

Strategy Document



Our purpose

Papworth Trust exists to make a positive difference to the lives of disabled people. We have been doing this for over 100 years and are proud of our history. Our focus is on four key areas – housing, employment, care and day services. Each of these areas is integral to the wellbeing and needs of disabled people and we are passionate about our customers being at the centre of everything we do.

We have faced a number of challenges in recent years, some of which have resulted in the closure of services. These have been difficult decisions to make, but we are confident that this revised strategy responds to both the challenges and opportunities in changes to funding, the needs of the disabled people we work with and working more effectively with local authorities and funders. We will continue to review, learn and work in an agile way that enables us to respond to future challenges and opportunities.

This may involve difficult decisions at times but we will continue to evolve, just as we have over the past 100 years, and build on our strong foundations to make a difference for more disabled people across the East of England.

“I have always admired Papworth Trust. The ethos and aims of the charity have always been very powerful. It is an organisation that gets things done and makes a difference.”

Papworth Trust donor

Our Vision

Our vision is for a world where disabled people are seen for what they can do.

Our Mission

Papworth Trust's mission to support disabled people to have equality, choice and independence is as strong today as it was when the charity was founded 100 years ago.

Our Values

We achieve our vision by living our values:

- We listen to people's needs and build great services around them
- We inspire everyone to try to change our world
- We support people to live their lives to the full
- We care that every person is seen for what they can do
- We work together so that we can make a difference

Our Outcomes

We place a strong emphasis on the importance of customer outcomes, ensuring our services are person-centred and driven by customer needs, interests and goals. We have clear outcomes that we strive to achieve:

- **Attitudes to disability change so that everybody has the same opportunities**
- **Friends and family are able to provide effective support**
- **People continually explore and achieve their aspirations**
- **People have choice and control**
- **People live without fear of being judged**

Our Strategic Priorities

What we are going to do

How we are going to do it



What are we going to do

Housing

We will ensure our housing stock remains a sustainable asset so that we can continue to provide much needed accessible homes for disabled people.

Our strategic priorities for the development of our housing services are to:

- Maintain focus on maximising performance, core practices and process improvement across all of our housing stock
- Agree a retention and disposal property strategy, ensuring that supported housing for disabled people remains our priority
- Review the strategic and economic case for retaining the mix of general needs and supported housing stock within our portfolio
- Review our longer term approach to housing maintenance and management
- Commence work to create our future housing development strategy

There are

1.8 million

disabled people with unmet housing needs



580,000

of whom are of working age.

x4

As a result of unmet housing needs for accessible housing, disabled people are four times more likely to be unemployed or not seeking work.

Employment

Employment support is a fundamental and strategic component of Papworth Trust's offer; a sustainable job is a key route towards independence and choice for disabled people.

We have a strong and positive reputation in this area and our ambition is to be the provider of choice across the East of England for disabled people seeking work.

Our strategic priorities for our employment services are to:

- Optimise performance during the wind-down of the DWP Work Programme and Work Choice contracts
- Maximise performance and minimise risk within our Work and Health Programme and Building Better Opportunities contracts
- Develop long term and local strategic relationships with commissioners and other delivery organisations
- Develop innovative and agile ways of working that will give us a strategic advantage across multiple funding streams and customer groups

“Papworth Trust is one of the best, not only in terms of the number of people it helps but how long they stay in employment. “It was really refreshing to see such apposite attitude. I know Papworth's ethos is ‘I Can’ and that is so important when it comes to getting people back into the world of work.”

Heidi Allen MP

Care

We will focus on delivering high quality support services for people with complex needs. We will work with disabled people to both support their day to day lives, and their progression towards increased independence.

We must demonstrate our ability to continue to deliver good and effective care in line with the funding that Local Authorities are able to pay.

Our strategic priorities for the development of our care services are to:

- Exit the remainder of our low levels of care services in Suffolk
- Maximise our performance, streamlining our processes and systems to make our complex care services both financially sustainable and of good quality



Day Services

Our day services are community based services which offer a range of leisure and learning activities. We will support customers to improve their health and wellbeing, live independently, seek out employment/volunteering opportunities, and play an active part in their local community.

Our strategic priorities for the development of our day services are to:

- Maximise outcomes for existing and new customers in the most efficient way
- Test new models of delivery for community, employment and respite models, identifying key success criteria
- Rationalise the way our day services are delivered, recognising that, in the future, not all services will need to be delivered from buildings



Engagement

We intend to put engagement at the heart of everything we do. To stay relevant and fit for purpose, we will develop a new engagement strategy. Everyone supported by Papworth Trust will be involved and represented in a meaningful way.

Our strategic priorities are to:

- Have the right processes in place to ensure our customers and their supporters have a voice in the planning, delivery and evaluation of all the services and support we provide
- Continue to build our profile across the East of England and with key audiences

Enabling

We will review and redesign the support services of the organisation to provide efficient and effective delivery, reducing costs and increasing the flexibility of support, aiming to improve the effectiveness of service delivery.

We have significantly reduced our costs and will work to:

- Ensure functions reflect operational needs
- Obtain best value from all of our expenditure

Financing Plan

As well as transforming the Trust, ensuring a more sustainable future, there are challenges emerging over the next 10 years, including investment in our housing stock and funding pension liabilities, which will require planning and financing. We will develop our fundraising plans too.

We will:

- Develop a comprehensive funding plan, which will include a number of strategic asset sales, review and reconfiguration of our commercial asset portfolio and working with our sister charity, the Varrier-Jones Foundation, to establish the most effective support for the Trust to continue to deliver its mission

Our People

We recognise that our staff and volunteers are essential for us to deliver effective services that can positively impact disabled people's lives. Against the backdrop of constant change we will develop a highly skilled and flexible workforce and make Papworth Trust an attractive place to work and volunteer, where people can see the difference they make.

We will:

- Develop our employee engagement strategy
- Offer an overall package that provides support to fulfil roles and opportunity to develop skills and competencies to enable people to progress within the organisation
- Retain our commitment to equality and diversity in all that we do



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