.

Independence for those we support will remain our ethos: economic independence and living independence.

For those who need support to maximise their potential to live independent lives, we will provide social care services.

For those able to work, we will support them to be included in the workforce through Change 100 and our Training & Consultancy.

We seek to amplify our impact in the above focus areas through our advocacy work, to bring about legislative and system change, as well as changes in societal attitudes that last. Where we have an authoritative voice and capacity to do so, we will also actively champion making the UK a better place for people with disabilities through elevating other issues.

In everything we do, we will be a partner and ally for disabled people, delivering to their agenda on their terms.