

Sue Ryder



TRUSTEES' REPORT AND ACCOUNTS 2016–17

Year ending 31 March 2017

Contents

Sue Ryder in numbers	2
Foreword by CEO and Chair of Trustees	4
Our Progress – Trustees’ Report	
Our care – service map	5
Our vision and values	6
Incredible stories	7
Where we get our money	10
How our money is spent	11
Our priorities in 2016–17	14
– To provide and develop the best possible care	15
– To grow our influence	18
Our Performance	
Financial summary	22
Structure, governance and management	28
Our Accounts	
Legal and administrative details – including trustee profiles	34
Independent auditor’s report	40
Accounts for year ending 31 March 2017	42
Notes to the accounts	46
Thank You	
Recognition of key supporters	72

Sue Ryder in numbers



83p in every
£1 spent

goes towards our patient care



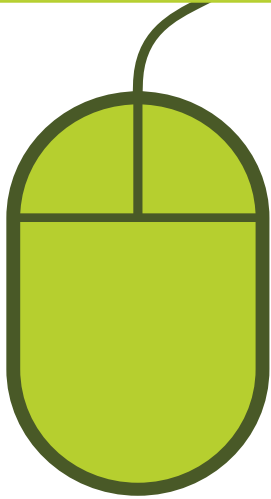
£135

could pay for a hospice
nurse for a day



One in four

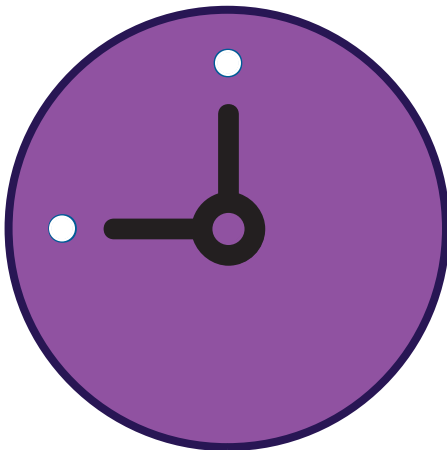
of us is living with a
life-changing condition



Our Online Community supported

**over 50,000
people**

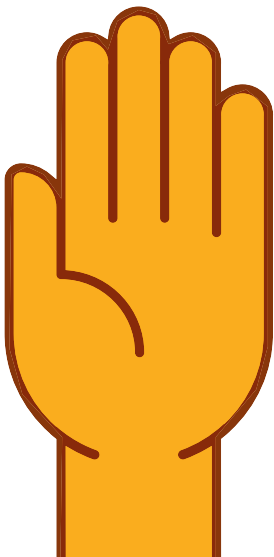
in 2016–17



We provide

2.5m hours

of care to thousands of people
every year



Last year our volunteers' total time contribution to us was the equivalent of

£28.9m

Foreword

We are pleased to present the Sue Ryder Trustees' Annual Report and Accounts for 2016–17.

Our vision is to ensure everyone in need of hospice and neurological care lives the fullest life possible. We do this through our seven hospices, five neurological centres and in the community. We're a national charity and with the help of our 11,000 volunteers, 449 shops, our dedicated staff and incredible supporters, we provided over 2.5 million hours of care last year.

We achieved many other fantastic things in 2016–17. Our Online Community supported thousands of people, helping them with advice and guidance on coping with bereavement. Our three-year partnership with Morrisons, which raised over £7.3 million towards the expansion of our end of life care services, ended on a high. We embarked on a three-year programme of training to improve the understanding of human rights in palliative care. We also received accreditation with Investors in People, recognising our commitment to supporting employees in their career and further development.

In 2016–17 we changed the way we deliver some services, reorganised our resources, and implemented new systems and processes to ensure we could operate competitively and sustainably in a tough financial environment. We also split our health and social care provision into two directorates, Hospices and Fundraising and Neurological Services and Scotland. Our change programme resulted in over £2.5 million of annualised cost savings and we will continue to build on this progress in 2017–18.

We have some bold ambitions for 2017–18. These include leading on healthcare quality improvement, growing hospice fundraising into long-term sustainable income and continuing our digital transformation programme. We're confident that our progress this year has laid the foundations for success in 2017–18 and beyond.

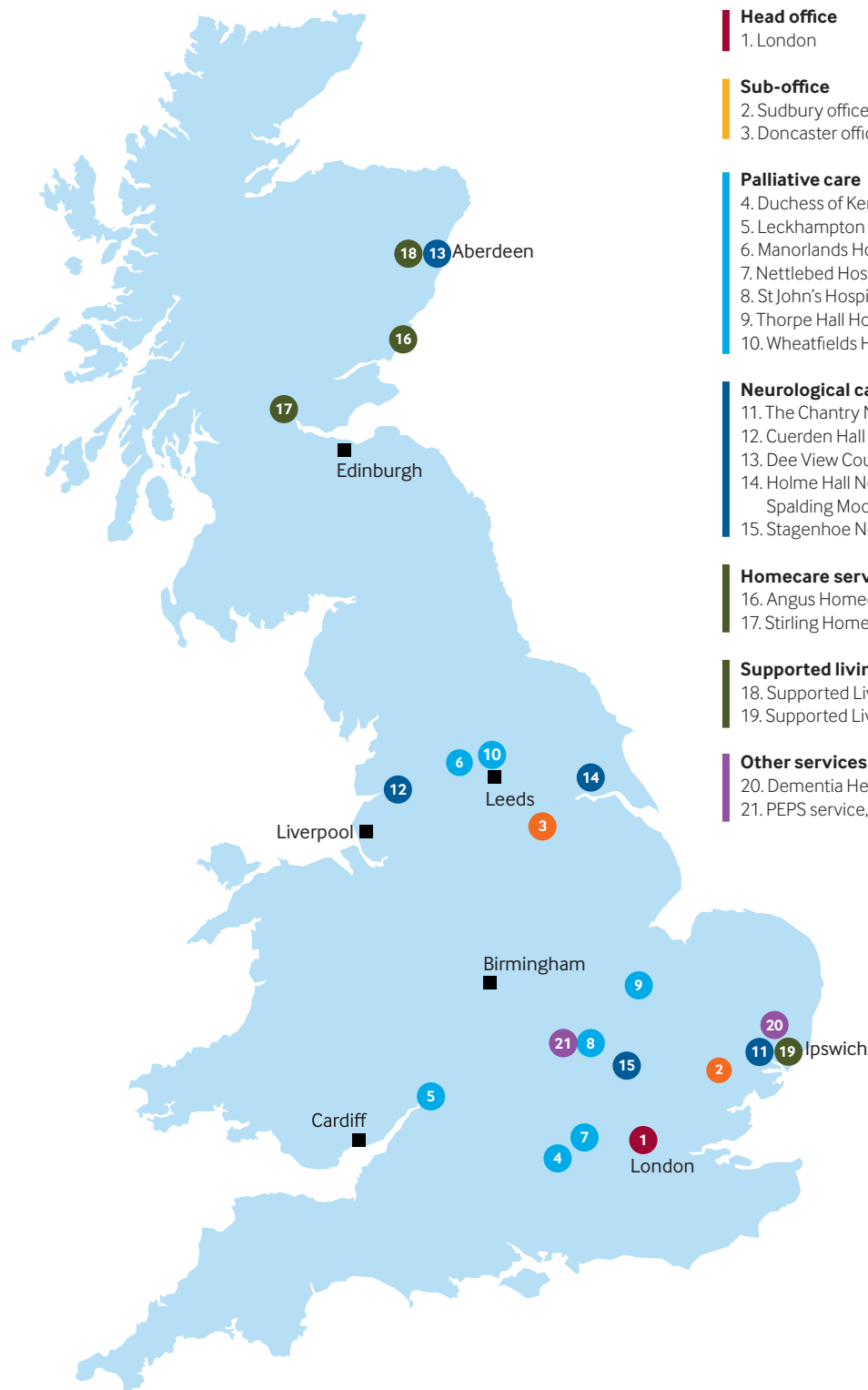
Lastly, there will be some changes to our Trustee team this year as I (Roger), Dr Diana Walford and Lucinda Riches will be retiring following the end of our tenure. I'm sure I speak for us all in saying it's been a privilege to hold the position of trustee at Sue Ryder and for me to hold the position of Chair of Trustees also. Neil Goulden will be taking over the position of chair from July 2017 and we will welcome new members of the Trustee Council from September 2017. I'd like to extend my thanks to my colleagues on the Trustee Council and will look forward to seeing Sue Ryder's continued success in the years ahead.

With best wishes
Heidi Travis (CEO)
Roger Paffard (Chair of Trustees)



Our care

We provide 2.5 million hours of expert medical, practical and emotional support every year, in our hospices and neurological care centres, in people's homes and in the community.



- Head office**
 - 1. London
- Sub-office**
 - 2. Sudbury office, Sudbury (registered office)
 - 3. Doncaster office, Doncaster
- Palliative care**
 - 4. Duchess of Kent Hospice, Reading
 - 5. Leckhampton Court Hospice, Cheltenham
 - 6. Manorlands Hospice, Keighley
 - 7. Nettlebed Hospice, Henley-on-Thames
 - 8. St John's Hospice, Bedford
 - 9. Thorpe Hall Hospice, Peterborough
 - 10. Wheatfields Hospice, Leeds
- Neurological care**
 - 11. The Chantry Neurological Care Centre, Ipswich
 - 12. Cuerden Hall Neurological Care Centre, Preston
 - 13. Dee View Court Neurological Care Centre, Aberdeen
 - 14. Holme Hall Neurological Care Centre, Holme upon Spalding Moor
 - 15. Stagenhoe Neurological Care Centre, Hitchin
- Homecare services**
 - 16. Angus Homecare, Arbroath
 - 17. Stirling Homecare, Stirling
- Supported living**
 - 18. Supported Living Unit, Aberdeen
 - 19. Supported Living Unit, Ipswich
- Other services**
 - 20. Dementia Helpline, Suffolk (excluding Waveney)
 - 21. PEPS service, Bedfordshire

Our vision and values

Sue Ryder provides incredible hospice and neurological care for people facing a frightening, life-changing diagnosis. We do whatever we can to be a safety net for our patients and their loved ones at the most difficult time of their lives. We see the person, not the condition.

Our vision

We aspire to create a world where everyone has access to personalised and compassionate care.

Our mission

To provide incredible care for people with life-changing illnesses and end of life care needs, and to campaign to improve the lives of everyone living with these conditions.

Our values

At Sue Ryder, we're passionate about giving people the care they want, that's why we:

- **Push the boundaries** – constantly looking at ways to improve what we do and how we do it, with creativity and innovation.
- **Do the right thing** – working with honesty and integrity, having courage and resilience to face the challenges in delivering our goals.
- **Make the future together** – sharing our knowledge with each other and collaborating with our volunteers, supporters and people who use our services to deliver positive outcomes.

Our incredible stories

“Hospice means ‘death’ to everybody but, actually, it’s not like that – they just want to support you. It’s not the dreaded place that people think. I’m immensely thankful.”

Kelly Williams

Kelly Williams lost her parents within two months of each other. Her mum Kay, who had a brain tumour, died in February 2016. Her dad Steve, who had liver, stomach and oesophageal cancer, died the following April. The couple, who had been married for almost 40 years, were both 66.

They both spent the last three weeks of their lives as inpatients at Nettlebed Hospice near Henley-on-Thames, Oxfordshire, but had been helped by Sue Ryder for months before that.

Kay was diagnosed with the tumour in May 2013 and others were found on her spine. Our community nursing team got in touch with Kay after her GP passed on her details and they would regularly visit her at home. Kay was also able to have blood transfusions at the hospice.

Steve was diagnosed with cancer in September 2014. Steve and his family saw a counsellor from Nettlebed, who helped them come to terms with his condition and supported them in the weeks following Kay’s death. Steve also found great comfort in talking to the hospice’s Spiritual Lead.

Kelly said: “Hospice means ‘death’ to everybody but, actually, it’s not like that – they just want to support you. It’s not the dreaded place that people think. I’d be struggling a lot more now if Mum and Dad hadn’t passed away there. I’m immensely thankful. They have made the whole grieving process a lot easier for me because it was what we wanted; it was peaceful.”

Kelly Williams



“Many of the people we work with are living with pain, loss and sadness, and not only does a more holistic environment mean that they respond differently to us as nurses, but it also enhances the high-quality clinical care we give.”

Tracy Haskins

Tracy Haskins has worked at Sue Ryder The Chantry, our neurological care centre in Ipswich, for over 20 years. She came from an NHS general medical ward and was excited by the potential she had to develop real relationships with the people she looked after. She loves the flexibility Sue Ryder has given her to ensure that she maintains a good work life balance. On a professional level, she has been motivated by the ability to progress through the ranks at Sue Ryder, learning as much as possible along the way.

Tracy said: “I had a lot to learn when I first arrived, as I had been a staff nurse with basic nursing skills, and now I was providing care to residents with complex health conditions and high nursing needs. Luckily I love a challenge and I was given lots of training and support to develop my skills.

“From the first day I really enjoyed the more holistic care we are able to give. The nursing team works closely with the wider multi-disciplinary team, and the activities team are always helping our residents get out and about. Even our location, which is a lovely old listed building surrounded by a public park, makes a difference. We get to know people walking with their dogs and families, so our residents are still part of the community. Many of the people we work with are living with pain, loss and sadness, and not only does a more holistic environment mean that they respond differently to us as nurses, but it also enhances the high-quality clinical care we give.”



Tracy Haskins, Head of Care Services at
Sue Ryder The Chantry

“Gareth shows resilience every day by not letting his disability get in the way of anything. He has such a positive attitude and outlook on life.”

Wanda Scully, speaking about Gareth Shepherd

Gareth Shepherd is one of our retail volunteers, working three shifts a week at his local Sue Ryder shop in Lordshill, Southampton. His behaviour embodies Sue Ryder’s values completely and he has shown incredible strength and courage to rebuild his life following a devastating motorcycle crash.

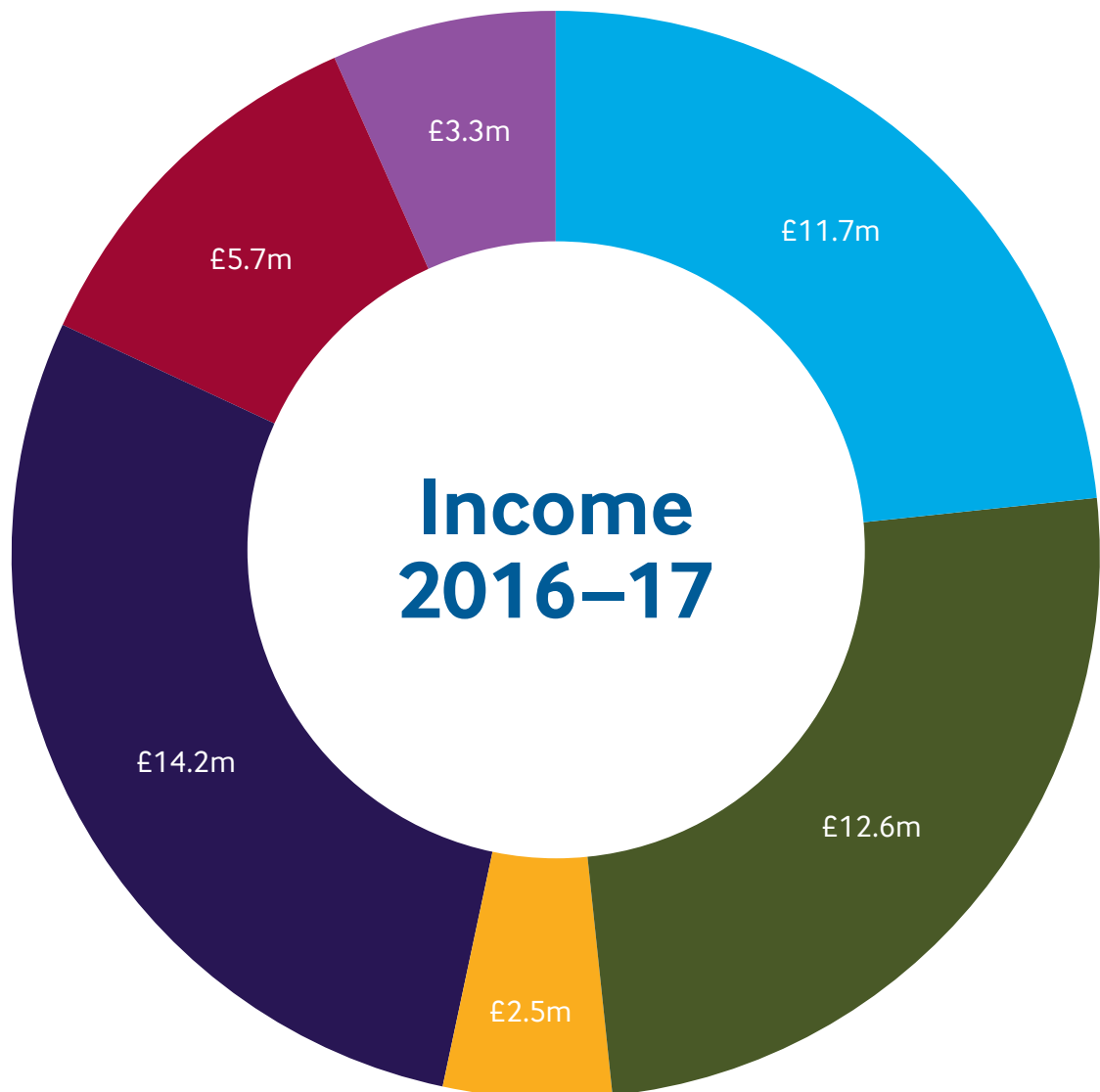
The accident and a subsequent stroke left Gareth in a coma for eight months and he was given a 3% chance of survival. When he woke, he had to learn to walk and talk again. Despite all these obstacles, he has become an asset to the team at Lordshill. Shop manager Wanda Scully said: “Gareth shows resilience every day by not letting his disability get in the way of anything. He has such a positive attitude and outlook on life.”



Gareth Shepherd receiving his 2016 Incredible Colleagues award for Overcoming Obstacles

Where we get our money

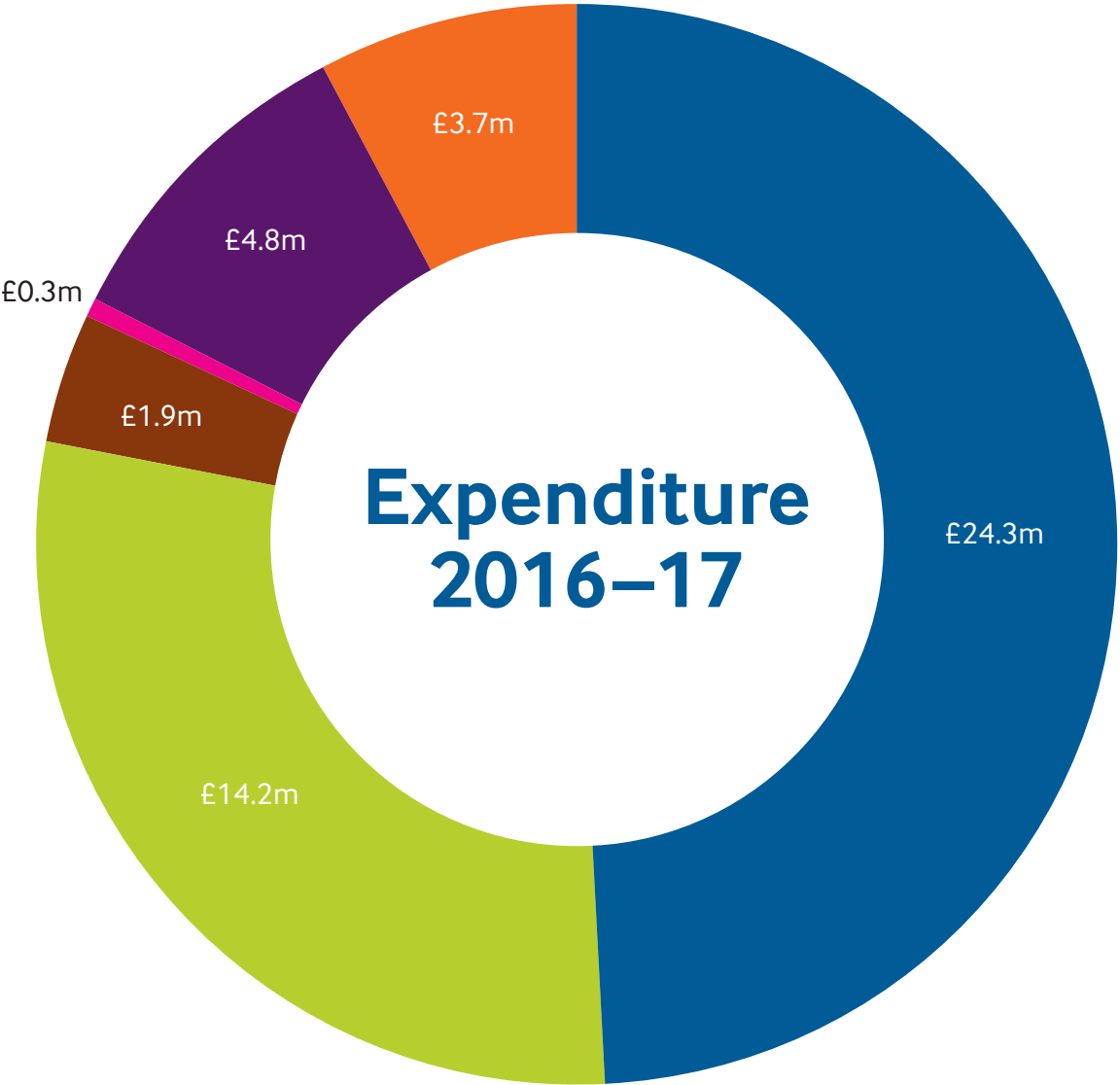
This year it cost us £49.2m to keep our services running – and £19.9m of that had to be raised through our shops or from our incredible supporters.



- NHS and local authority funding – End of life care
- NHS and local authority funding – Neurological care
- NHS and local authority funding – Homecare
- Fundraising
- Net retail income
- Other

How our money is spent

For every £1 we spend, 83p is spent on delivering care in our hospices, neurological care centres and out in the community.



- End of life care
- Neurological care
- Homecare
- International grant
- Fundraising
- Support

Our financial statements show our expenditure according to operating activities and these are analysed further in the charts on pages 23-24. In this report we have set out how we have operated according to our strategic themes: each of our operating activities contributes to one of these and this presents a clearer picture of the charity's achievements in line with our strategy.



Our progress



Healthcare staff from our Hospice at Home team at Sue Ryder Leckhampton Court Hospice.

Our priorities in 2016–17

Sue Ryder provides hospice and neurological care for people facing a frightening, life-changing diagnosis. It's not just expert medical care we provide. It's the emotional support and practical things we take care of too. We do whatever we can to be a safety net for our patients and their loved ones at the most difficult time of their lives.

We provide 2.5 million hours of expert medical, practical and emotional support every year, in our hospices and neurological care centres, in people's homes and in the community.

Not only do we treat more conditions than any other UK charity in our hospices, neurological care centres and out in the community; we also influence others to improve the lives of people living with them. We see the person, not the condition, taking time to understand the small things that help that person live the fullest life they can.

In 2016–17 we focused on two main priorities:

Goal 1: To provide and develop the best possible care

Goal 2: To grow our influence.

We also embarked on an organisation-wide change programme called Action Affordable Future. The aim of the programme was to identify how we could do things differently and reorganise our resources to drive our principal activities – focusing on our core palliative, neurological and Scottish services; income growth and generation and performance and financial management. As a result of the programme, we made savings of over £2.5m. This will ensure that we can continue to operate efficiently and effectively, and provide hospice and neurological care to more people.



Jessica Muggridge, Nursing Assistant
at Sue Ryder St John's Hospice

Our priorities in 2016–17

Goal 1: To provide and develop the best possible care

Not only do we provide hospice and neurological care across the UK, we go the extra mile to support people so they can live the fullest life possible.

Helping people to manage their condition in the community

In partnership with the Transforming Self-Management in Scotland Fund, we launched a Self-Management at Home service at Dee View Court in Aberdeen in September 2016. This free service is designed to offer long-term support to people with life-changing neurological conditions within the home, over the phone and in the community.

It offers short and long-term support and includes practical tools, techniques and information to help people manage their health and wellbeing. In some cases it can even match people with a local volunteer befriender, helping vulnerable people who may feel isolated to form real relationships and aid their rehabilitation. It's also on hand to provide support and advice to carers, allowing them to take a break and receive emotional and psychological support from our staff and volunteers.

Our vision for Dee View Court

Built in 2003, Dee View Court in Aberdeen is Scotland's only purpose built neurological care centre. And as demand continues to grow for our services, we have ambitious plans for its expansion. This includes building more individual rooms and apartments that are set up for supported living for an additional 20 people. We need to raise £3.9m to make these ambitions a reality and will be launching a capital appeal in June 2017.

Our other healthcare services in Scotland, including homecare services in Stirling, Falkirk and Angus, also grew to support more people last year, with further expansion to the Perth and Kinross area planned for 2017–18.

Continued success for Online Community

Our Online Community and Support is Sue Ryder's first truly national service, providing information and support to people when a loved one is dying or has died. The site consists of a peer support forum and an advice section with informative articles giving expert answers to frequently asked questions. The site made huge progress last year, with growth in engagement, registrations and traffic all more than double our targets.

Each month, an average of 4,500 people visited the site and added 350 forum posts. In a survey, 99% of users said the forum helped them feel less alone and 91% said the content in the advice section answered questions they had. 90% also said they had never used a Sue Ryder service before, showing that we are reaching new audiences beyond our hospice locations. A new booklet, *Coping with Grief: What Got Me Through*, was launched in July 2016, made up of tips taken from the Online Community forum.



Online Community and Support logo

Human rights training

In spite of the Mid Staffordshire Review, which highlighted appalling treatment of patients at the end of life, we continue to see instances of poor palliative care which deny patients their right to have their wishes heard and the good deaths they deserve.



As experts in hospice care, Sue Ryder has worked with the British Institute of Human Rights to develop a training programme, "What Matters to Me", to help practitioners use human rights as a practical framework for ethical decision making and ensure compassion and dignity in end of life care. This training programme, funded by the Burdett Trust for Nurses, is available to anyone who comes into contact with someone receiving end of life care and 18 workshops had been arranged by the end of 2016–17. In 2017–18 we'll be starting 'Train the Trainer' sessions for those with responsibility for education and training as part of their day to day role.

Fundraising for the Future

Fundraising for the Future is our five-year plan to grow hospice fundraising income so we can continue to provide care for our patients and their families in the future. Launched last year, the plan has four key objectives – to grow our income, build loyalty, acquire new supporters and deliver return on investment. By working in a smarter way, we aim to grow hospice fundraising income to £10m by 2021.

Our hospice fundraising teams are focused on supporter-led fundraising, building relationships with new and existing supporters and ensuring they feel valued and motivated. A brilliant example of this approach being embraced is at Sue Ryder Manorlands Hospice, where the Manorlands Challenge Committee raised £89,000 last year. The committee, made up of supporters from local businesses, have raised an incredible £841,000 since 2004, using their networks to recruit guests and auction prizes.

Morrisons partnership ends on a high

Our three-year partnership with Morrisons came to an end in early 2017, having raised over £7.3m towards the expansion of our end of life care services. A record total for a Morrisons charity partnership, the money raised by colleagues, customers and suppliers helped us to deliver over 250,000 additional hours of care in people's homes and local communities. We hope to continue working with Morrisons in the future, both on a local level by maintaining the relationships stores have built with our care centres and shops; and on a national level through the Morrisons Foundation.



Sue Ryder retail staff from Sherborne in Dorset visit Morrisons Yeovil

Credit: Western Gazette

Personal health budgets implemented

One of our neurological care centres, Cuerden Hall in Lancashire, re-negotiated a new contract with their six local Clinical Commissioning Groups to reflect an individual personal health budget model. This means we are able to agree individual fees for each resident, reflecting their individual needs; and ensures the cost of their care is fully funded. Within the contract specification a resource allocation system was developed to calculate individual budget amounts. Last year Cuerden Hall admitted 14 residents and agreed a fee appropriate to the required level of care in every case. The centre was one of the first in the country to implement this personal health budget approach.



Dee View Court resident Jacqueline Woods
with physiotherapist Helen Adams

VAT refund scheme for hospices

We received confirmation from HM Revenue and Customs (HMRC) that we are able to benefit from the VAT refund scheme for hospices, introduced with the Finance Act 2015. Since clarifying our position with HMRC, we have received a refund of £280,000, with more to follow.

Taking the lead in Hospice at Home

We don't just care for people in our hospices. We provide a variety of services from our expert teams out in the community, which enable patients to remain in the comfort of their own homes. Our Hospice at Home services are available at St John's, Leckhampton Court and Thorpe Hall Hospices.

As well as treating people at home with the same level of care they would receive at one of our hospices, we're passionate about sharing and promoting best practice in Hospice at Home services. That's why Elise Hoadley, our hospice director at Leckhampton Court, was invited to chair the National Association for Hospice at Home (NAHH) Annual Conference in September 2016. The theme was "Hospice at Home – achieving national ambitions, making an impact" and the conference received excellent reviews. Elise was joined at the conference by Leckhampton Court's Hospice at Home manager Heather Mitchell, who is a NAHH trustee.



Elise Hoadley, Centre Director at
Leckhampton Court Hospice

Our priorities in 2016–17

Goal 2: To grow our influence

As a provider of specialist care, we are uniquely placed to understand the issues and challenges for people who are approaching the end of their lives and those who are living with a neurological condition. We work with and for the people we support, and other people affected, to ensure their voices are heard.

Developing our profile as an expert in care

Our team conducted original and innovative research and analysis on NHS England’s Sustainability and Transformation plans last year. These are the new wave of plans for England’s health service, so it’s important that we understand what they mean for our services and the people who use them. We were invited to present our research to peers in health policy at National Voices and the Neurological Alliance. We also commissioned PA Advocacy to conduct an opinion analysis of Members of the Scottish Parliament (MSPs). This showed an increase in awareness of and favourability towards Sue Ryder.

Favourable

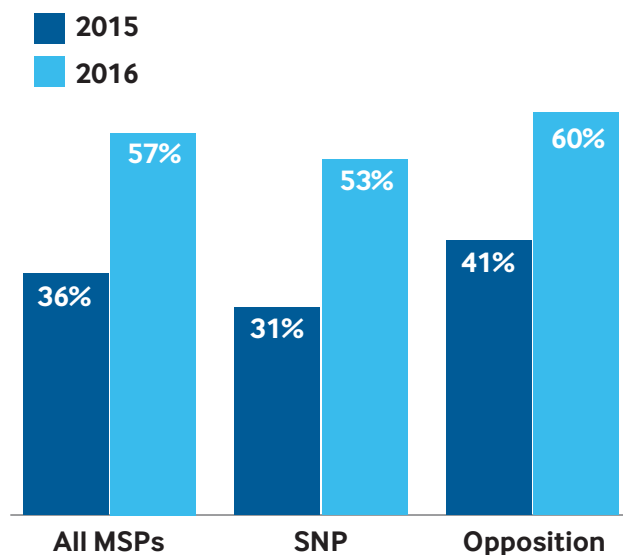


Chart showing the increase in favourability towards Sue Ryder by MSPs in 2016

Rewrite the Future

2016–17 has been hugely successful for our Rewrite the Future campaign, which aims to raise awareness of the inequalities in neurological care in Scotland and ensure people have access to the treatment and support they need. We asked candidates standing in the Scottish Parliament elections in May 2016 to pledge their support to our campaign and 51 signed our pledge. Scotland’s clinical standards for neurological care are now being revised, with Sue Ryder represented on the group leading the project.



Sue Ryder’s Director of Neurological Services and Scotland, Pamela Mackenzie, with late motor neurone disease campaigner Gordon Aikman at our Rewrite the Future campaign launch.

Working with Others

In 2016–17 we successfully maintained our engagement with key alliances, coalitions and other charities. This included the submission of a joint paper with Hospice UK and Marie Curie on palliative care indicators to the Scotland-wide review of health and social care targets. Our Policy and Public Affairs Manager for England, Duncan Lugton, was also elected to the position of vice chair of the Neurological Alliance’s policy steering group, reflecting the continued strength of our networks in neurological policy.

Volunteering Success

The time, effort and skills of our volunteer workforce continue to play a vital role in the delivery of our incredible hospice and neurological care. We have over 11,000 volunteers, contributing an amazing £28.9m of value to our work – and that’s not counting their priceless care and compassion. We’re also the largest recruiter of volunteers serving prison and community service sentences, helping offenders to rehabilitate and reintegrate in society. Last year 238 of our shops had an active prison or community service volunteer and these volunteers contribute over £1.7m to the charity.



Volunteers working in the garden at St John’s Hospice

Promoting our Online Community

We organised a second Online Community experiential event at Reading Station in October 2016. Members of the public were asked to share messages of support for people experiencing bereavement on luggage tags, which were then attached to a 10 ft ball of wool. We also encouraged people to share their messages of support on social media using the hashtag #connectingthread. After the event there was an increase in visitors and new registrations to the Online Community. Our Policy and Campaigns team also took the ball of wool to the Scottish National Party conference in October 2016, where leader Nicola Sturgeon wrote a message of support for our patients.

Working towards a digital future

Sue Ryder St John’s Hospice in Bedfordshire was part of an exciting six-month pilot project to capture visitors’ information digitally. Colleagues and visitors to the hospice were asked to enter their details on an iPad at reception as part of the trial, which started in February 2017. Information was stored digitally to keep track of who was in the building and the number of visitors being welcomed to St John’s. Visitors could also share their email address to receive information about our incredible care and ways they could support Sue Ryder. We are looking to expand this pilot to other hospices in 2017–18.



iPad on display in the reception area of St John’s Hospice



Our
performance

Events Fundraiser Holly Evans leads a training session ahead of one of our challenge events.



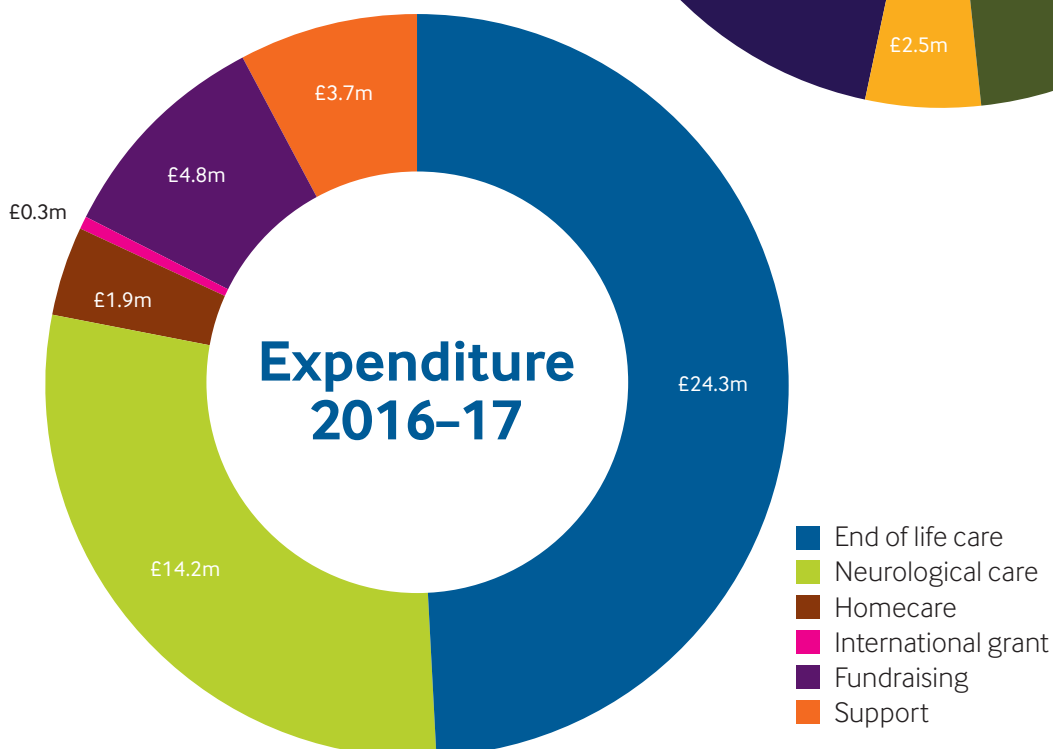
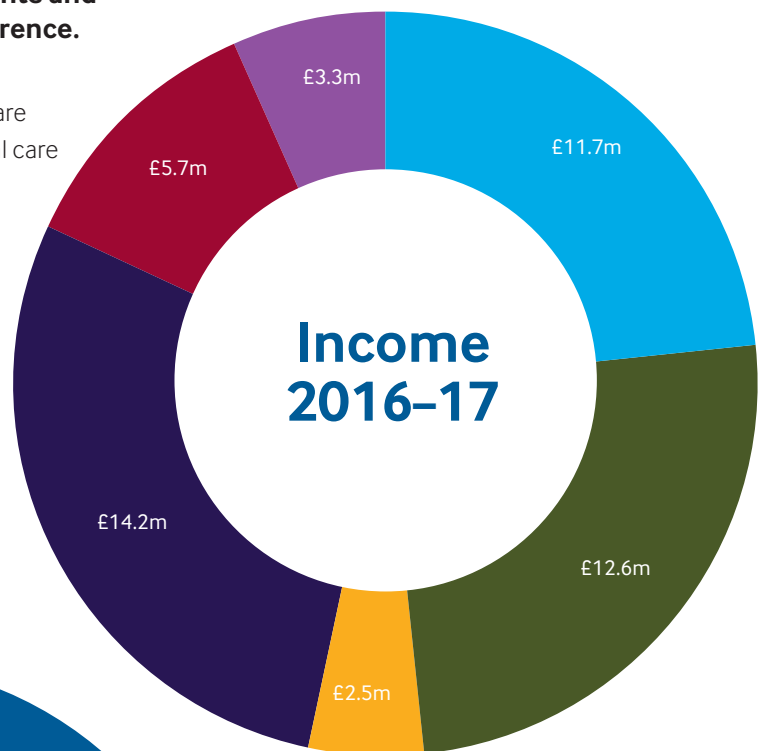
Financial summary

We undertook a significant transformation programme in 2016–17 to ensure that our services were being delivered in a financially sustainable manner as well as focusing our efforts to generate more income.

The charity generated net income of £1.0m in 2016–17 compared with an equivalent deficit of £5.8m the year before. This improvement in our financial position was due to an increase in income of £2.1m and a reduction in costs of £3.2m. Net gains and losses on investments and the sale of fixed assets made up the difference.

Retail income is shown net of direct and allocated support costs and does not include retail gift aid. Other income includes contributions from patients towards their care, rent and dividend income.

- NHS and local authority funding – End of life care
- NHS and local authority funding – Neurological care
- NHS and local authority funding – Homecare
- Fundraising
- Net retail income
- Other



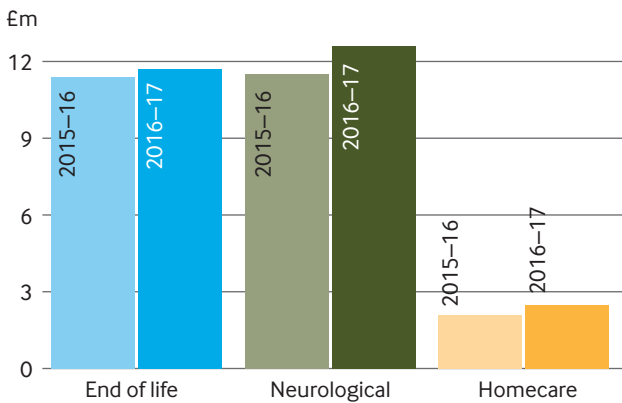
Financial summary (continued)

Income

Our principal sources of income are statutory funding from the NHS and local authorities for our end of life, neurological and homecare services; donations from the public, charitable trusts and corporate partners; and retail activities.

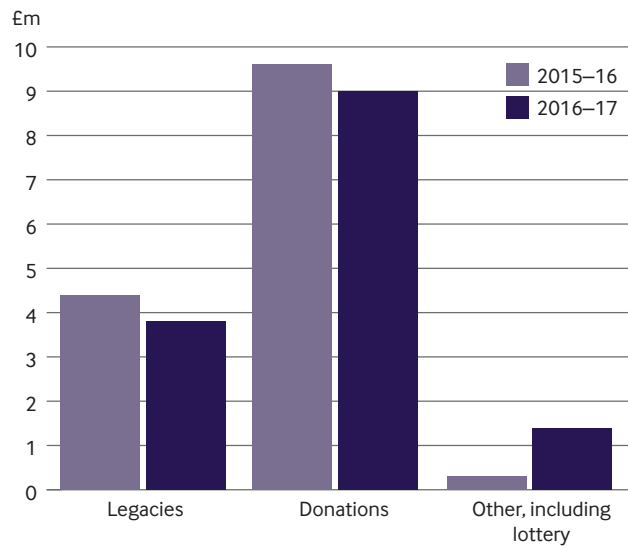
Statutory Income

Total income from the NHS and local authorities increased by 7% in the year to £26.8m, with increases in each of our service areas. The grants we receive for end of life care in our hospices and in the community increased by £0.3m, largely as a result of non-recurring funding. Neurological fees increased by £1.1m as we negotiated fees more in line with the costs of care for a number of our residents. Our homecare services delivered more hours of care as well as benefitting from an increase in hourly fees.

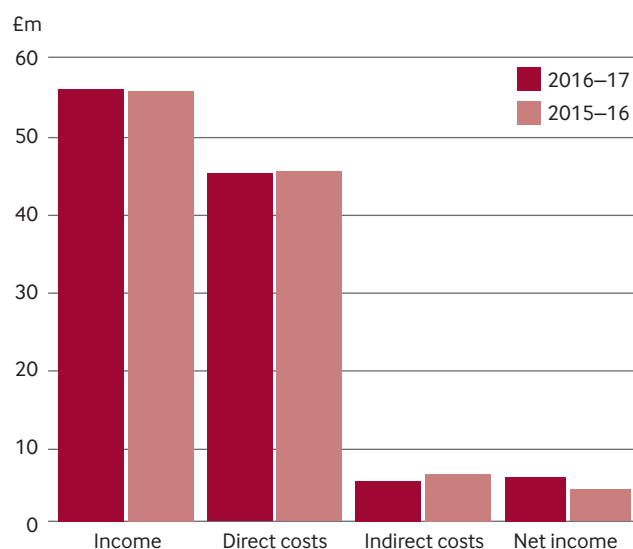


Fundraising

Total fundraising income was unchanged at £14.2m but there were decreases in income from legacies and in donations from the public, trusts and corporate partners. Our partnership with Morrisons came to an end in February 2017 having raised £7.3m over three years. Income from our lottery grew by £1.1m and is forecast to continue to grow.



Financial summary (continued)



Note: Excludes retail costs

Retail

Despite ongoing difficult trading conditions in the UK retail sector, net income (excluding Gift Aid) grew by 37%. Sales increased by 0.6% which, combined with better cost control, delivered improved net income of £5.7m.

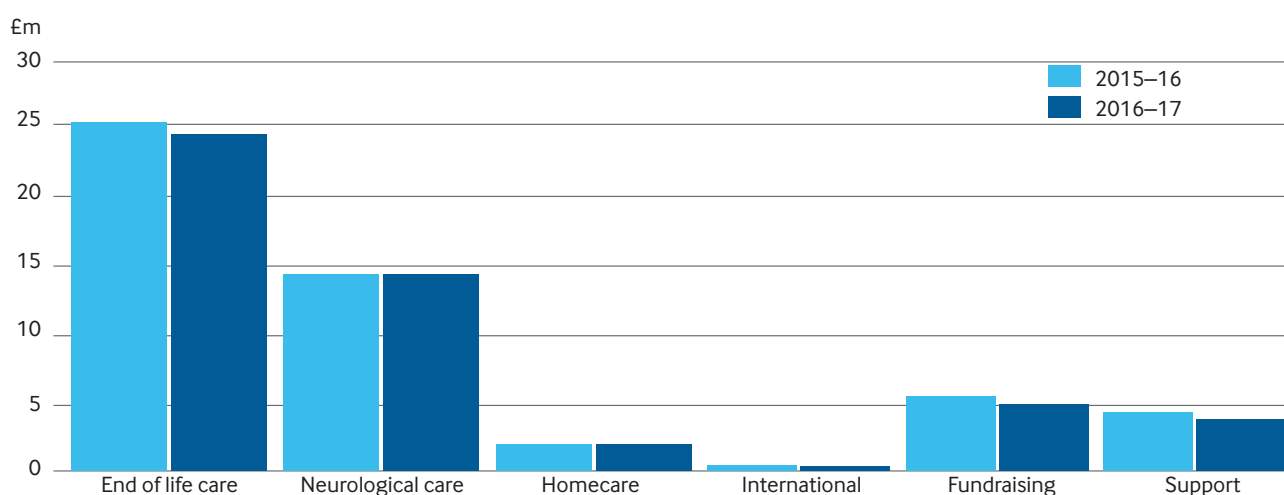
We are investing in improved systems across the retail network. An improved warehouse management system was implemented in the second half of the year and we are piloting a new Electronic Point of Sale (EPOS) system in four shops, with a full rollout planned for 2017-18.

Expenditure

Total expenditure fell by 3.8% to £49.2m, much of which was generated through activity under Action Affordable Future (see page 14) but also through general cost awareness across the charity. Costs in end of life care fell by £0.8m, partly as a consequence of a re-structure at senior management level. Costs in neurological care and homecare were the same as last year despite increases in activity in homecare.

Fundraising costs fell by £0.6m as we focused investment in areas likely to produce the most tangible rewards, particularly community-led fundraising centred on our hospices.

Support costs were £0.3m lower than last year due to efficiency savings.



Financial summary (continued)

Reserves

As at 31st March 2017, total funds were £58.8m: £0.3m was restricted for specific purposes and £15.6m was property revaluation reserves (representing the estimated increase in the current values of our freehold care centre assets over their historic values). Of the remaining £42.9m of general funds, £14.2m was held as cash and investments.

Sue Ryder depends on a number of diverse but fluctuating income streams in order to fund its services. During the year, the trustees undertook a risk-based review of our income and expenditure in order to assess the appropriate level of reserves the charity should hold. Taking into account the diversity and stable nature of our income streams, the levels of asset backing, current and future investment and borrowing projections, the growing demand for the services which we provide, and the general and specific market conditions in which we operate, they are of the opinion that an appropriate level of liquid-free reserves (held as cash and investments) would be in the range of £11m to £17m. The year-end position of £14.2m falls within this range.

Investments

The Council of Trustees sets the overall performance and ethical parameters under which our investment managers Cazenove operate.

The investment managers report regularly to the Finance and Audit Sub-Committee and meet at least annually to review performance and outlook.

The primary objectives of our investment portfolio are:

- Generate long-term income
- Provide capital growth to fund new activities
- Maintain an appropriate balance between equities, bonds, other investments and cash in order to spread and manage risk.

The total return on our portfolio over the financial year was 17.0% (2015–16 -0.4%).

The current distribution of investments is:

UK equities	35%
Overseas equities	25%
UK fixed interest and gilts	12%
Overseas fixed interest and gilts	7%
Others	21%

Investment restrictions

The trustees have declared that the charity will not directly invest in armaments, tobacco or pornography.

Financial summary (continued)

Our most significant risks and mitigating actions are set out in the following table.

Principal risks	Management of risks
<p>There is a risk that the end of life care strategy will not be delivered in full because of an inability to develop sustainable funding, leading to limited or no increases in services around our hospices which will impact on the choice for patients in their care at the end of life.</p>	<p>Up to four key controls in place now:</p> <ul style="list-style-type: none"> • Continuing discussions with commissioners around each of our hospices • No expansion of services until money is in place • Commissioning agreements 2017–18 • Focus on Fundraising budget 2017–18
<p>There is a risk to the delivery of neurological care if the organisation is unable to achieve the fee levels required to fully recover costs or is unable to meet occupancy targets, leading to a failure to sustain centres.</p>	<p>Up to four key controls in place now:</p> <ul style="list-style-type: none"> • Budgetary control • Occupancy rate targets • New patient fees signed off by the Director of Neurological Services to ensure consistency with strategy • KPI £ per patient on performance report
<p>There is a risk to the financial sustainability of the organisational plan because of insufficient financial resources to mitigate changes and/or delays in key elements of the capital and income programmes, leading to an unsustainable depletion of reserves.</p>	<p>Up to five key controls in place now:</p> <ul style="list-style-type: none"> • Current level of reserves and reserves policy • Ongoing ownership of costs and the creation of a sustainable base • More regular reviews by the Executive Leadership Team (ELT) of performance against target earnings before interest, taxes, depreciation and amortisation (EBITDA) • Business cases for all developments • Clarity of capital ownership in budgets

Financial summary (continued)

Principal risks	Management of risks
<p>There is a risk to the transformational and cultural change required in Sue Ryder to deliver a sustainable, dynamic organisation because of leadership's capability to operate with impact and raise performance standards, improve quality and compliance and deliver to target, leading to a failure to deliver organisational objectives.</p>	<p>Up to four key controls in place now:</p> <ul style="list-style-type: none"> • Involvement of Senior Leadership Teams (SLTs) in budgeting and planning, raising awareness and buy-in to change levels • Annual leadership event to ensure understanding and progress on plans • Establishing distributed leadership model working with ELT in regard of change and wider issues • Establish quality improvement culture across organisation
<p>There is a risk that we don't have a high-level project development plan agreed, which will lead to an inconsistent approach to capital planning and a lack of organisational commitment.</p>	<p>Up to four key controls in place now:</p> <ul style="list-style-type: none"> • Defined annual plan and budget • Clear sequencing of major projects • Project management capability, tools and monitoring • Appointment of part-time Director of Development
<p>There is a risk that we are not consistently proactive as a multi-site organisation on fundraising governance. This leaves us vulnerable to negative media reporting.</p>	<p>Up to three key controls in place now:</p> <ul style="list-style-type: none"> • Fundraising supporter pledge • Monthly SLT review • Appointment of compliance manager
<p>There is a risk that the organisation does not operate and develop systems and programmes to support effective ways of working in operating units and support functions.</p>	<p>Up to three key controls in place now:</p> <ul style="list-style-type: none"> • Review of processes and systems • Upgrades to our accounting system now in place • Changes to HR system being implemented

Structure, governance and management

Objects of the charity

1. To provide or assist in the provision of care for persons suffering from any serious or permanent disability, incapacity or illness.
2. To relieve the needs of those people potentially excluded from society by reason of old age, ill health (physical or mental), disability, poverty, or criminal history, and to assist their integration into society for the public benefit.
3. To relieve the consequences of old age through the provision of facilities of any kind for the care of the elderly.
4. To provide education relating to the causes of and the means of relief of ill health, disability and old age.

Council of Trustees

The Council of Trustees, a minimum of seven and a maximum of 12 persons (plus Chairman), is responsible for the overall governance of Sue Ryder. Trustees are appointed by Council for three years and can be reappointed for further terms of three years up to a maximum of nine years. Responsibility for the day to day running of the charity is delegated to the CEO. The CEO is supported by a group of executives and senior managers. The CEO attends all Council meetings and other executives attend as required.

New trustees are recruited through national advertisements and personal contacts so as to maintain a balance of skills and experience appropriate to the charity's activities. An induction programme is offered to all new trustees to ensure they are briefed on the charity's objects, strategy and activities. Trustees are also offered training if a need is identified.

The trustees, in Council, meet four times a year to review the performance of the charity both financially and in meeting its charitable objectives. To discharge its governance responsibilities effectively, Council has created a number of sub committees (trustees form the membership with managers in attendance) which have delegated powers from the main Council of Trustees. These committees and their remits are:

- Finance and Audit Sub Committee (quarterly) – reviews and approves financial results, budgets and other financial governance matters. This committee also oversees risk, other than clinical risk.
- Health and Social Care Sub Committee (quarterly) – supports and develops a sustainable healthcare strategy and oversees clinical risk.
- Commercial Sub Committee (quarterly) – oversees fundraising strategy; reviews and approves major property acquisitions and developments; and reviews the strategic development of retail and business cases.
- Nominations Sub Committee (as required) – selects new members of Council.
- Remuneration Sub Committee (as required) – reviews and agrees changes to terms and conditions of executive management team.
- Ethics Sub Committee (as required) – considers ethical issues.

Structure, governance and management (continued)

Management Advisory Groups

Management Advisory Groups have been set up to enable trustees to offer their skills and expertise to managers in the day to day delivery and organisation of services.

- People (quarterly)

Governance, risk management and internal controls

The trustees regularly review the risks faced by the charity to develop proportionate controls and deliver on the charity's strategic aims.

The main risks being monitored include:

- Delivery of safe, effective and personalised care to the people we support.
- Sustainable and stable income streams to support our service development

Trustees receive regular performance information by way of financial reports and analysis, cash flow forecasts and key performance indicators.

Trustees receive assurance from internal assurance providers that have been assessed as fit for purpose. These are the Clinical Quality team, which reports to the Health and Social Care Sub Committee, and Internal Audit, which reports to the Finance and Audit sub committee. Regular audits are undertaken from a risk-based annual audit plan as approved by sub committee. Progress on audit and risk activity and implementation of management action plans are reported on quarterly to trustees.

Financial risk management

Internal controls over all forms of income, assets, commitment and expenditure continue to be refined to improve efficiency. Performance is monitored and appropriate management information is prepared and reviewed regularly, together with proposed corrective actions by both the CEO and the trustees.

The charity currently produces an annual budget and reports monthly against that budget, requiring senior management to comment on variances and outline corrective action. Updated financial forecasting is undertaken during the year to reflect changes in the operating environment and their impact on income and expenditure.

During the period to 31st March 2017, the charity's planning and reporting processes were represented through the charity's five-year rolling planning process, which supports the charity's long-term strategic goals.

Internal audit

The Internal Audit service has been operating since November 2010 and carries out a programme of internal audits to cover the major risks identified by the trustees and management. The Finance and Audit Sub Committee has approved the internal audit plan. Audit reports are regularly presented to the Finance and Audit Sub Committee, together with progress on the implementation of recommendations.

Structure, governance and management (continued)

Management and policies

Grant making

Sue Ryder currently provides grant funding to support the ongoing work of independent Sue Ryder organisations in Malawi and Albania.

Foreign exchange

The charity's trading subsidiary, Sue Ryder Direct Limited, purchases new goods from overseas suppliers that require payment in US Dollars. These US Dollars are purchased at the spot rate to satisfy short-term contractual commitments.

Policy and practice on the payment of creditors

The company complies with best practice and always endeavours to meet the payment terms agreed with suppliers through our procurement and tendering process.

The ratio of amounts owed to trade creditors at the year end to purchases during the year was 5.17%.

Pensions

Sue Ryder operates the following pension schemes:

The Sue Ryder Care Pension Scheme (1992)

This defined contribution group pension scheme with Equitable Life is now closed to new members and Sue Ryder no longer makes contributions to this scheme.

Group personal pension plan

Sue Ryder contributes to individual personal pension plans, under a group personal pension plan, operated by Zurich.

People's Pension

Sue Ryder provides an auto-enrolment scheme through the People's Pension.

Sue Ryder also contributes to a defined benefit contributory pension scheme on behalf of certain former National Health Service Employees. As it is not possible to identify the surpluses or deficits that relate to Sue Ryder, this scheme is treated as a defined contribution scheme under FRS 17.

Employment of disabled persons

The company is committed to a policy of recruitment and promotion on the basis of aptitude and ability without negative discrimination of any kind. Management actively pursues both the employment of disabled persons whenever a suitable vacancy arises and the continued employment and retaining of employees who become disabled whilst employed by the charity. Where a current employee or volunteer becomes disabled due to illness or injury the charity, wherever possible and reasonable, will provide assistance with rehabilitation, adaptation to premises, modification of equipment, provision of special aids, job restructuring, retraining and/or redeployment opportunities.

Employee/volunteer involvement

Information about aims and activities is disseminated to all staff and volunteers through management briefings, extended use of our intranet, email and printed publications.

Auditors

BDO LLP were automatically reappointed as auditors of the charitable company. The trustees confirm that, so far as they are aware, there is no relevant audit information of which the charity's auditors are unaware. They have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Structure, governance and management (continued)

Trustees' responsibilities

The trustees are responsible for preparing the Annual Report and the financial statements in accordance with the Companies Act 2006 and for being satisfied that the financial statements give a true and fair view. The trustees are also responsible for preparing the financial statements in accordance with United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently.
- make judgements and estimates that are reasonable and prudent.
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that show and explain the charity's transactions, disclose with reasonable accuracy at any time the financial position of the charity, 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.


Financial statements are published on the charity's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The trustees' responsibility also extends to the ongoing integrity of the financial statements contained therein.

Public benefit

The Council of Trustees has given regard to the legislative and regulatory requirements for disclosing how its charitable objectives have provided benefit to the public. The Council of Trustees has complied with the duties set out in section 4 of the Charities Act 2006 (and under the equivalent Charities regulatory regime in Scotland). This report outlines how our achievements during 2016–17 have benefited the public, either directly or indirectly.

Approved on behalf of the Council of Trustees

Signed



Roger Paffard
Chairman



Our accounts

St John's Hospice Lymphoedema Nurse
Ann Ottley with complementary therapists
Maxine Stanbrook and Joy Seaton.



Legal and administrative details and financial statements

For the year ending 31 March 2017

Status

Sue Ryder is a charitable company limited by guarantee, incorporated on 28th November 1968 (last amended on 12th September 2012) and registered as a charity in England and Wales on 17th January 1996 and in Scotland on 14th May 2008.

Governing document

Sue Ryder was established under a memorandum of association and is governed under its articles of association, which establish the objects and powers of the organisation.

Company number	943228
Charity number	1052076
Scottish charity number	SC039578

Registered office

King's House, King Street, Sudbury, Suffolk CO10 2ED

Principal office

16 Upper Woburn Place, London WC1H 0AF

Royal patron

Her Majesty The Queen

Council of Trustees

Unless otherwise indicated the trustees below were in post from 1st April 2016 to the date of the Trustees' Report. Membership of Sub Committees and/or Management Advisory Groups (MAG) is also indicated.

Roger Paffard

Chair of Trustees

Chair of Nominations Sub Committee

Roger Paffard's career has spanned the business, public and voluntary sectors in a variety of chief executive and non-executive roles. He has been a chief executive of Alberto toiletries, Staples office superstores and Thornton's chocolates. In the last decade he has worked in the public and voluntary sectors – initially as Chief Executive of Remploy and then as Chief Executive of United Lincolnshire NHS Trust. Over this period Roger has also been a trustee and policy advisor for Marie Curie Cancer Care, a trustee for RVS, and a strategy consultant and trustee for a number of educational and funding charities. He was non-executive Vice-Chair for Newark and Sherwood NHS Clinical Commissioning Group until the end of 2016.

Roger is currently Chair of the South London and Maudsley Mental Health NHS Trust.

Sub Committees/MAGs: Health and Social Care, Finance and Audit (co-opted), Commercial, Remuneration, Nominations

Christina Edwards CBE (retired 19th July 2016)
Vice Chair of Trustees

Chair of Health and Social Care Sub Committee

Christina Edwards has a wide experience in the NHS and Department of Health (DoH). She qualified and worked for many years as an acute nurse and then as a health visitor. She moved into management in the 1980s and worked in various areas of the NHS, including acute, community and learning disabilities, becoming a Director of Business Development and Nursing for a trust in North Essex in 1992. She has served as a director in the NHS on other trusts and health authorities, and led a scrutiny into unnecessary bureaucracy for the Department of Health.

Christina was formerly a Regional Director of Training, Education and Nursing, working closely with deaneries, universities and trusts to develop training and development for all health staff across the Northern and Yorkshire region of the DoH. For five years until 2010 she led multidisciplinary teams to help, support and drive through improvement in challenged NHS organisations. Since then she has worked as an independent consultant, leading enquiries or projects mainly in health-related organisations. She worked part-time as a clinical director at a London hospice and is presently the Lay Vice Chairman of a clinical commissioning group.

Sub Committees/MAGs: Health and Social Care

Michael Attwood

Mike has spent over 25 years as an NHS leader. He took on the leadership of the Total Place programme for Coventry, Solihull and Warwickshire in December 2009, and from there was asked to lead the wider collaborative 'Better for Less' transformation programme across 15 public sector organisations on the patch. Mike joined Coventry Primary Care Trust (PCT) as Joint Chief Executive in June 2005 and was previously Chief Executive at Slough Teaching Primary Care Trust from 2001 to 2005. Mike took Coventry PCT through a financial turnaround and worked closely with Coventry City Council to establish a newly funded, innovative Health Improvement Partnership, as well as agreement on plans for a major city centre health facility. Mike is an associate of the Centre for Innovation in Health Management at Leeds University Business School, a leadership coach and public service organisational development consultant.

Sub Committees/MAGs: Health and Social Care, Finance and Audit, Ethics, Nominations, Remuneration, People

Keith Cameron

Vice Chair of Trustees (from July 2016)

Chair of Commercial Sub Committee

Chair of Remuneration Sub Committee

Director of Sue Ryder Direct Limited

Director of Sue Ryder Lottery Limited

Keith Cameron brings a wealth of experience in high-level, high street retail management to the Council of Trustees. Keith has previously been the Chief Operating Officer for The Burton Group plc/ Arcadia Group plc and latterly HR Director for Marks and Spencer plc. Keith is currently a non-executive director of Work Group plc and Affinity Trust Ltd, a director of Imperial War Museum Trading Co Ltd, and a trustee of Young Epilepsy.

Sub Committees/MAGs: Finance and Audit, Commercial, Nominations, Remuneration, People

Legal and administrative details and financial statements

For the year ending 31 March 2017

Murray Duncanson

Murray Duncanson began his NHS career as a fast-track graduate trainee with spells in London teaching hospitals, followed by further management posts in London and Essex. In 2007 Murray left the NHS after 30 years' service. For the previous 16 years, Murray had been Chief Executive of three different trusts in Colchester, Barnet and latterly Lothian in Scotland, with a year at the Department of Health on a prison health task force. Outside of the NHS he was a trustee of Elizabeth Fitzroy Support, a national charity for people with learning disabilities, Vice Chair of NHS Education Scotland, and Chairman of the Company of Chemists Association.

Murray currently runs his own coaching and consultancy company based in North Berwick in Scotland.

Sub Committees/MAGs: Health and Social Care, People

James Dunmore (resigned 15th November 2016)

During his career James has worked with stakeholders raising finance for a range of organisations as they developed or reshaped their business in line with long-term strategy.

James has experience of raising and investing equity, debt finance and advising on bonds, as well as more innovative forms of corporate and project finance. James previously set up a community healthcare business at Interserve, working with NHS trusts, charities and social enterprises. He is currently Chair of Trustees at a mental health charity, Leeds Counselling.

Sub Committees/MAGs: Finance and Audit

Neil Goulden

**Chair of Finance and Audit Sub Committee
Director of Sue Ryder Direct Limited
Director of Sue Ryder Lottery Limited**

Neil spent 13 years as Group Managing Director, Chief Executive, Chairman and Chairman Emeritus of the Gala Coral Group, who were a major corporate supporter of Sue Ryder. He stepped down from the company in 2014. Neil was formerly Chief Executive of Allied Leisure plc and has also held board positions at Compass Group and Ladbrokes.

Neil's key interests are health, housing and social care. He is the Chairman of Clarion Housing Association. He is a Companion of the Institute of Management. He is Chairman of Governors at Nottingham Trent University and a trustee of Ambitious about Autism.

Sub Committees/MAGs: Commercial, Finance and Audit

Stuart Hudson

Stuart is a Partner at Brunswick Group LLP where he advises companies on how to engage with stakeholders including regulators, investors and the media. He previously served as a special adviser at 10 Downing Street and over the years has worked on a wide range of local and national election and referendum campaigns.

Stuart was educated at the universities of Oxford and London, where his postgraduate study was in economic policy and corporate finance. He trained in competition policy at Britain's main anti-trust authority and worked for the energy regulator on several high-profile investigations.

Sub Committees/MAGs: Finance and Audit, Commercial

Margaret Moore**Chair of Health and Social Care Sub-Committee (from 20th July 2016) Director of Duchess of Kent House Charity**

Margaret was Head of the Competition and Regulatory Practice at city law firm Travers Smith LLP and a partner in the firm for over 20 years.

She is Vice-Chair of the Fundraising Regulator, the independent regulator of charitable fundraising that was established to strengthen the system of charity regulation and restore public trust in fundraising.

She is also a trustee of Great Britain Wheelchair Rugby, the national governing body of the sport, and a governor of the Royal High School, Bath, a member of The Girls' Day School Trust.

Sub Committees/MAGs: Health and Social Care, Finance and Audit, Commercial, Ethics, International

Lucinda Riches CBE

Lucinda Riches was formerly an investment banker, beginning her career at Chase Manhattan Bank. Lucinda worked at UBS and its predecessor firms for 21 years. At UBS, she was a Managing Director, Global Head of Equity Capital Markets and a member of the board of the investment bank.

Lucinda is currently a non-executive director of UK Financial Investments Limited, The Diverse Income Trust plc, ICG Enterprise Trust plc, CRH plc, Ashtead Group plc and The British Standards Institution. She was awarded a CBE in June 2017, for her work in financial services, British industry and the charity sector.

Sub Committee/MAG: Finance and Audit, Commercial

Helen Thomson (appointed 20th March 2017)

Helen has 20 years' experience as a chief nurse and deputy CEO within the NHS. She is a registered nurse and midwife, and also has a number of years of experience as a coach. Upon retiring from the NHS in 2014, she formed her own business offering consultancy and coaching.

She is an associate of the Florence Nightingale Foundation, a clinical associate with Ernst Young, a council member of the University of Huddersfield and a trustee of Next Steps Trust. She was also appointed Deputy Lieutenant for West Yorkshire in 2012.

Sub-Committee/MAG: Health and Social Care

Dr Diana Walford CBE

Dr Diana Walford was Principal of Mansfield College, Oxford University, from 2002 to 2011. After qualifying in medicine in 1968, Diana trained as a clinical haematologist before moving to the Department of Health in 1976. After holding a number of senior posts, she was appointed a Deputy Chief Medical Officer for England and Director of Healthcare on the NHS Management Executive in 1989. Between 1993 and 2002 she was Director (CEO) of the Public Health Laboratory Service, a non-departmental public body with responsibility for the surveillance and prevention of infections in England and Wales.

Currently Diana holds non-executive posts as Pro-Chancellor and Chair of the Board of Trustees of Regent's University London; Deputy Chairman of the Council of the London School of Hygiene and Tropical Medicine; non-executive director of University College London Hospitals NHS Foundation Trust; governor of the Ditchley Foundation; and is an Honorary Fellow of Mansfield College and Fellow of the RSA, RCP, RCPATH and FPH.

Sub Committees/MAGs: Health and Social Care, Ethics

Legal and administrative details and financial statements

For the year ending 31 March 2017

Peta Wilkinson

Peta has spent a large part of her career influencing and improving life outcomes, independence, choice and control for disabled and vulnerable people. Her focus has been on finding innovative ways of ensuring that the voice of the people we support is both heard, and a fundamental part of the design and development of the organisation and the services it delivers. The key driver in making this happen lies in shaping the organisation and its services so they are personalised and tailored to meet the needs of individuals. We also need to ensure that everything we do with and for the people we support is done in a co-productive manner, to ensure that we deliver the outcomes they want for their lives.

In her recent role as CEO at Enham Trust, Peta drove forward personalisation through a fundamental service and organisational re-design process. This included establishing a partnership board to engage clients, residents and customers in the work of the charity, to ensure that their voices shape the organisation, its development and the services Enham offers. Peta has previously held executive director and CEO roles within the NHS and the charitable sectors.

Sub Committees/MAGs: Health and Social Care

John Wythe BSc FRICS

John Wythe has over 35 years' experience in the property industry and spent the whole of his executive career with Prudential Corporation's property investment management subsidiary, PRUPIM, retiring from the board and as Head of Fund Management in 2010.

Between 2007 and 2016, John served as a Church Commissioner on the Board of Governors, the Assets Committee and as Chairman of the Property Group. More recently he has been appointed to serve on boards or committees by Norges Bank, DTZ, The Portman Estate and Pollen Estate and is an adviser to AIA.

Sub Committees/MAGs: Finance and Audit, Commercial

Auditors

BDO LLP, 2 City Place, Beehive Ring Road, Gatwick,
West Sussex, RH6 0PA

Bankers

Lloyds TSB plc, Cornhill, Ipswich IP1 1DG

Solicitors

Eversheds, Bridgewater Place, Water Lane,
Leeds LS11 5DR

Willans, 28 Imperial Square, Cheltenham,
Gloucestershire, GL50 1RH

Investment Advisers

Cazenove Capital, 12 Moorgate, London EC2R 6DA

The Executive Leadership Team**CEO**

Heidi Travis

Company Secretary and General Counsel

Helen Organ

Director of Finance

Alan Bowers (from 11th April 2016)

Director of People

Sally Smith (to 15th November 2016)

Tracey Taylor-Huckfield (from 28th November 2016)

Director of Retail, Marketing and Communications

David Borrett

Director of Fundraising and Hospices

Holly Spiers

Director of Neurological Services and Scotland

Pamela Mackenzie (from 16th December 2016)

Medical Director

Dr John Hughes

Chief Nurse

Sue Hogston

Director of Development

Rod Morgan

Independent Auditor's Report

We have audited the financial statements of Sue Ryder for the year ended 31st March 2017, which comprise the consolidated statement of financial activities, the consolidated and parent charitable company balance sheets, the consolidated cash flow statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charity's trustees and members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charity's trustees and members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees and members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

As explained more fully in the statement of trustees' responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. 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). Those standards require us to comply with the Financial Reporting Council's (FRC's) Ethical Standards for Auditors.

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the FRC's website at www.frc.org.uk/auditscopeukprivate.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31st March 2017 and of the group's incoming resources and application of resources, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Opinion on other matters prescribed by the Companies Act 2006

In our opinion the information given in the trustees' report, which includes the strategic report for the financial year for which the financial statements are prepared, is consistent with the financial statements and the strategic report and the trustees' report have been prepared in accordance with applicable legal requirements.

Based on our knowledge and understanding of the charity and its environment obtained during the course of the audit we have identified no material misstatements in the strategic report and trustees' report.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

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



Don Bawtree (senior statutory auditor)

For and on behalf of BDO LLP, statutory auditor
Gatwick, West Sussex

Date: 12th July 2017

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

Consolidated statement of financial activities

For the year ending 31 March 2017

	Note	Unrestricted funds £000s	Restricted funds £000s	Total 2016–17 £000s	Unrestricted funds £000s	Restricted funds £000s	Total 2015–16 £000s Restated
Income:							
Donations and legacies	3	165	12,645	12,810	1,168	12,778	13,946
Charitable activities	4	28,700	-	28,700	27,046	-	27,046
Other trading activities	5	57,062	38	57,100	55,528	52	55,580
Investment income	6	255	-	255	203	-	203
Total Income		<u>86,182</u>	<u>12,683</u>	<u>98,865</u>	<u>83,945</u>	<u>12,830</u>	<u>96,775</u>
Expenditure:							
Raising Funds							
Fundraising costs		4,823	-	4,823	5,400	-	5,400
Retail costs		49,899	38	49,937	51,090	52	51,142
Investment management costs		24	-	24	24	-	24
		<u>54,746</u>	<u>38</u>	<u>54,784</u>	<u>56,514</u>	<u>52</u>	<u>56,566</u>
Charitable activities							
End of life care		16,807	9,794	26,601	15,053	12,547	27,600
Long-term neurological care		12,508	2,683	15,191	15,311	84	15,395
Homecare		2,113	25	2,138	2,131	-	2,131
International	8	258	2	260	260	123	383
Total expenditure on charitable activities		<u>31,686</u>	<u>12,504</u>	<u>44,190</u>	<u>32,755</u>	<u>12,754</u>	<u>45,509</u>
Other expenditure							
Loss on disposal of assets		132	-	132	202	-	202
Total expenditure	7	<u>86,564</u>	<u>12,542</u>	<u>99,106</u>	<u>89,471</u>	<u>12,806</u>	<u>102,277</u>

	Note	Unrestricted funds £000s	Restricted funds £000s	Total 2016–17 £000s	Unrestricted funds £000s	Restricted funds £000s	Total 2015–16 £000s Restated
Other recognised gains							
Gains/(loss) on investment assets	12	1,217	-	1,217	(279)	-	(279)
Net income/(expenditure) for the year before transfers		835	141	976	(5,805)	24	(5,781)
Taxation charge	9	(3)	-	(3)	(4)	-	(4)
Net income/(expenditure) for the year after taxation		832	141	973	(5,809)	24	(5,785)
Transfer between funds	19	107	(107)	-	1,240	(1,240)	-
Net movement of funds		939	34	973	(4,569)	(1,216)	(5,785)
Reconciliation of funds:							
Total funds brought forward		57,508	291	57,799	62,077	1,507	63,584
Net movement of funds		939	34	973	(4,569)	(1,216)	(5,785)
Total funds carried forward as at 31 March 2017		58,447	325	58,772	57,508	291	57,799

The Statement of Financial Activities includes all gains and losses recognised in the 12 month period.

All amounts relate to continuing activities.

The notes on pages 46 to 70 form part of these financial statements.


Balance sheet

For the year ending 31 March 2017

	Note	Consolidated 31 March		Charity 31 March	
		2017 £000s	2016 £000s	2017 £000s	2016 £000s
Fixed assets					
Tangible assets	11	40,183	40,343	40,174	40,318
Investments	12	9,692	8,283	9,692	8,283
		<u>49,875</u>	<u>48,626</u>	<u>49,866</u>	<u>48,601</u>
Current assets					
Programme-related investments –					
due within one year	13	350	700	350	700
Freehold properties held for sale	14	-	1,065	-	1,065
Stocks – new goods for resale		2,169	2,132	-	-
Debtors	15	12,339	10,649	14,177	12,008
Cash at bank and in hand		4,471	3,291	4,405	3,129
		<u>19,329</u>	<u>17,837</u>	<u>18,932</u>	<u>16,902</u>
Liabilities					
Creditors: amounts falling due within one year	16	(9,022)	(8,295)	(8,621)	(7,342)
Creditors: amounts falling due after one year	17	(992)	-	(992)	-
Provisions for liabilities	18	(418)	(369)	(418)	(369)
		<u>(10,432)</u>	<u>(8,664)</u>	<u>(10,031)</u>	<u>(7,711)</u>
Net current assets		<u>8,897</u>	<u>9,173</u>	<u>8,901</u>	<u>9,191</u>
Total net assets		<u>58,772</u>	<u>57,799</u>	<u>58,767</u>	<u>57,792</u>
Funds of the Charity					
Income funds					
Unrestricted funds:					
Property revaluation reserve	19	15,553	16,240	15,553	16,240
Unrestricted general funds	19	42,894	41,268	42,889	41,261
Total unrestricted funds		<u>58,447</u>	<u>57,508</u>	<u>58,442</u>	<u>57,501</u>
Restricted funds	20	325	291	325	291
		<u>58,772</u>	<u>57,799</u>	<u>58,767</u>	<u>57,792</u>

The notes on pages 46 to 70 form part of these financial statements. No charity Statement of Financial Activity is presented as permitted by section 408 of the Companies Act 2006. The charity's surplus for the financial period is £974,516 and the income for the charity is £91,259,347.

Approved and authorised for issue by the Council of Trustees on 12th July 2017 and signed on its behalf by



Roger Paffard
Chairman

Consolidated cash flow statement

to 31 March 2017

	Note	Consolidated 2016-17 £000s	Consolidated 2015-16 £000s
Cash flows from operating activities			
Net cash provided by / (used in) operating activities	26	3,052	(778)
Cash flows from investing activities			
Investment income received		255	203
Net receipts from sales of fixed assets/held for sale		935	734
Payments to acquire tangible fixed assets	11	(3,732)	(3,629)
Receipts from sale of investments	12	1,898	3,716
Purchase of investments	12	(1,579)	(3,995)
Repayment of programme related investments	13	350	-
Net cash used in / (provided by) investing activities		(1,873)	(2,971)
Change in cash and cash equivalents during the year		1,179	(3,749)
Cash and cash equivalents at the beginning of the reporting period		3,291	7,009
Change in cash and cash equivalents due to exchange rate movements		1	31
Cash and cash equivalents as at the end of the reporting period		4,471	3,291

Notes to the accounts

1. Accounting policies

(a) Basis of preparation

The financial statements have been prepared in accordance with the accounting policies set out below, Charities Act 2011, Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS102) (Effective January 2015) - Charities SORP (FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006, The Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities and Trustees Investment (Scotland) Act 2005. The Charity's date of transition to FRS102 was 1st April 2014.

Sue Ryder meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

No material uncertainties that may cast significant doubt about the ability of the charity to continue as a going concern have been identified by the trustees and therefore these accounts have been prepared on a going concern basis.

(b) Consolidated financial statements

Consolidated financial statements have been prepared in respect of Sue Ryder, its wholly owned trading subsidiaries, Sue Ryder Direct Limited, Woburn Property Investment Company Ltd and Sue Ryder Lottery Ltd and subsidiary charities Sue Ryder Care (Chantry) and Duchess of Kent House Charity.

(c) Restricted funds

Restricted funds are those which are subject to specific conditions imposed by donors or grant making organisations.

(d) Unrestricted general fund

The general fund is comprised of accumulated surpluses and deficits in the Statement of Financial Activities after any transfers between funds.

(e) Income

Income for the provision of care services, principally from Clinical Commissioning Groups and local authorities, is recorded on a receivable basis in respect of the services provided.

Interest receivable is accrued on a day to day basis, and other investment income is recognised on receipt.

Donations are shown as income on receipt, unless there is earlier evidence of entitlement and the amount can be measured reliably. Legacy income is recognised when there is legal entitlement (from date of probate, or from receipt if earlier), receipt is probable (there are no material uncertainties on the estate) and the amount can be measured reliably (financial information in respect of the estate has been received). A 10% provision is made as an estimate to allow for legal costs and diminution in estate assets. Where legacies have been notified to the charity but these criteria are not fully met, the legacy is treated as a contingent asset and disclosed if material (see note 15).

Income in the charity's wholly owned subsidiaries is included under other trading income. Income is accounted for on an accruals basis. New Goods income represents the value of new goods sold after trade discounts and net of value added tax.

Tax rebates under Gift Aid are accrued for in accordance with the appropriate Gift Aid rules.

Gifts donated for resale are included as income when they are sold. No amounts are included in the financial statements for services donated by volunteers.

Notes to the accounts

1. Accounting policies (continued)

(f) Expenditure

All expenditure is accounted for on an accruals basis and grants are recognised when a constructive or actual obligation arises.

Costs are allocated to Raising Funds and Charitable Activities on the basis of direct allocation and apportionment of support costs as detailed in note 7.

Costs of Raising Funds include fundraising, all retail and property trading activities and the costs of managing the investment portfolio.

Charitable Activities include the costs of care provided, grants to the independent Sue Ryder charities abroad and funding for research and service improvement.

(g) Fixed assets

Tangible fixed assets are included in the financial statements at cost less depreciation with the exception of freehold land and buildings.

Items with a value of £1,000 or more and with a useful life of more than one year are capitalised. Where assets are valued at less than £1,000 but form part of a group of assets (e.g. a computer network) which total more than £1,000 they are capitalised.

Depreciation is provided to write off assets over their estimated useful lives at the following annual rates:

Asset Category	Depreciation rate
Freehold land	Not depreciated
Freehold buildings	2.5% per annum
Leasehold buildings	Over the lesser of the term of the lease or the life of the asset in its current use.
Care centre fixtures and fittings	10%–25% of the reducing balance.
Retail shops fixtures and fittings	20% of the original cost.
Computer equipment and software	33.33% of the original cost.

Management undertake a review of useful economic lives where appropriate.

Profits or losses on disposal of fixed assets are calculated as proceeds after any legal and other associated costs less the net book value at time of disposal.

Freehold and leasehold properties no longer being used are shown at net realisable value at the point the decision was made to dispose of the asset. Any properties that are being actively marketed at the year end are transferred to current assets.

(h) Stocks – new goods for resale

Stocks are valued at the lower of cost or net realisable value, after making due allowance for obsolete and slow moving items, based on the principle of first in, first out.

No value is attributed in the balance sheet to stocks of goods for sale acquired by gift. This is due primarily to the impracticality of doing so without a detailed stock system.

(i) Pension costs

A defined contribution scheme is available to eligible employees with contributions payable by both Sue Ryder and the members. The contributions are charged to expenditure in the year they are payable to the scheme.

Sue Ryder contributes to defined benefit contributory pension schemes on behalf of certain former National Health Service employees.

These contributions are fixed by reference to quinquennial valuations by the Government actuary. The contributions are charged to expenditure on the basis of ensuring a level charge over the remaining service lives of employees. Information is not available to identify the surpluses or deficits that relate to Sue Ryder, and as a result of this, the scheme is treated as a defined contribution scheme under the provisions of FRS 102.

Notes to the accounts

1. Accounting policies (continued)

(j) VAT

Sue Ryder bears Value Added Tax (VAT) to the extent that there is no recovery in respect of the care centres' expenditure of a revenue or capital nature and only partial recovery in respect of administrative expenditure. Irrecoverable VAT is allocated across the expenses that give rise to the tax.

(k) Investments

Investments are stated at market value at the Balance Sheet date. Realised and unrealised gains are recorded in the SOFA.

Programme related investments are valued at historical cost.

(l) Leasing

Plant and machinery/fixtures and fittings

Rentals paid under operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to expenditure as incurred.

Assets held under finance leased are capitalised on project completion and disclosed under tangible fixed assets at their net book value. The capital element of the future payments is treated as a liability and the interest is charged to the profit and loss account on a straight-line basis.

Property

Rentals paid under operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to expenditure as incurred.

Property lease premiums are expensed over the primary period of the lease.

The effect of any rent free period or other lease incentives received is spread over the primary period of the lease.

Rent received under operating leases where substantially all of the benefits and risks of ownership remain with the lessee are recognised as income when due.

(m) Taxation

The company is a charity within the meaning of para 1 Schedule 6 Finance Act 2010. Accordingly the company is potentially exempt from taxation in respect of income or capital gains within categories covered by Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. No tax charge arose in the period.

The subsidiary companies make qualifying donations of all taxable profits to Sue Ryder, keeping reserves in the subsidiary Sue Ryder Direct above an agreed level. A small corporation tax liability arose in the subsidiary Sue Ryder Direct and no other subsidiary corporation tax charges arise in the accounts. See note 9.

No provision for deferred tax is made in the subsidiaries' accounts, as in the view of the trustees any tax charge in the subsidiaries will be minimal due to the arrangements to gift their taxable profits to the parent charity.

(n) Grants

Grant income

Grants are recognised on a received basis.

Grant expenditure

Sue Ryder awards grants to support the work of Sue Ryder organisations overseas. These are recognised when there is a valid expectation by the grantee that the amount will be paid.

Notes to the accounts

1. Accounting policies (continued)

(o) Foreign currency transactions

Charity

Sue Ryder accounts for foreign currency at the rate prevailing at the time the currency is purchased.

(p) Debtors and prepayments

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

Prepayments are valued at the amount prepaid net of any trade discounts due.

(q) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are recognised at their settlement amount after allowing for any trade discounts due.

Notes to the accounts

2. Accounting estimates and judgements

a) Accounting estimates and judgements

In preparing these financial statements within the accounting frameworks set out in Note 1(a), the trustees are required to adopt those accounting policies most appropriate to the charity's circumstances with a view to presenting fairly the charity's financial position. In determining and applying accounting policies trustees make estimates and judgements and the matters set out below are considered to be the most important in understanding the judgements that have been involved in preparing the financial statements and the uncertainties that could impact the amounts reported.

b) Fair value of tangible assets

FRS 102 requires that property is held at cost or valuation. The trustees obtained valuations for property at 1st April 2014 to ensure the carrying value is a reliable estimate. In determining the value of the charity's freehold properties, trustees have relied on estimates provided by professionally qualified advisers as described in note 11. Trustees considered that historic cost was the most appropriate basis to state the fair value of Thorpe Hall at the time and still consider this to be relevant.

c) Estimation of assets' useful lives

The charge in respect of periodic depreciation is derived from determining an estimate of an asset's expected useful life and the expected residual value at the end of its life. These estimates of lives by asset category are set out in Note 1(g). The useful lives and residual values of the charity's assets are determined by management at the time the asset is acquired and reviewed annually for appropriateness. The trustees determined that the main freehold properties lives do not need to be altered to reflect their anticipated useful lives taking into account their physical condition, the services being provided from them and the planned maintenance programme.

d) Provision for doubtful debts

Provisions have been made against invoiced debts where the collectability of these debts is uncertain. Debts over 12 months old are provided for in full and debts between four months and 12 months are provided for at 50% of their value.

e) Cost allocations

Support costs not directly attributable to a single activity, such as IT, Finance and HR, are allocated to activities using suitable cost drivers for that cost category. Examples of cost drivers used can be found in note 7.

f) Provision for dilapidations

The provision for dilapidations is calculated by taking an average of the actual dilapidations paid over the last four years, and allowing a 10% reduction for legal fees to reach a provision per shop. Using a shop closure rate of eight per annum closures over the next four years are provided for. This figure is then discounted over five years at 5% per annum. Where a dilapidation figure has been agreed this is provided for specifically over and above the general provision.

g) Provision for slow-moving and obsolescent stock

Provisions have been made for slow-moving and obsolete stock. Slow-moving stock over 18 months old is provided for at 100% of cost. Obsolete stock that is discounted to less than cost price is provided for at the lower of cost and net realisable value.

h) Key Sources of estimation uncertainty

The management and trustees have reviewed the key sources of estimation uncertainty at the reporting date and do not consider there to be a significant risk of causing a material misstatement in the carrying value of the assets and liabilities in the next financial year.

Notes to the accounts

3. Income from grants, donations and legacies

	2016–17 £000s	2015–16 £000s
Legacies	3,816	4,369
Donations and other voluntary income	8,994	9,577
Total	12,810	13,946

4. Income from charitable activities

	2016–17 £000s	2015–16 £000s
Provision of end of life care:		
NHS and local authorities	11,707	11,404
Private care	50	17
Other	986	911
Provision of long-term neurological care:		
NHS and local authorities	12,608	11,537
Private care	800	1,071
Other	84	(37)
Homecare:		
Local authorities and other commissioners	2,464	2,117
Other	1	26
Total	28,700	27,046

5. Income from other trading activities

	2016–17 £000s	Restated 2015–16 £000s
Income		
Fundraising events	138	139
Shop income from selling donated and bought in goods	55,637	55,289
Income from Sue Ryder Lottery	1,226	123
Property letting and licensing	99	29
Total	57,100	55,580

During the preparation of the accounts for the year ended 31st March 2017 a miscategorisation between retail costs and retail income of £3.1m for the year ended 31st March 2016 was discovered. The retail costs and income for 2015–16 have been restated to reflect the correct treatment. There is no impact on surplus for the year.

Notes to the accounts

6. Investment income

	2016–17 £000s	2015–16 £000s
Dividends	220	193
Bank interest received	35	12
Property investment income	-	(2)
Total	255	203

7. Expenditure

	Activities Undertaken Directly £000s	Grant funding of activities £000s	Support Costs £000s	Total 2016–17 £000s	Restated Total 2015–16 £000s
Charitable activities					
End of life care	24,265	-	2,336	26,601	27,600
Long-term neurological care	14,151	-	1,040	15,191	15,395
Homecare	1,924	-	214	2,138	2,131
Support for International	-	260	-	260	383
Total charitable activities	40,340	260	3,590	44,190	45,509
Raising funds					
Raising funds – fundraising costs	4,707	-	116	4,823	5,400
Raising funds – retail costs	44,697	-	5,240	49,937	51,142
Investment management costs	24	-	-	24	24
Total cost of raising funds	49,428	-	5,356	54,784	56,566
Other expenditure					
Loss on disposal of fixed assets	132	-	-	132	202
Total expenditure	89,900	260	8,946	99,106	102,277

During the preparation of the accounts for the year ended 31st March 2017 a miscategorisation between retail costs and retail income of £3.1m for the year ended 31st March 2016 was discovered. The retail costs and income for 2015–16 have been restated to reflect the correct treatment. There is no impact on surplus for the year.

No emoluments are payable to any trustee and only directly incurred travel expenses are reimbursed. During the period, travel expenses of £5,486 (2015–16: £6,210) were reimbursed to seven trustees (2015–16: seven). The charity also incurred expenditure of £3,520 in respect of directors' and officers' liability insurance for the period (2015–16: £3,504).

During the period £1,391 was reimbursed to the CEO in expenses claimed (2015–16 £1,878).

Notes to the accounts

Analysis of support costs allocated

2016–17	Total £000s	Central Management and admin £000s	Finance £000s	Human Resources £000s	IT £000s	Legal and Property Services £000s	Marketing & Communications £000s
Activity							
End of life care	2,336	322	494	419	501	306	294
Long-term neurological care	1,040	144	220	186	223	136	131
Homecare	214	30	45	38	46	28	27
Retail shops	5,240	724	1,108	939	1,124	686	659
Fundraising	116	16	24	21	25	15	15
Total support costs allocated 2016–17	8,946	1,236	1,891	1,603	1,919	1,171	1,126

2015–16	Total £000s	Central Management and admin £000s	Finance £000s	Human Resources £000s	IT £000s	Legal and Property Services £000s	Marketing & Communications £000s
Activity							
End of life care	2,548	309	496	489	637	282	335
Long-term neurological care	1,156	140	225	222	289	128	152
Homecare	239	29	47	46	60	26	31
Retail shops	6,099	740	1,187	1,171	1,524	676	801
Fundraising	129	16	25	25	32	14	17
Total support costs allocated 2015–16	10,171	1,234	1,980	1,953	2,542	1,126	1,336

Support Service	Allocation basis
Central management and admin	Turnover; budget cost base
Finance	Job roles; Non-pay spend (irrecoverable VAT); budget cost base
Human resources	Job roles; budget cost base
Legal and property	Number of properties; job roles; budget cost base
IT services	Project allocation; computer applications and suppliers; budget cost base
Marketing and communications	Types of marketing/PR; job roles; budget cost base

Included within central management and admin costs are governance costs of £308,735 (2015–16: £318,891). These are detailed below

	2016–17 £000s	2015–16 £000s
Governance		
Staff costs	152	151
Auditors' fees	52	76
Legal and professional fees	46	42
Meeting, travel and associated costs	19	23
Training costs	28	16
Other costs	11	11
	308	319

Notes to the accounts

The following items have been charged within total expenditure:

	2016–17 £000s	2015–16 £000s
Depreciation	3,890	4,438
Operating Leases:	10,941	10,410
Land and buildings	10,300	9,915
Motor vehicles	588	430
Other	53	65
Auditors remuneration		
Audit	63	69
Charity	50	55
Trading subsidiaries	13	14
Other services	26	26
Tax compliance	21	15
Tax advisory	5	6
Other	-	5
Trustee indemnity Insurance	4	4
Defined Contribution Pension Costs	1,315	1,365

8. International grant expenditure

An independent Sue Ryder charity operates in each of the countries shown below. The organisations are independent of this charity but bear the name Sue Ryder.

	2016–17 £000s	2015–16 £000s
Grants awarded		
Albania	80	80
Malawi	180	180
Total grants	260	260
Donations / legacies paid in line with restrictions	-	119
General support, monitoring and administration expenditure	-	4
Total international	260	383

9. Taxation

The subsidiary companies make qualifying donations of taxable profits to Sue Ryder. No corporation tax liability on the subsidiaries, other than for Sue Ryder Direct Ltd, arises in the accounts. A corporation taxation charge of £2,825 (2015–16 £4,371) arose in Sue Ryder Direct Limited during the year.

The charity is registered for VAT and £4,015,000 out of £5,062,000 incurred (2015–16: £4,412,000 out of £5,532,000) was recoverable. All VAT incurred by Sue Ryder Direct Ltd, the wholly owned subsidiary of the charity is fully recoverable.

Notes to the accounts

10. Staff costs

	Consolidated		Charity	
	2016–17 £000s	2015–16 £000s	2016–17 £000s	2015–16 £000s
Wages and salaries	52,667	52,288	52,117	51,881
Social security costs	3,643	3,513	3,600	3,479
Pension costs	1,315	1,365	1,303	1,356
Total	57,625	57,166	57,020	56,716

Included within the wages and salaries figure above are the costs of £3,462,000 (2015–16: £3,245,000) for employing agency and contract staff. No remuneration was paid to any trustee during the period (2015/6: Nil).

Included in wages and salaries are redundancy and termination payments made in the period of £654,275 (2015–16 £ 374,653) of this £3,463 was outstanding as at 31st March 2017 (2015–16: Nil). Sue Ryder's policy is to make redundancy payments in line with minimum statutory requirements unless the employee has protected rights from a previous employer.

During the period, higher paid employees comprised the following:

	2016–17 No.	2015–16 No.
£60,001 – £70,000pa	14	18
£70,001 – £80,000pa	3	7
£80,001 – £90,000pa	6	3
£90,001 – £100,000pa	-	2
£100,001 – £110,000pa	3	-
£110,001 – £120,000pa	-	1
£120,001 – £130,000pa	1	-
£130,001 – £140,000pa	1	1

Contributions to pension schemes for these employees amounted to £115,040 (2015–16 £131,743).

Included in the above figures are members of the Executive Leadership Team as follows:

	2016–17 No.	2015–16 No.
£60,001 – £70,000pa	-	1
£70,001 – £80,000pa	1	3
£80,001 – £90,000pa	4	2
£90,001 – £100,000pa	-	2
£100,001 – £110,000pa	3	-
£110,001 – £120,000pa	-	1
£120,001 – £130,000pa	1	-
£130,001 – £140,000pa	1	1

The bandings exclude employers' National Insurance and employers' pension. The comparatives have been updated for consistency.

The total remuneration for members of the ELT during the year, including employers' national insurance, was £1,145,115 (2015–16: £1,027,788). The comparatives have been restated for consistency.

Notes to the accounts

The average number of employees during the period comprised the following:

	Total number of employees		Adjusted for full-time equivalent	
	2016–17 No.	2015–16 No.	2016–17 No.	2015–16 No.
Consolidated				
Care services	1,666	1,648	974	955
Retail	1,349	1,471	921	937
Support services	142	147	134	138
Total	3,157	3,266	2,029	2,030
	Total number of employees		Adjusted for full-time equivalent	
	2016–17 No.	2015–16 No.	2016–17 No.	2015–16 No.
Charity				
Care services	1,666	1,648	974	955
Retail	1,321	1,451	893	917
Support services	142	147	134	138
Total	3,129	3,246	2,001	2,010

During the year the number of volunteers donating their services to the charity were:

	Total number of Volunteers		Estimation of time donated	
	2016–17 No.	2015–16 No.	2016–17 Hours '000.	2015–16 Hours '000.
Care services	3,177	2,995	555	559
Retail	12,597	12,153	3,427	3,746
Support services	68	81	31	35
Total	15,842	15,229	4,013	4,340

11. Tangible fixed assets

	Leasehold property £'000s	Freehold property £'000s	Fixtures, fittings & equipment £'000s	Motor vehicles £'000s	Total £'000s
Consolidated					
Cost					
At 1 April 2016	3,619	35,416	22,824	506	62,365
Additions	-	52	3,658	22	3,732
Disposals	-	-	(13)	-	(13)
At 31 March 2017	3,619	35,468	26,469	528	66,084
Depreciation					
At 1 April 2016	3,337	3,037	15,242	406	22,022
Charge for the year	132	653	3,085	20	3,890
Eliminated on disposal	-	-	(11)	-	(11)
At 31 March 2017	3,469	3,690	18,316	426	25,901
NBV					
At 31 March 2017	150	31,778	8,153	102	40,183
At 31 March 2016	282	32,379	7,582	100	40,343

Notes to the accounts

	Leasehold property £'000s	Freehold property £'000s	Fixtures, fittings & equipment £'000s	Motor vehicles £'000s	Total £'000s
Charity					
Cost					
At 1 April 2016	3,619	35,416	22,487	506	62,028
Additions	-	52	3,658	22	3,732
Disposals	-	-	(13)	-	(13)
At 31 March 2017	3,619	35,468	26,132	528	65,747
Depreciation					
At 1 April 2016	3,337	3,037	14,930	406	21,710
Charge for the year	132	653	3,069	20	3,874
Eliminated on disposal	-	-	(11)	-	(11)
At 31 March 2017	3,469	3,690	17,988	426	25,573
NBV					
At 31 March 2017	150	31,778	8,144	102	40,174
At 31 March 2016	282	32,379	7,557	100	40,318

Included in freehold properties is a value of £7,610,000 (2015–16: £7,610,000) relating to freehold land. Included in fixtures and fittings are assets subject to finance leases with a net book value of £1,851,960 (2015–16: £nil).

CBRE Ltd carried out the valuations of freehold land and buildings in accordance with UK Generally Accepted Accounting Principles (GAAP) and reported on fair values for all 12 properties as at 31st March 2014. Underlying this basis of value are two principal approaches. First, to value the property as a trading entity assuming continued use as a care facility. Second, where it was deemed there would be limited or no demand CBRE valued the property for alternative use assuming vacant possession.

These values have been applied at the transition date of 1st April 2014 for all the freehold properties except for the buildings at Thorpe Hall and are the deemed cost of these properties. Thorpe has been stated at historic cost (plus subsequent additions) which reflects its value in use to the charity and its beneficiaries.

Notes to the accounts

12. Investments

	Consolidated & Charity	
	2016–17 £000s	2015–16 £000s
Market Value at 1 April	8,283	8,513
Acquisitions at cost	1,579	3,995
Proceeds on disposal	(1,898)	(3,717)
Net realised investment gains	204	61
Unrealised investment gains	1,013	(340)
Cash increase/ (decrease) at 31 March	511	(229)
Market value at 31 March	9,692	8,283
	Consolidated & Charity	
	2016–17 £000s	2015–16 £000s
UK equities	3,392	3,172
Overseas equities	2,415	2,314
UK fixed interest and gilts	1,214	685
Overseas fixed interest and gilts	671	800
Others	1,325	1,148
Cash held for investment purposes	675	164
Unrealised investment gains	1,013	(340)
Total	9,692	8,283

At the year end the following holdings each accounted for more than 5% of the total portfolio value:

holding	Investment	Value at 2016–17 £'000	% of portfolio value
	UK equities		
622,724	Investec UK Special Situations Fund	688	7.10%
313,542	JO Hambro UK Opportunities Fund	646	6.66%
335,579	Trojan Income Fund	640	6.60%
349,234	Schroder UK Alpha Income Fund	628	6.48%
362,500	Majedie UK Equity Fund	567	5.85%
	International equities		
8,205	Findlay Park FDS American Smlr Cos	607	6.27%
	Bonds		
5,998	Schroder ISF Strategic Cred	588	6.07%

The investment shown above includes an investment of £5 held by the charity in its subsidiary undertaking Sue Ryder Direct Limited and £1 held by the charity in each of its subsidiary undertakings Woburn Property Investment Company Ltd and Sue Ryder Lottery Limited.

Notes to the accounts

13. Programme related investment

	Consolidated & Charity	
	2016–17 £000s	2015–16 £000s
Due within one year	350	700
Due from The Sue Ryder Foundation (Ireland) Limited (interest bearing, secured)	350	700

Sue Ryder Foundation (Ireland)

The balance of £350,000 was due on 30th September 2016. The full amount of the loan is secured against a freehold property. The repayment is overdue but management is in ongoing discussions with SRI regarding the payment of the outstanding balance. The loan is secured and full recovery of the outstanding balance is expected.

14. Freehold Properties held for resale

	Consolidated & Charity	
	2016–17 £000s	2015–16 £000s
Freehold Properties held for resale	-	1,065

Hickleton Hall was sold on 19th May 2016, the proceeds, after costs, were £934,962. The property had a net book value on 31st March 2016 of £1,064,703.

15. Debtors

	Consolidated 31 March		Charity 31 March	
	2017 £000s	2016 £000s	2017 £000s	2016 £000s
Amounts owed by group undertakings	-	-	2,420	1,701
Debtors for care services	5,070	2,592	5,070	2,592
Accrued income – legacies	2,093	2,919	2,093	2,919
Other debtors	2,724	3,370	2,614	3,205
Prepayments	2,452	1,768	1,980	1,591
	<u>12,339</u>	<u>10,649</u>	<u>14,177</u>	<u>12,008</u>

In addition to the £2.093m of legacy accrued income, there were 24 (31st March 2016: 19) legacies that have been notified to the charity in the year that have not been valued due to the uncertainty of the amount due. There were also 19 reversionary legacies notified to the charity valued at £1.1m which were not recognised in the financial statements due to life tenants.

Notes to the accounts

16. Creditors: amounts falling due within one year

	Consolidated 31 March		Charity 31 March	
	2017 £000s	2016 £000s	2017 £000s	2016 £000s
Trade creditors	2,330	3,189	2,087	2,723
Other creditors	482	426	482	176
Amounts payable under finance leases due under one year	620	-	620	-
Accruals and deferred income	4,689	3,724	4,534	3,492
Other taxes and social security	901	956	898	951
Total	9,022	8,295	8,621	7,342

Income is deferred where it has been invoiced or received in advance, and is for the provision of goods and services after the year end.

Movements in deferred income

	Consolidated 31 March		Charity 31 March	
	2017 £000s	2016 £000s	2017 £000s	2016 £000s
Opening balance	1,405	2,198	1,343	2,198
Movement	2,033	(793)	2,023	(855)
Closing balance as at 31 March	3,438	1,405	3,366	1,343

Notes to the accounts

17. Creditors: amounts falling due after one year

	Consolidated 31 March		Charity 31 March	
	2017 £000s	2016 £000s	2017 £000s	2016 £000s
Amounts payable under finance leases due after one year	992	-	992	-
Closing balance as at 31 March	<u>992</u>	<u>-</u>	<u>992</u>	<u>-</u>

18. Provisions for liabilities

	Consolidated 31 March		Charity 31 March	
	2017 £000s	2016 £000s	2017 £000s	2016 £000s
Provisions for Property dilapidations	418	369	418	369
Closing balance as at 31 March	<u>418</u>	<u>369</u>	<u>418</u>	<u>369</u>

Movements in provision for property dilapidations

	Consolidated 31 March		Charity 31 March	
	2017 £000s	2016 £000s	2017 £000s	2016 £000s
Opening balance	369	327	369	327
Increase in provision	49	42	49	42
Provision for property dilapidations as at 31 March	<u>418</u>	<u>369</u>	<u>418</u>	<u>369</u>

Notes to the accounts

19. Unrestricted funds

Year ended 31 March 2017

	Balance at 31 March 2016 £'000s	Incoming resource £'000s	Expenditure £000s	Transferred between funds £'000s	Transferred from restricted £'000s	Gains & Losses on Investments £000s	Balance at 31 March 2017 £'000s
Unrestricted funds							
General funds							
Capital reserve	16,240	-	-	(687)	-	-	15,553
Charity retained funds	41,261	75,982	(76,364)	687	107	1,217	42,890
Subsidiary's retained funds	7	10,200	(10,203)	-	-	-	4
Total general funds	57,508	86,182	(86,567)	-	107	1,217	58,447
Total unrestricted funds	57,508	86,182	(86,567)	-	107	1,217	58,447

The movement in the capital reserve represents the depreciation charge of the uplifted value of the freehold buildings.

The transfer from restricted funds is with respect to expenditure against projects restricted in previous years for which service provision requirements have now been fully met.

Year ended 31 March 2016

	Balance at 31 March 2015 £'000s	Incoming resource £'000s	Expenditure £000s	Transferred between funds £'000s	Transferred from restricted £'000s	Gains & Losses on Investments £000s	Balance at 31 March 2016 £'000s
Unrestricted funds							
General funds							
Capital reserve	16,240	-	-	-	-	-	16,240
Charity retained funds	45,824	74,624	(80,148)	-	1,240	(279)	41,261
Subsidiary's retained funds	13	9,321	(9,327)	-	-	-	7
Total general funds	62,077	83,945	(89,475)	-	1,240	(279)	57,508
Total unrestricted funds	62,077	83,945	(89,475)	-	1,240	(279)	57,508

Notes to the accounts

20. Restricted funds

The income funds of the group and charity include restricted funds comprising the following:

Year ended 31 March 2017

	Movement in funds				Balance at 31 March 2017 £'000s
	Balance at 31 March 2016 £'000s	Incoming resource £'000s	Expenditure £000s	Transfers Note 19 £'000s	
Funds held at care centres and centrally	142	12,539	(12,382)	(80)	219
Big Lottery 5R's Programme, Dee View and The Chantry	27	-	-	(27)	-
Awards for All rehabilitation kitchen	10	8	(18)	-	-
Big Lottery Prison Volunteer Programme	-	38	(38)	-	-
Patient rights training	-	79	(79)	-	-
Scottish Government training	24	19	(25)	-	18
Endowment	88	-	-	-	88
Total group restricted funds	291	12,683	(12,542)	(107)	325

The funds held at care centres and centrally comprise the unexpended balances of donations and grants held on trust for specific projects.

Year ended 31 March 2016

	Movement in funds				Balance at 31 March 2016 £'000s
	Balance at 31 March 2015 £'000s	Incoming resource £'000s	Expenditure £000s	Transfers Note 19 £'000s	
Funds held at care centres and centrally	1,037	12,581	(12,287)	(1,189)	142
Big Lottery 5R's Programme, Dee View and The Chantry	-	42	(15)	-	27
Awards for All rehabilitation kitchen	-	10	-	-	10
Big Lottery Prison Volunteer Programme	-	18	(18)	-	-
Cabinet Office Social Action End of Life Programme	-	155	(155)	-	-
Department of Health	51	-	-	(51)	-
Scottish Government training	-	24	-	-	24
Endowment	88	-	-	-	88
Charity	1,176	12,830	(12,475)	(1,240)	291
Duchess of Kent House Charity	331	-	(331)	-	-
Total group restricted funds	1,176	12,830	(12,806)	(1,240)	291

Notes to the accounts

21. Analysis of net assets across funds

Consolidated

	Unrestricted funds £000s	Restricted funds £000s	Total funds £000s
Fund balances at 31 March 2017 are represented by:			
Tangible fixed assets	40,183	-	40,183
Investments	9,692	-	9,692
Programme-related investments	350	-	350
Current assets	18,654	325	18,979
Current liabilities	(9,022)	-	(9,022)
Provision for liabilities	(418)	-	(418)
Long term liabilities	(992)	-	(992)
Total net assets	58,447	325	58,772

	Unrestricted funds £000s	Restricted funds £000s	Total funds £000s
Fund balances at 31 March 2016 are represented by:			
Tangible fixed assets	40,343	-	40,343
Investments	8,283	-	8,283
Programme-related investments	700	-	700
Current assets	16,846	291	17,137
Current liabilities	(8,295)	-	(8,295)
Provision for liabilities	(369)	-	(369)
Long term liabilities	-	-	-
Total net assets	57,508	291	57,799

Notes to the accounts

Charity

	Unrestricted funds £000s	Restricted funds £000s	Total funds £000s
--	--------------------------------	------------------------------	-------------------------

Fund balances at 31 March 2017 are represented by:

Tangible fixed assets	40,174	-	40,174
Investments	9,692	-	9,692
Programme-related investments	350	-	350
Current assets	18,257	325	18,582
Current liabilities	(8,621)	-	(8,621)
Provision for liabilities	(418)	-	(418)
Long term liabilities	(992)	-	(992)
Total net assets	58,442	325	58,767

	Unrestricted funds £000s	Restricted funds £000s	Total funds £000s
--	--------------------------------	------------------------------	-------------------------

Fund balances at 31 March 2016 are represented by:

Tangible fixed assets	40,318	-	40,318
Investments	8,283	-	8,283
Programme-related investments	700	-	700
Current assets	15,911	291	16,202
Current liabilities	(7,342)	-	(7,342)
Provision for liabilities	(369)	-	(369)
Long term liabilities	-	-	-
Total net assets	57,501	291	57,792

Notes to the accounts

22. Pension costs

(a) Defined contribution schemes of Sue Ryder

A defined contribution group pension scheme was introduced with effect from 1st December 1992, administered by Equitable Life. This scheme is now closed although some members have opted to leave their benefits with Equitable Life.

Following the closure of the Equitable Life scheme in October 2001, personal pension plan facilities were arranged with pension providers, currently Zurich, into which the charity pays matched contributions up to a maximum of 5% of pensionable pay for eligible employees who choose to join.

From 1st August 2013, eligible Sue Ryder staff not already enrolled in a pension scheme were automatically enrolled into The People's Pension provided by B&CE. The Charity pays a matched contribution into the scheme accordance with the auto-enrolment requirements.

(b) National Health Service pension scheme

Sue Ryder also contributes to a defined benefit contributory pension scheme on behalf of certain former National Health Service employees. These contributions are fixed by reference to quinquennial valuations by the Government actuary which is currently 14.3% of earnings. The latest available report relates to the period ended 31st March 2012.

It is not possible to identify the surpluses or deficits that relate to Sue Ryder and therefore this scheme is treated as a defined contribution scheme under FRS 102, with costs recognised in accordance with contributions payable.

23. Lease Obligations

	31 March	
	2017 £000's	2016 £000's
Consolidated		
Operating leases:		
Land and buildings		
<i>Total minimum commitments that expire:</i>		
Within one year	8,594	8,310
In the second to fifth years inclusive	18,263	16,861
After more than five years	2,003	2,878
Total minimum commitment	<u>28,860</u>	<u>28,049</u>
Other		
<i>Total minimum commitments that expire:</i>		
Within one year	511	311
In the second to fifth years inclusive	385	476
Total minimum commitment	<u>896</u>	<u>787</u>
Total	<u>29,756</u>	<u>28,836</u>

Notes to the accounts

	31 March	
	2017 £000's	2016 £000's
Consolidated		
Finance leases:		
Fixed Assets		
<i>Total minimum commitments that expire:</i>		
Within one year	718	-
In the second to fifth years inclusive	1,150	-
	<hr/>	<hr/>
Total minimum commitment	1,868	-

During the year the charity has taken out three finance leases to cover the expenditure related to a new EPoS and warehouse management system. It has been agreed that at the end of the primary term of these leases, title will pass to the charity through a purchase option in return for a small payment.

24. Capital and other commitments

Sue Ryder Direct Limited has outstanding foreign currency commitments of USD \$786,499 (31st March 2016: \$477,861) which are due to mature within 12 months.

25. Related party disclosures

There are a number of independent charities operating in various countries and which share the main objectives of Sue Ryder. The charity awards grants to these entities as shown in Note 8.

The financial statements of the group consolidate the results of its 100% subsidiary companies, Sue Ryder Direct Limited, Sue Ryder Lottery Ltd and Woburn Property Investment Limited, and subsidiary charity Duchess of Kent House Charity.

During the year the following transactions took place between the charity and its subsidiary undertakings:

The transfer under gift aid of the trading profits of Sue Ryder Direct Limited to the charity of £241,000 (2015–16: £1,165,864) and Sue Ryder Lottery Limited to the charity of £1,043,045 (2015–16: £66,179).

The recharge of costs associated to the use of the charity's shops for trading by Sue Ryder Direct Limited of £1,313,205 (2015–16: £1,261,523) and commission charged of £467,626 (2015–16: £357,320) to the charity by Sue Ryder Direct Limited as agent in regards to the Retail Gift Aid scheme.

A grant of resources held by Duchess of Kent House Charity of nil (2015–16: £331,380) was paid to the charity.

Balances outstanding as at 31st March 2017 between the charity and its subsidiary undertakings are:

Sue Ryder Direct Limited owes £2,308,848 to the charity (2015–16: £1,610,932).

Sue Ryder Lottery Limited owes £95,826 to the charity (2015–16: £73,051).

Woburn Property Investment Company Limited owes £7,334 to the charity (2015–16: £7,334).

Duchess of Kent House Charity owes £7,775 to the charity (2015–16: £10,000).

Notes to the accounts

26. Cash flows from operating activities Net cash provided by / (used in) operating activities

	Consolidated	
	2016–17 £000s	Restated 2015–16 £000s
Net income / (expenditure) for the reporting period as per the Statement of Financial Activities:	973	(5,785)
Add back depreciation (note 11)	3,890	4,438
Loss on sale of assets	132	202
(Gain) / loss on sales of investment assets	(1,217)	279
(Increase) / decrease in investment cash holding	(511)	229
Decrease / (increase) in stocks	(37)	(403)
Decrease / (increase) in debtors	(1,690)	1,222
Increase / (decrease) in creditors	1,719	(1,095)
Increase / (decrease) in provisions for liabilities	49	369
Investment income	(255)	(203)
Gains on foreign currency held	(1)	(31)
Net cash provided by/ (used in) operating activities	3,052	(778)

Notes to the accounts

27. Net income from trading activities of subsidiaries

Sue Ryder has four wholly owned subsidiaries that are incorporated in the UK. The principal activities of the subsidiary Sue Ryder Direct Limited are the sale of new goods and the running of the donated goods gift aid scheme. The company gifts its taxable profits to Sue Ryder.

	Sue Ryder Direct Ltd	Sue Ryder Lottery Ltd	Woburn Property Investment Company Ltd	Duchess of Kent House Charity
Company number	889743	9479300	8277229	4032552
Registered charity number				1085912

	2016–17 £000s	2016–17 £000s	2016–17 £000s	2016–17 £000s
Turnover	8,974	1,226	-	-
Cost of sales	(5,921)	(173)	-	-
Gross profit	3,053	1,053	-	-
Other expenses	(2,812)	(10)	-	-
Profit/ (loss) on ordinary activities before tax	241	1,043	-	-
Tax on profit on ordinary activities	(3)	-	-	-
Profit/ (loss) on ordinary activities after tax	238	1,043	-	-
Charitable donation to parent	(241)	(1,043)	-	-
Retained profit for the period	(3)	-	-	-
Tangible fixed assets	9	-	-	-
Net current assets/(liabilities)	3	-	(8)	-
Total net assets	12	-	(8)	-
Share capital	-	-	-	-
Profit and loss account	12	-	(8)	-
Shareholder's funds	12	-	(8)	-

A subsidiary charity exists, Sue Ryder Care (Chantry), to administer a permanent endowment passed to Sue Ryder by the Charity Commission.

Notes to the accounts

27. Net income from trading activities of subsidiaries (Continued)

The results for the year ended 31 March 2016 were:

	Sue Ryder Direct Ltd	Sue Ryder Lottery Ltd	Woburn Property Investment Company Ltd	Duchess of Kent House Charity
Company number	889743	9479300	8277229	4032552
Registered charity number				1085912
	2015-16 £000s	2015-16 £000s	2015-16 £000s	2015-16 £000s
Turnover	9,198	123	-	-
Cost of sales	(5,027)	(57)	(2)	(331)
Gross profit	4,171	66	(2)	(331)
Other expenses	(3,005)	-	-	-
Profit/ (loss) on ordinary activities before tax	1,166	66	(2)	(331)
Tax on profit on ordinary activities	(4)	-	-	-
Profit/ (loss) on ordinary activities after tax	1,166	66	(2)	(331)
Charitable donation to parent	(1,166)	(66)	-	-
	(4)	-	(2)	(331)
Retained profit for the period	(4)	-	(2)	(331)
Tangible fixed assets	25	-	-	-
Net current assets/(liabilities)	(10)	-	(8)	-
Total net assets	15	-	(8)	-
Share capital	-	-	-	-
Profit and loss account	15	-	(8)	-
Shareholder's funds	15	-	(8)	-

"Sue Ryder does fantastic work on behalf of people who need support at difficult times."
Nicola Sturgeon, First Minister of Scotland, at the SNP conference in 2016.



Sue Ryder does fantastic
work & should support & peer
the need from 24 hrs
difficult times
#connectingthread
Nicola Sturgeon

Recognition of key supporters

We can only go on making a difference to people's lives because of the generosity of the thousands of people and organisations who give their money, time and support. Although it's not possible to mention every single person or organisation that has supported us over the past year, we'd like to give our particular thanks to:

Barry Proctor
Bernard Lewis Family Charitable Trust
Big Lottery Fund (Scotland)
Bromhead Medical Charity
Buckles Solicitors
CHK Charities Limited
Christopher Kimpton
Christopher Sprinz
Clara E Burgess Charity
Darragh MacAnthony
Ennismore Foundation
Evan Cornish Foundation
Gale Family Charity Trust
Georgie Crombie Trust
Harry Cureton Charitable Trust
Ian and Caroline McAlpine
Maurice and Hilda Laing Charitable Trust
Smith Charitable Trust
St John's Hospital Trust
The Arnold Burton 1998 Charitable Trust
The Band Trust
The Burdett Trust for Nursing
The Harpur Trust
The House of Industry Estate
The Ibbett Trust
The Masonic Charitable Foundation
The Notgrove Trust
The Rayne Foundation
The Shanly Foundation
The Shears Foundation
The Thomas J Horne Memorial Trust
The Wixamtree Trust
Thomas Cook Group Ltd

Thank you also to those donors who wish to remain anonymous.

Sue Ryder provides incredible hospice and neurological care for people facing a frightening, life-changing diagnosis. It's not just expert medical care we provide. It's the emotional support and practical things we take care of too. We do whatever we can to be a safety net for our patients and their loved ones at the most difficult time of their lives.

Not only do we treat more conditions than any other UK charity in our hospices, neurological care centres and out in the community; we also campaign to improve the lives of people living with them. We see the person, not the condition, taking time to understand the small things that help that person live the fullest life they can.

For more information about Sue Ryder

Sue Ryder

First Floor
16 Upper Woburn Place
London
WC1H 0AF

call: 0845 050 1953*

email: info@sueryder.org

visit: www.sueryder.org

 **[/SueRyderNational](https://www.facebook.com/SueRyderNational)**

 **[@sue_ryder](https://twitter.com/sue_ryder)**

This document is available in alternative formats on request.

* Calls cost 5p per minute plus your telephone company's network access charge.

incredible hospice
and neurological care