

# LEGS

# ANNUAL REPORT & ACCOUNTS

2022-2023

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Registered charity: 1177659

Report for year ended 31 March 2023

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# INTRODUCTION FROM CHAIR

LEGS ANNUAL REPORT | 03

I am so pleased to present the LEGS Annual Report for April 2022 – March 2023. After a period of rapid diversification due to COVID-19, this year was focused on expanding our face to face services, whilst improving our operations and growing our offering of online classes.

A key aim was to increase the number of groups and participants, to reach as many people as we could, which we did by providing services to 166 people (46% more than last year). Our weekly class offering rose from 18 to 26, including new Pilates and Tai Chi classes. Of these eight new classes, four were face to face, operating in three new venues in Greater London, bringing the total weekly face to face sessions to 11, across seven venues.

Another key aim was achieved with the opening of two new face to face classes in a Better Gym in Croydon. This was a huge step forward for LEGS, one that was delayed due to the pandemic, and which paves the way for where we wish to focus face to face services in the future. By targeting Croydon, with its higher level of socio-economic deprivation and increased length of NHS waiting lists for community based neurological rehabilitation, we can provide rehabilitation and support to people who stand to benefit the most.

Our weekly, online Neuro Café builds on our aim of empowering people with information and resources on their conditions and enables participants to feedback to us on the services they want. The Neuro Café's successes were presented by our Clinical Director, Sarah Sparkes at the UK Stroke Forum in 2022.

We recruited five new Trustees, to improve the diversity, skill and expertise of our Board. Enabling our new Trustees to assist the work of our Leadership Team, will be key to driving forward the charity's mission.

I wish to extend my thanks and gratitude to the whole LEGS community, our participants, their families and carers, our staff, physiotherapists, Trustees and volunteers. Special mention must go to Sarah Sparkes and Victoria Bailey-King, whose commitment and professionalism drive forward this incredible organisation. I am excited to see where our incredible community takes LEGS in 2023 - 2024.



Annys Fairweather  
Chair, LEGS, August 2023





# OBJECTIVE AND ACTIVITIES IN 2022-2023

LEGS ANNUAL REPORT | 04



## VISION

Equal access to physical activity for people with neurological conditions, enabling them to live active, healthy lives.

## MISSION

To provide affordable and accessible rehabilitation to people living with neurological conditions.

## VALUES

Our values express who we are. They form the basis for all we do.

- we are kind
  - we deliver excellence
  - we are inclusive
  - we are collaborative
  - we have integrity
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# OBJECTIVE AND ACTIVITIES IN 2022-2023

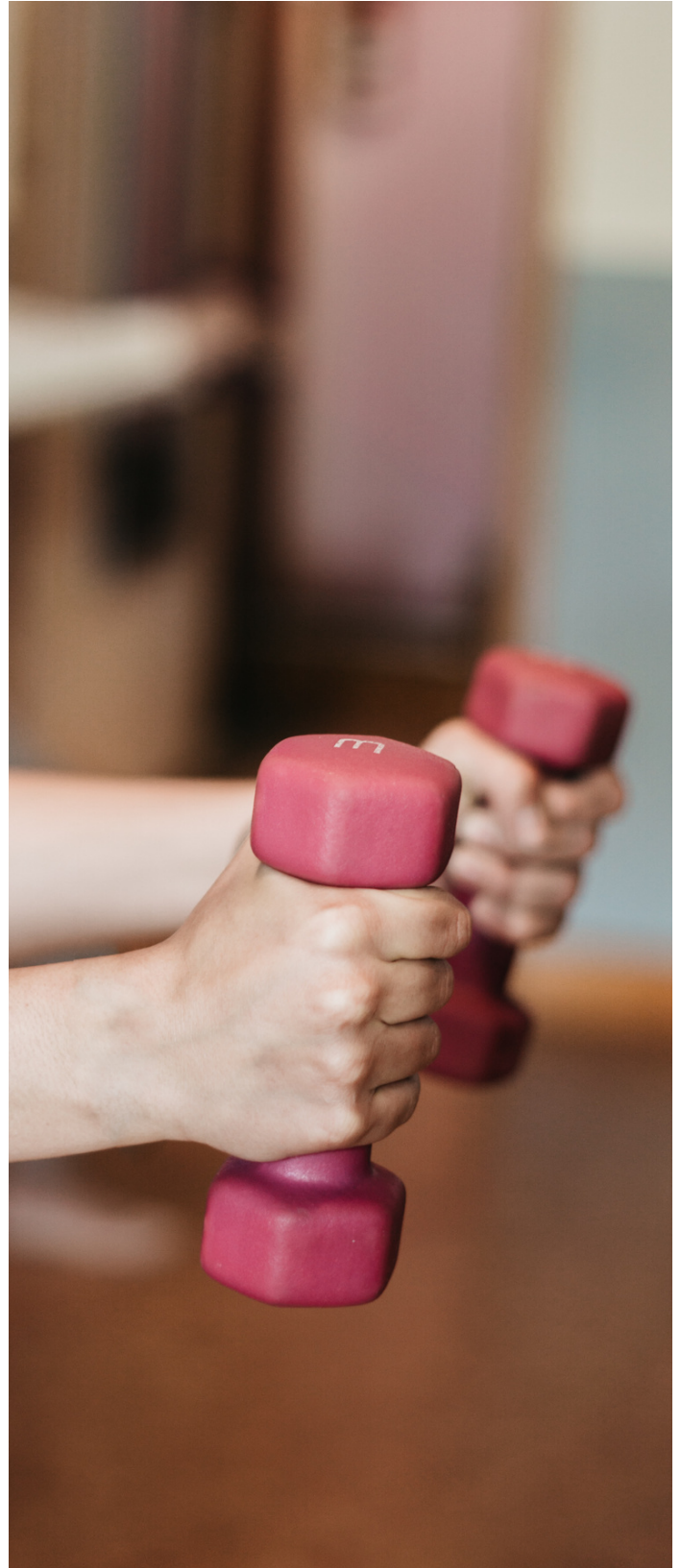
LEGS was founded to provide high quality, longer-term, affordable rehabilitation, alongside or after NHS rehabilitation has come to an end.

NHS rehabilitation is often time-limited and under-resourced for people following a stroke or living with a long term neurological condition in the community. People report feeling lost after NHS services have finished, resulting in them becoming or remaining physically inactive and socially isolated. Meaningful improvement for people with neurological conditions can happen over many years and LEGS recognises the need for a programme which sustains increased physical activity and social participation over months and years, rather than weeks, and takes a holistic approach by providing participants with both professional and peer support and advice.

By providing our award-winning, weekly exercise sessions, LEGS can help people improve their physical activity and social participation, which can make a huge impact on their quality of life and also reduce health and social care costs.

The LEGS programme enables participants to improve their physical function, independence and confidence, whilst reducing their reliance on carers and family.

LEGS helps people access and engage in lifelong physical and social activity within their communities. We support people back into previous activities and enable the confidence to take up new opportunities.



# OBJECTIVE AND ACTIVITIES IN 2022-2023

Our outcomes include improving health and emotional well-being, increasing physical activity and reducing social isolation. We aim to enable people to enjoy activities that are meaningful to them and assist them to fulfil their personal and societal roles.

Our aims are consistent with our founding object which is:

*"the relief of disability and the preservation of health by providing physiotherapy led group rehabilitation and support sessions to people who have had a stroke and other neurological conditions."*

The main activities undertaken in relation to those purposes are:

- The provision of physiotherapy assessments and reassessments
- The provision of online and face:face rehabilitation groups
- The provision of education sessions to help participants better manage their conditions
- The facilitation of peer support

We produced a three year business plan (2020-2023) which sets out our aims for the next stages in LEGS' development. We defined our four main aims:

1. To increase the number of participants, with a range of neurological conditions, attending LEGS and the number of groups (both online and face:face).
2. To improve the physical condition and emotional well-being of participants.
3. To open groups in local authority and social enterprise leisure centres.
4. To increase the number of participants attending long term physical activity and improve their ability to self-manage their condition.

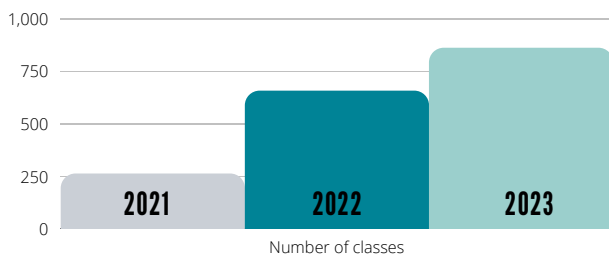
For each aim we have a series of key objectives which will shape the services we deliver. These outcomes will help us to create compelling evidence for potential funders and commissioners and reinforce the success of our intervention in improving the lives of people with disabilities.



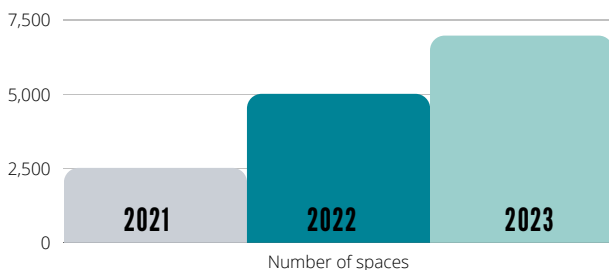
# ACHIEVEMENTS AND PERFORMANCE

## OUR GROUPS

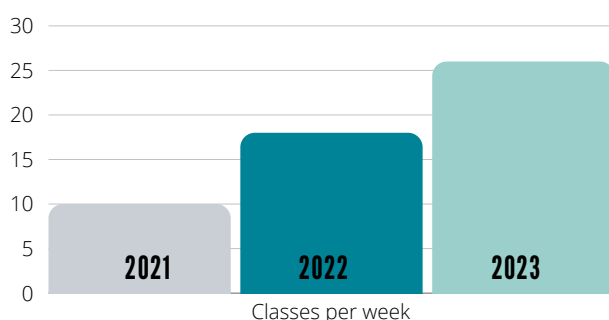
We ran 862 individual LEGS classes this year (658 in 2022 and 264 in 2021).



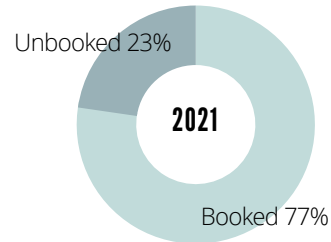
We offered 6970 spaces\* (5011 in the 2022 and 2520 in 2021).



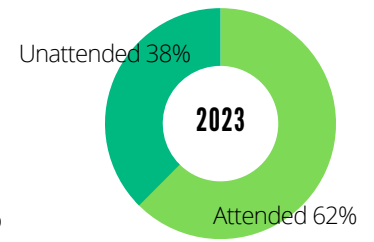
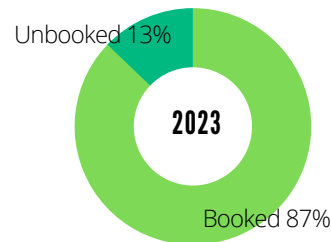
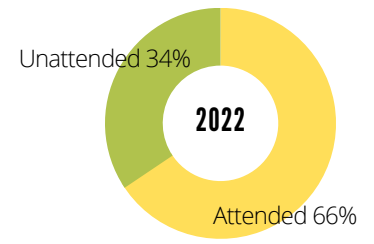
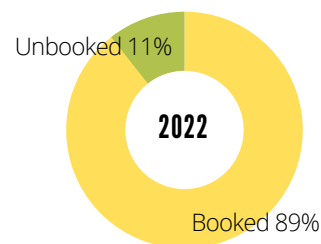
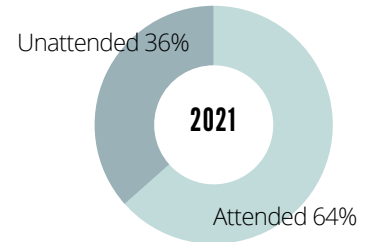
By the end of the year we were running 26 classes per week (18 in 2022 and 10 in 2021).



### BOOKED SPACES



### ATTENDED SPACES



The slight reduction in spaces booked from 89% to 87% in the last year could be attributed to the opening of new groups towards the end of the year. Newly opened classes generally have lower bookings because we open classes when we have a waiting list of four or five people.

Attendance figures were slightly lower than the last two years. This could be because we have more participants doing more one than class so the long term injury or illness of one participant has a greater impact on the class attendance figures. There was also notably more illness as people returned to more "normal" lifestyle habits after the lockdowns of the pandemic.

\*(1 SPACE = A PLACE FOR ONE PERSON IN A 45 OR 60 MINUTE CLASS)

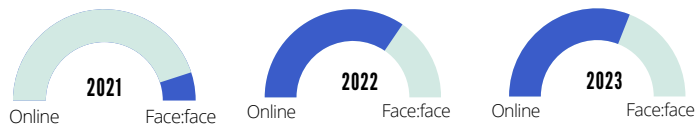


# ACHIEVEMENTS AND PERFORMANCE

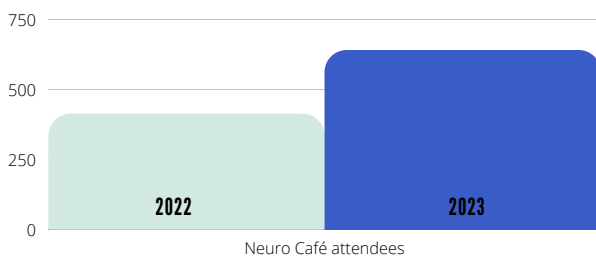
## OUR SERVICES

330 of the 862 classes we ran this year were face to face (38%).

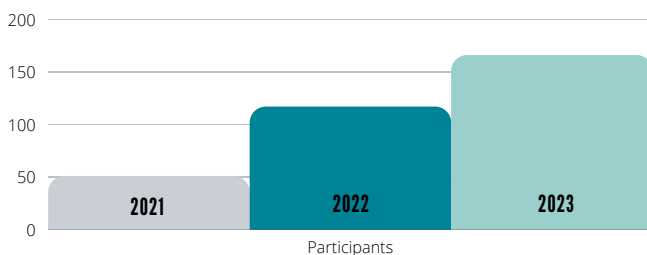
Face to face classes are more expensive to run and logistically more complicated than an online equivalent but we recognise the reported social and physical benefits which come with participants mobilising themselves for a face to face class.



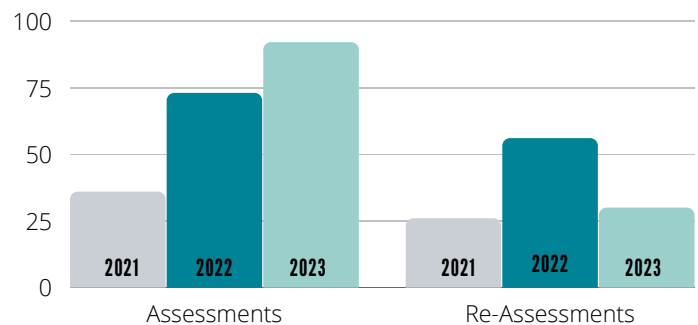
The number of times people attended a Neuro Café session in 2023 was 641 (414 in 2022), a 55% increase.



We provided services (a class or an assessment) to 166 people and their families/carers (a 42% increase from the previous year).



We completed 92 assessments for new participants (73 in 2022) and 30 re-assessments for existing participants (56 in 2022). The decrease in re-assessments was due to participants declining the offer of a re-assessment on the grounds they were satisfied with their progress due to the support they receive within the classes.

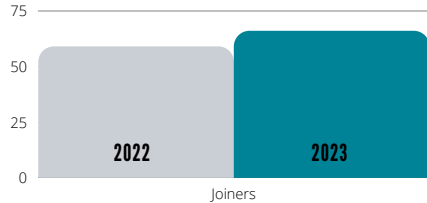


13 people were assessed but did not join because they were not suitable or the logistics of the classes did not work for them.

# ACHIEVEMENTS AND PERFORMANCE

## OUR PARTICIPANTS

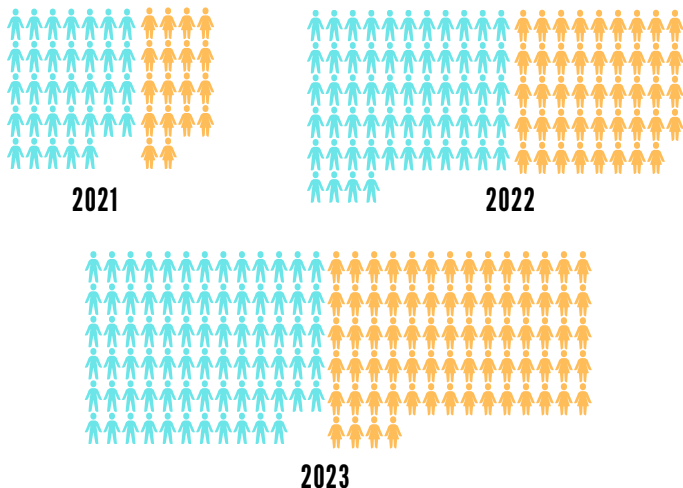
We received 147 referrals. 66 people started with LEGS this year (59 last year).



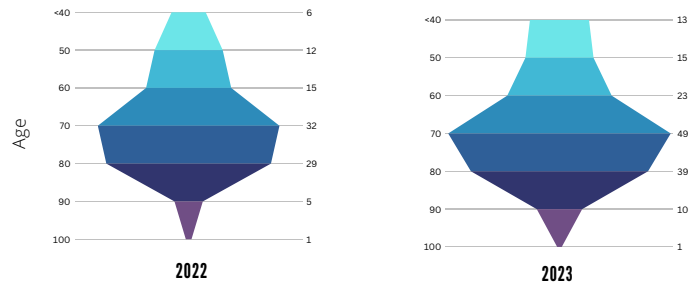
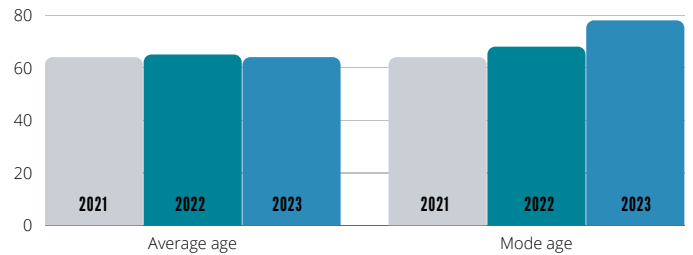
Of the 66 joiners, six stopped attending within 12 weeks of starting, meaning our drop out rate was 9% (compared with 2% in 2022 and 12% in 2021). We could not find any published reports from comparable services but we have verbal reports of drop out rates between 30-50% so we consider 9% a very good outcome.



150 people attended one or more LEGS class/es this year (103 last year, 51 in 2021). The ratio of people who attended a class this year, who identified as male compared to female was 1:1 (4:3 in 2022, 11:6 in 2021).



The age range of our participants was 25-96 (last year:32-95) with an average age of 64 (last year:65) and mode age of 78 (last year:68).



Our participants were very similar to last year's in terms of location.

**75%** participants had addresses in Greater London (74% last year, 88% the year before). As last year, the other participants were spread throughout the UK from Northern Ireland to Cornwall to Lincolnshire.

**17** onward referrals were made for participants (11 last year) and we supported people with blue badge and benefit applications.

# ACHIEVEMENTS AND PERFORMANCE

## SUMMARY

In the last year:

- We **increased the number of classes** by 31%.
- We provided rehabilitation services to **46% more people** this year.
- We created **39% more hours of rehabilitation** for people with neurological conditions.
- We opened **8 new weekly classes** (44% more than the previous year).
- We maintained our goal of **keeping our classes booked** to a minimum of 86% capacity.
- We maintained an almost **equal balance** of participants identifying as male as female.
- We had more **younger people** join. The number of participants under 40 doubled. **Neuro Pilates** has been notably in demand by younger participants.
- We **assessed 26% more** people than last year.
- The number of people who left LEGS within 12 weeks of joining (our "**drop out rate**") **remained under 10%**.





# ACHIEVEMENTS AND PERFORMANCE

## OTHER KEY ACHIEVEMENTS & MILESTONES

- We designed and launched new face to face and online **Neuro Pilates** classes.
- We created two **online Tai Chi** classes, one standing, one seated.
- We opened two new face to face classes in **Croydon**, South London (one Move, one Rise), thanks to a Physical Activity grant from Parkinson's UK.
- We opened a face to face Move class in **Barnet**, north London.
- We opened a new **Reach** (upper limb exercises) online class.
- We completed the Transform training programme with Getting On Board, and recruited and inducted **five new Trustees**, creating four new sub committees.
- We redesigned and relaunched a **new website**.
- We created a new "**Staff Room**" portal online for our freelancers, with shared resources.
- We created an equivalent **site for Trustees**.
- We created a new weekly newsletter (**The LEGS Pinboard**) for participants to improve clarity and regularity of communication.
- We redesigned our newsletter (**The LEGS Letter**) for our wider audience and created a monthly circulation schedule.
- We significantly increased and improved our **social media output**.
- We delivered support and signposting to the families and carers of our participants, and ran **Family and Carers Group** exercise classes, including Tai chi and aerobics.
- We had a summer and Christmas **staff social** and a **Leadership Retreat**, setting goals for the year ahead and reviewing our last three year business plan.
- For participants, we held an online **Christmas party** and an "in person" tea for our Islington participants.
- We had research abstract and posters accepted to present at **two national professional conferences**.
- We supported **King's College London University** Physiotherapy students in their annual simulated practice week and **Portsmouth University** Physiotherapy students with telerehabilitation and research.



# ACHIEVEMENTS AND PERFORMANCE

## PARTICIPANT FEEDBACK

"It was something new, something fun and engaging"



“

*The functional exercises are fun and useful and prompt us to do practical things. I enjoy this group very much. Sometimes I forget that when I joined LEGS I could hardly coordinate left and right hands at all!*

”

"The explanations from the physios during classes help me understand my personal rehab process"



“

*A heartfelt observation... joining the LEGS family changed my life.*

*Although I was visiting a physiotherapist once a week, I was getting almost nowhere in physical improvement.*

*Attending LEGS swiftly changed that and I firmly believe that it has the ability to change lives. I stand aloft as proof.*

"I have experienced LEGS as a lifeline"

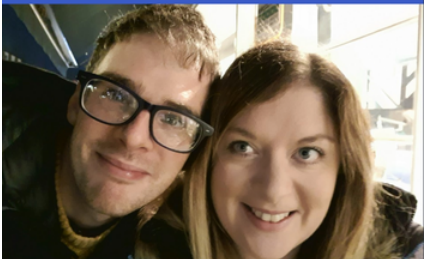


"I find having the rhythm of a weekly class online extremely helpful and supportive to have in my life"

"SO MANY benefits! LEGS keeps me active"



"LEGS has some online exercises with a class which is fab for me as I can fit it in around work"



# ACHIEVEMENTS AND PERFORMANCE

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## MORE FEEDBACK

I CANNOT THANK YOU AND THE TEAM ENOUGH OR **IMAGINE WHERE I WOULD BE** IF I HAD NOT HAD THE BENEFIT OF ALL THOSE CLASSES OVER THE PAST YEARS. WONDERFUL.

*Your being there and willing to help was **everything**.*

Gaining an understanding of my condition, helps me in my **motivation** to exercise & understand my improving condition - **invaluable**.

*I just wanted to say a huge thank you for welcoming me to the class. I really enjoyed it and it was so nice to meet **others in the same boat**. I wish I'd found you months ago!*

*I exercise [with LEGS] three times a week; each class has tailored exercise programmes that meet my goals. I get to train/exercise under the watchful eye of a **knowledgeable and professional Physio** and I also get to exercise with other stroke survivors - which is great.*

EXCELLENT WITH ITS RANGE & BALANCE OF ACTIVITY. IT'S **REGULARITY & STRUCTURE** HELPS ME SUSTAIN MY **SELF DISCIPLINE** & MAINTAIN MY VARIOUS EXERCISE ROUTINES.



# ACHIEVEMENTS AND PERFORMANCE

## PARTNERSHIPS AND COLLABORATIONS

- We opened two new classes in Croydon in collaboration with **Parkinson's UK**. This was a pilot scheme to discover the effectiveness of a multi-condition class for Parkinson's patients. The outcomes were positive.
- We delivered **in-service training** to medical teams at Imperial College London, the Robertson Unit in Willesden, The Royal Free Hospital and the Community Stroke Team and Community Partners in Northampton, Croydon, Westminster, and Kensington & Chelsea.
- We continued our delivery of services to the excellent brain injury charity **Headway**, in South Bucks, running a face to face session on Wednesdays.
- We presented our services at a Centre for **Neurorehabilitation seminar meeting** along with colleagues from Homerton, Northwick Park and Queen Square hospitals.
- We met with the **Stroke Association** which resulted in LEGS being listed in their Getting Active After Stroke page on the SA's My Stroke Guide. We are also now listed on their internal Resource Finder, used by the helpline.
- We hosted **regular CPD sessions** for our physiotherapists to ensure we are embedding new practice and evidence into our classes.



# ACHIEVEMENTS AND PERFORMANCE

## FUNDRAISING

- We received a corporate donation of 50 laptops from **Westminster City Council**. These are being allocated to participants who cannot afford to buy their own or who need help with setting up the technology to access our online classes.
- One of our physiotherapists ran the **London Marathon** on behalf of LEGS and raised £1,689.
- We received a corporate donation of £900 from **Radcliffe & Newlands** to fund the venue costs of our Islington class.
- **Digital Lift** grants awarded us £829 to upgrade our website and email services.
- We advertised for a **part time Fundraiser** but were not successful. We will recruit again next year. In the interim, we will work with a freelance Fundraiser on urgent projects.

## STAFFING AND VOLUNTEERS

- We welcomed to the team, four new **freelance physiotherapists**, a **social media manager** and **charity administrator** (all of whom are working on an ad hoc basis for a few hours a week and greatly contributing to the smooth operations of the charity).
- As ever, we benefitted enormously from the generous support of many **volunteers** who supported the delivery of our face to face and online groups.
- We are indebted to a generous **web developer** for her pro bono work on our website updates, and the volunteer **photographer** who photographed our Pilates class .
- We are so grateful to the LEGS participants who voluntarily give their time to help us as **LEGS Ambassadors** and as our **Participant Voice Representative**.



## REVIEW OF FINANCIAL RESULTS

For the year ended 31st March 2023, there was a deficit of £41,858 (2021-2022: a surplus of £12,748). This was anticipated and was deliberate as we had a high level of reserves at the close of the last financial year, which exceeded our reserve requirement.

The income for the year was £97,808 (2021-2022: £127,958).

Donations provided the largest income stream, amounting to £59,147 (2021-2022: £103,275). Income from charitable activities was £34,832 (2021-2022: £24,200).

LEGS received no statutory revenue funding and relied for its income entirely on its own fundraising activities and on donations from external sources as well as its participants.

Directly employed staff numbers decreased from 2.0FTE (0.5FTE administrative staff, 1.5FTE clinical staff) to 1.82 FTE (our Clinical Director increased from 0.5FTE to 0.6FTE in January 2023, our Physiotherapist decreased from 1.0FTE to 0.72FTE in February 2023).

Total expenditure for the year was £139,666 (2021-2022: £115,237). This increase reflects the cost of running more classes as well as significant inflationary increases.

Total cash funds at this year end were £76,355 (2021-2022: £118,212).

## RESERVES

The Trustees calculate the reserves as the part of the charity's unrestricted income funds that is freely available, after taking account of designated funds that have been ring fenced for specific costs. The Trustees maintain a policy of keeping at least 6 months' running costs (based on the average of the forecast expenditure for the current and next years) as designated funds within the free reserves, to protect against the possibility that one or all of our current funders is unable to continue their current level of commitment. At the end of March 2023, this reserve requirement was equivalent to £95,050 and total unrestricted funds were £72,484. Therefore, we had not met our reserves goal. We are aiming towards a 6 month reserve, which we estimate will take 2 years to achieve.

## RESPONSIBILITIES OF BOARD OF TRUSTEES

The Trustees are responsible for preparing the Trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the Trustees to prepare accounts for each financial year which 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 year.

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The Trustees are responsible for keeping proper accounting records which 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 Charities Act 2011.

The Trustees 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.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Insofar as the Trustees are aware:

- There is no relevant information of which the charity's independent examiner is unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant information and to establish that the independent examiner is aware of that information.

These accounts have been prepared in accordance with the provisions applicable to CIOs subject to the requirements of the Charity Commission.

For the year in question, the charity was entitled to exemption from an audit under section 144 of the Charities Act 2011. The Charity Commission has not ordered an audit to be carried out under Section 146 of the Charities Act 2011.

The notes below form part of these accounts.

The Trustees' annual report has been approved by the board of Trustees on 17 November 2023 and signed on its behalf by:



Annys Fairweather  
Chair, LEGS

## NOTES TO THE LEGS ACCOUNTS FOR THE YEAR ENDED 31ST MARCH 2023

1. The accounts presented here have been prepared on a receipts and payments basis for the year ended 31 March 2023.
2. In accordance with the Charities Commission guidance, and at the request of the Trustees, these accounts have been independently examined. The independent examiner's report follows these notes.
3. The Trustees confirm, in accordance with the Charitable Incorporated Organisations (General) Regulations 2013, that at year end the CIO did not have any outstanding guarantees to third parties nor any debts secured on assets of the CIO.

## INDEPENDENT EXAMINER'S REPORT ON THE ACCOUNTS OF LEGS

### Report to the Trustees of LEGS. Charity no 1177659.

I report to the Trustees on my examination of the accounts of the above charity ("the Trust") for the year ended 31 March 2023.

### Responsibilities and basis of report

As the charity Trustees of the Trust, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 (the 2006 Act).

I report in respect of my examinations of the Trust's accounts as carried out under section 145 of the Act 2011 Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(4)(b) of the Act.

### Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect:


- accounting records were not kept in accordance with section 130 of the Act or
- the accounts do not accord with the accounting records

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Mark Middleton, Director (FCA)  
LB Group, 1 Vicarage Lane, London, E15 4HF  
27 October 2023

# FINANCIAL REVIEW

 CHARITY COMMISSION FOR ENGLAND AND WALES	LEGS (Local Exercise Groups for stroke and neurological conditions)				CC16a
	Charity no. 1177659				
	Receipts and payments accounts				
	For the period from	1st April 2022	To	31st March 2023	
Section A Receipts and payments					
	Unrestricted funds	Restricted funds	Endowment funds	Total funds	Last year
	to the nearest £	to the nearest £	to the nearest £	to the nearest £	to the nearest £
A1 Receipts					
Donations	59,107	40	-	59,147	103,275
Fees and subscriptions	32,232		-	32,232	20,705
Fundraising	1,689		-	1,689	
Trusts and Grants		2,140	-	2,140	500
Commissioned groups	2,600		-	2,600	3,495
Miscellaneous			-	-	11
	-	-	-	-	-
	-	-	-	-	-
Sub total(Gross income for AR)	95,628	2,180	-	97,808	127,986
A2 Asset and investment sales, (see table).					
	-	-	-	-	
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	95,628	2,180	-	97,808	127,986
A3 Payments					
Fund raising	73	-	-	73	809
Professional memberships	96	-	-	96	175
Staffing & Recruitment	125,070	2,140	-	127,210	100,870
Staff training	1,128	-	-	1,128	1,923
Staff travel and subsistence	25	-	-	25	128
Insurance	755	-	-	755	630
Venue hire & equipment	5,769	-	-	5,769	3,096
Support costs	4,340	-	-	4,340	6,564
Trustee Training & Expenses	270	-	-	270	1,043
Sub total	137,526	2,140	-	139,666	115,237
A4 Asset and investment purchases, (see table)					
	-	-	-	-	
	-	-	-	-	
Sub total	-	-	-	-	-
Total payments	137,526	2,140	-	139,666	115,237
Net of receipts/(payments)	41,898	40	-	41,858	
A5 Transfers between funds	- 3,831	3,831	-	-	6,017
A6 Cash funds last year end	118,212	-	-	118,212	99,447
Cash funds this year end	72,484	3,871	-	76,355	105,464

Section B Statement of assets and liabilities at the end of the period				
Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds		72,484	3,871	-
		-	-	-
		-	-	-
	<b>Total cash funds</b>	<b>72,484</b>	<b>3,871</b>	<b>-</b>
	(agree balances with receipts and payments account(s))	OK	OK	OK
		Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B3 Investment assets			-	-
			-	-
			-	-
			-	-
			-	-
	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B4 Assets retained for the charity's own use			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
B5 Liabilities			-	
			-	
			-	
			-	
			-	
Signed by one or two trustees on behalf of all the trustees	Signature	Print Name		Date of approval
	Electronically signed by AF	Annys Fairweather		23/10/23
	Electronically signed by EK	Esther Kufrin		23/10/23



The delivery of high quality exercise classes and rehabilitation services remains our primary purpose, and with a small team of mainly freelance physiotherapists, the timetabling, cover and supervision of staff occupies a lot of our leadership team's focus. This coming year will require a significant strategic input as we manage the maternity leave of the physiotherapist who currently delivers the majority of the cover and teaching timetable. We are excited to meet the challenge. We will focus our efforts at the start of the year on recruitment to secure staffing and ensure that we can continue to run our classes without disruption to participants or reduction in quality of outcome.

Creating a new three year plan for LEGS is the second major piece of strategy work we'll be prioritising. With the support of our newly formed Business Planning Trustee Committee, the Leadership Team, led by the Chair, will draw up a new plan to move the charity forwards, setting our vision for 2023-2026.

At the close of the last financial year we had just launched two LEGS exercise classes in a Better Gym leisure centre in Croydon, south London. This was a huge milestone for us as it has been our goal since launching the charity five years ago. We were especially proud that this was achieved in collaboration with Parkinson's UK, as we were able to harness the significantly greater funding capacity of a large, national charity. Additionally, opening these classes in Croydon (an area of economic deprivation and one we had identified as having a waiting list for people needing post stroke rehabilitation), confirmed our view that this is the direction in which we want to steer LEGS. As such, we will be prioritising this model of delivery and trying to build on the success of this pilot by developing a relationship with the Better Gym teams.

The diversification of our fundraising portfolio and the creation of a strategic fundraising pipeline is carried over from last year's aims and becomes an urgent agenda item for this year.

On a less time sensitive agenda, is our desire to consider the charity's branding and marketing, as we grow and reach larger audiences. Part of our strategy this year will be enlisting the services of design experts to discuss our name and messaging.

With the recruitment of five new Trustees last year, the Board is at an exciting stage of development. A key goal is to enable and empower Trustees to produce outcomes for the charity. Strategically, we want Trustees to be involved in the detail of the charity's operations, leading on projects, producing work, being proactive and less dependent on LEGS staff.



# STRUCTURE, GOVERNANCE AND MANAGEMENT

## OUR ORGANISATION

LEGS (Local Exercise Groups for stroke and neurological conditions) was registered as a Charitable Incorporated Organisation in March 2018 with the Charity Commission. The charity was established under a constitution which describes the objects and powers of the charitable organisation and the rules by which the charity is governed. The charity number is 1177659.

Apart from the first charity Trustees, every trustee must be appointed for a term of three years by a resolution passed at a properly convened meeting of the charity Trustees. In selecting individuals for appointment as Trustees, the Trustees must have regard to the skills, knowledge and experience needed for the effective administration of the charity. The Trustees may, by and from their number and from time to time, elect such officers (Chair, Secretary, Treasurer) as they see fit.

All Trustees give their time voluntary. Any expenses reclaimed from the charity are set out in the accounts.

## TRUSTEE BOARD STRUCTURE

The board meets four times a year and is responsible for LEGS' strategic direction and policies.

This year we created four additional committees (Finance, Marketing & Fundraising, Participant Voice, Business Planning) which meet at least twice a year, or as required to discuss priorities.

## STRATEGY & OUTCOMES

We want our board to reflect the diverse communities we serve and for LEGS' leadership structure to represent the equality, diversity and inclusion that we strive to create through our charity's aims.

This year we recruited five new Trustees. All of them have personal or lived experience of living with or caring for somebody with a neurological condition. And they each bring a wealth of professional experience which will strengthen our leadership.

## PREMISES

We continue to benefit from the generous support of Barrecore, with whom we have developed a strong working relationship. They offer us accessible studio space at a subsidised rate so that we can run our face to face classes affordably in Notting Hill, Islington and Wandsworth.

The William Hobbayne Hall in Hanwell, home to our Tai Chi classes also generously provide their venue at a charity rate meaning we can offer face to face Tai Chi classes affordably.

We are excited to have launched two classes this year in Better Gyms, which are our ideal venues for accessible and affordable exercise classes.

The ability of our team to work remotely and from home means we have no need for a dedicated office space and we have no plans to invest in such.

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# STRUCTURE, GOVERNANCE AND MANAGEMENT

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## TRUSTEE INDUCTION & TRAINING

New Trustees receive induction through 1:1 meetings with the Chair and the Director of Operations, training courses, attending board meetings and self-directed reading. Induction is an ongoing process. We recognise that it needs to be tailored to the individual and lasts many months.

On or prior to appointment, Trustees are provided with a copy of the charity constitution, latest copy of the annual report as well as Charity Commission publications on the roles and obligations of Trustees, as well as relevant or topical publications relating to trusteeship from organisations such as NCVO, the Charity Commission and Getting On Board.

We encourage Trustees to attend services and social events with participants to familiarise themselves with the day to day running of LEGS and the context within which it operates.

We have a dedicated Trustee training budget and Trustees are directed to undertake training.

Our Chair and Director of Operations lead on Trustee induction but it is the collective responsibility of the board to support one another, welcome new Trustees and work together collaboratively.

## POLICIES, PROCEDURES, STANDARDS & RISK MANAGEMENT

We work to all relevant professional standards and our clinicians are registered with the Health and Care Professions Council (HCPC) and are members of the Chartered Society of Physiotherapy (CSP) or have their own independently arranged insurance.

We have a comprehensive set of policies and procedures which are regularly reviewed by Trustees. There is a risk register which is kept under at least quarterly review by the Leadership Team and is formally approved by the board of Trustees at least annually.



# REFERENCE AND ADMINISTRATIVE DETAILS

## CHARITY NAME

LEGS (Local Exercise Groups for stroke and neurological conditions)

## REGISTERED ADDRESS

LEGS  
c/o LB Group  
1 Vicarage Lane  
London  
E15 4HF

## CONTACT DETAILS

Telephone: 07377 259 778  
Email: [info@legs.org.uk](mailto:info@legs.org.uk)  
Website: [www.legs.org.uk](http://www.legs.org.uk)

## TRUSTEES

Annys Fairweather, Chair of Trustees  
Esther Kufrin, Deputy Chair of Trustees  
Hugh Baxter, Treasurer  
Caroline Appel  
Rupert Cockcroft  
Frederick Baidoo  
Stuart Davies  
Sophia Forrest  
Anthony (Paul) Mylrea

Advisor to Trustees  
David Fairweather

## LEADERSHIP TEAM

Annys Fairweather, Chair of Trustees and Founding Physiotherapist

Victoria Bailey-King, Operational Director

Sarah Sparkes, Clinical Director & Lead Physiotherapist

## BANKERS

Barclays Bank  
35 Notting Hill Gate  
London  
W11 3JR

## INDEPENDENT EXAMINER

Mark Middleton  
Director

LB Group  
1 Vicarage Lane  
London  
E15 4HF