

2026 Impact Report



Showcasing the positive impact we made across
Cambridgeshire, Suffolk and Essex during the financial
year 2025/26 (April 2025 to March 2026)



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Introduction

Welcome to the second edition of our annual impact report. Our legacy of delivering housing, work, care, training and leisure activities for over 100 years feels strong as we work towards continuing our path for the next 100 years. We are proud of the positive impact we make across our services, supporting disabled people to achieve equality, choice and independence.

It has been a tough year in many respects; funding the additional Employer National Insurance Contributions, the contract financial uplifts in Care and Day Opportunities not coming close to matching the National Living Wage and Real Living Wage increases, and fundraising being such a difficult ask across the sector.

Having said that, we continue to punch above our weight. We have been recognised for our amazing work through awards and nominations during the year which showcase both our high-quality services and our commitment to being a great employer. We have been inspected by Local Authorities and continue to achieve some excellent ratings, and at the heart of this, we are ramping up our engagement with tenants and customers to ensure their voice influences how we work as a charity.

We could not do any of this without our incredible and dedicated colleagues and volunteers. As our external environment gets harder to navigate, we are extremely grateful for the hard work and commitment of those people who make the magic happen.

Transforming the lives of disabled people through our services and influencing work is why we exist. We aim to create the biggest impact to our customers, tenants and their families and we could not continue to do this work without your vital support. Thank you.

Brian Stewart OBE
Chair

Sarah Miller
Chief Executive



Transforming the lives of disabled people through our services and influencing work is why we exist.



Vision, mission and values

Our vision

A world where disabled people are seen for who they are.

Our mission

For disabled people to have equality, choice and independence.

Our values



Our year in review

£2.5

million
investment
in improving
our homes



178,962

hours of support
provided to our
Care customers



1,366

customers
supported
towards and into
employment





287

Day Opportunities
customers supported to
take part in new activities
and learn independent
living skills



133

organisations
supported to
become Disability
Confident



Nov 2025

A royal visit from our
Patron HRH The Duchess
of Gloucester



Day Opportunities

Our five Day Opportunities centres provided **60,348** sessions to **287** customers with learning disabilities. These reduce isolation, help people to take part in new activities and learn independent living skills.



287
customers
supported

60,348
sessions
delivered

Charlie's story

Attending the Day Opportunities service alongside his studies has helped Charlie develop practical skills, confidence and independence in a supportive environment.

Charlie takes part in a wide range of activities designed to build everyday life skills. One area he finds particularly valuable is learning kitchen skills, including how to use equipment safely while preparing food. He has developed his cooking abilities and can now prepare meals such as spaghetti bolognese, roast dinners and cakes.

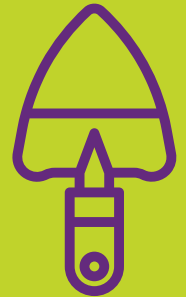
These activities help build independence while also giving customers the chance to work together and share meals they have prepared themselves.

Jo, Charlie's mum, said: "We've really seen Charlie thrive and become more independent since he's been coming to Papworth. He also absolutely loves coming and is very keen to do extra days in the holidays when he can, which is testament to how much he gets out of it. He is always full of what he's done and who he's talked to when he comes home and he has made some really good friends at the centre.

He's benefitted particularly from the cooking and he's really blossomed now in our kitchen, gaining confidence in safely and independently cooking basic dishes and using appliances like the oven. He's made a few of the recipes he's learnt at the Centre for me at home.

We can't thank the staff at the Centre enough for the way they encourage every single customer to test their boundaries and develop their skills in such a caring and compassionate way."

"We've really seen Charlie thrive and become more independent since he's been coming to Papworth."



Employment

Over the past year, we have supported more people into the workplace through employment programmes designed to help disabled people find the right job and live as independently as possible.

We provide tailored advice on training opportunities, work experience, and employer engagement, ensuring individuals receive the support they need at every stage of their employment journey.



“Working with his Work and Health Coach, Kyle accessed tailored support to overcome these barriers.”



1,366

customers have been supported through our programmes

515*

customers have received support from specialist partners

* Some of the 515 customers will have been double counted where they are signposted to more than 1 support service.

Kyle's story

Kyle joined the WorkWell programme following a period of unemployment linked to complex health conditions and anxiety about returning to work. He was particularly worried about explaining a two-year gap in employment history and worried about finding a role that could support his ongoing health needs and medical appointments.

Working with his Work and Health Coach, Kyle accessed tailored support to overcome these barriers. He engaged with Waythrough employment support, attended CKH Careers Club workshops for help with his CV, applications and interviews, and received financial and benefits advice from Citizens Advice Bureau.

Through this support, Kyle secured several interviews and went on to gain full-time employment in a role suited to his health needs. Ongoing follow-up support helped him settle into work, and he is now feeling more confident about maintaining both his employment and independence.

Routeways to Work

Routeways to Work is the Trust's bespoke employment programme that combines work experience in our commercial bicycle shop and workshop, with employment support and guidance.

In 2025/26, 27 participants engaged with our Routeways to Work programme. Of these participants:



85%

reported improved
mental health



74%

reported improved
confidence



70%

reported improved
community
engagement



67%

reported improved
wellbeing



Our 3 Care services have delivered

178,962

hours of care to

23

supported living
customers

“There’s something special about being outdoors, caring for plants, and watching things grow - and this little project is already showing how much of a difference that can make. Everyone is looking forward to seeing it flourish over the next few months – and enjoying the results together.”

Melissa George,
Registered Manager



Growing together

Something lovely is starting to grow in Lowestoft and it's bringing people together in the process.

Across four supported living bungalows, our Care customers – Emma, John, Paul and Reuben – share a garden that's now being turned into a small allotment, with everyone participating and enjoying the project so far.

Previously a quiet, underutilised patch of garden, the space is now full of activity. Customers have been preparing the soil, choosing what seeds they plant, getting their hands dirty and with plenty of smiles along the way.

More than just an allotment, the space is being turned into a welcoming garden where, when the weather improves, everyone can come together for barbecues and time outdoors.

By working on the garden together, it's helping customers build their confidence, learn new skills and to feel proud of what they're creating. It's also brought them closer together, strengthening friendships and creating a real sense of community.



Housing

Our **673** homes across the East of England enable people to live as independently as possible. **75%** are for supported living. In addition, a third (**33%**) of our homes are fully wheelchair accessible with a further **19%** are classified as 'accessible'.



"In my old house I was like a prisoner, without possibility of getting out. But in here I can go out to the garden and spend time in the sun."

673

homes supporting independent living across the East of England

33%

fully wheelchair accessible

19%

additional homes classified as 'accessible'

Malwina's story

"My name is Malwina and I am a Papworth Trust tenant living in Luton.

Previously, I lived in a high-rise block of flats on the 13th floor. The flat was not suitable for a person in my condition because the corridors were too small to fit my wheelchair. When I needed to go out, my friends would need to pick up and carry me to the corridor to get me out of the house. It was so bad. I was stuck in bed all of the time and, living on the 13th floor, all I could see was the clouds in the sky. I felt like a prisoner in my own home and my condition got worse. Living in that flat was no longer possible.

Then I moved into a property with Papworth Trust and life got better. I've got a lovely house with a garden. I can move around the house because the downstairs has enough space to turn in my wheelchair. I can go to the kitchen to see what my mum has cooked. I can go for a shower downstairs. Above all, I can spend the time with my friends."

Investing in your home

Over the course of 2025/26, we've invested more in our houses and properties than ever before.



153
external
decoration



37
kitchens



9
internal
decoration



106
windows
and doors



28
rewires



5
roofs



66
paths,
patios and
driveways



22
walls



5
insulation
upgrades



60
fences and
gates



19
heating



2
adaptations



38
bathrooms/
toilets



10
renewables



1
refurb

What our tenants say about us

69%

of tenants are satisfied that Papworth Trust provides them with a home that is safe.

67%

of tenants are satisfied with the overall service provided by Papworth Trust.

65%

of tenants are satisfied that they are provided with a home that is well maintained.

65%

of tenants with communal areas are satisfied that these areas are kept clean and well maintained.

64%

of tenants agree that they are treated fairly and with respect by Papworth Trust.

Disability Confident

133

organisations
supported

We've supported 133 organisations to become Disability Confident through advice and guidance.



3



have achieved
Leadership status

38



presentations
delivered

19



network events
attended

In early 2026, Papworth Trust supported Trivallis, a housing association, to achieve Disability Confident Leader status, marking an important milestone in the organisation's ongoing commitment to creating a welcoming, inclusive and accessible place to work. This achievement reflects the collective efforts of teams across Trivallis, from frontline services to corporate support roles, who work every day to create a culture where people feel valued, respected and supported to thrive.

"Trivallis has demonstrated a strong and genuine commitment to inclusion. Throughout the assessment, it was clear that accessibility and wellbeing are embedded into everyday practice, with teams across the organisation taking shared responsibility for removing barriers and supporting colleagues to succeed."

Fleur Patten, Employment and Wellbeing Advisor at Papworth Trust

Our people

Winning Employer of the Year at the Cambridge Independent Business Awards 2025 reflects the journey Papworth Trust has been on to create a workplace where people are recognised and feel valued for the tireless work they do. In 2022, high staff turnover was affecting morale and putting pressure on our ability to deliver high quality services. We knew we needed to do things differently.

Through our People and Culture Plan, we focused on listening to colleagues and investing in their wellbeing and development. Staff groups were created to give colleagues a stronger voice, benefits and recognition schemes were improved, wellbeing became part of everyday conversations, and a personal development fund gave staff the freedom to build skills and confidence in ways that mattered to them.

Sarah Miller, Chief Executive, said: "I am so incredibly proud of Papworth Trust and the work we do. I have an amazing team of colleagues who are dedicated to delivering great services and making a positive impact for disabled people. It is both an honour and privilege to be recognised in this way."

Sarah Harvey, Director of People and Culture, said: "A culture of kindness and support is so important to us, as is diversity and inclusion, and we continue to challenge ourselves to ensure our recruitment and retention practices are inclusive."



225

staff, **1 in 4** of whom have shared that they have a disability and/or long term health condition.



51

volunteers donated **7,533** hours of their time.



68

people from **8** organisations supported us during 2025/26.

This amounted to **342** corporate volunteering hours donated this year.

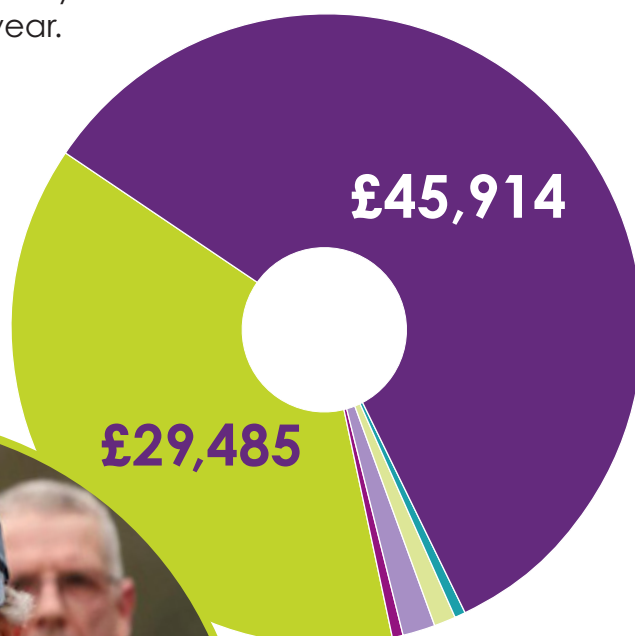


Our Routeways to Work appeal

We're incredibly grateful to the generous individuals and organisations who chose to support our Routeways to Work programme last year.

£78,314

raised for Routeways to Work



- Corporate supporters
£45,914
- Event participants
£213
- Individual donors
£862
- Centenary Circle members (major donors)
£1,500
- Purple Horizons volunteer fundraising group
£340
- Trust and Grants
£29,485



Cambridge Half Marathon, Lucy Barrett

Lucy is a lifestyle coach who decided that before turning 60 years of age she wanted to do something magnificent... run the Cambridge Half in aid of Papworth Trust. Lucy joined the 18 other runners on a chilly but bright Sunday in March.

Living in Cambridge, Lucy wanted to raise money for a local charity where she could see, firsthand, the difference her fundraising would make. Lucy smashed her £250 target, raising £1,301 in aid of Papworth Trust. We couldn't be prouder of Lucy.

"Supporting Papworth Trust was a privilege. Their work helping disabled people live with independence, purpose and opportunity really resonated. And it felt good to connect a personal challenge with something that makes a difference."

Michael's story

Michael had spent most of his working life as a chicken farmer before a stroke unexpectedly forced him into early retirement. As his mobility declined and seizures became more frequent, everyday life became increasingly challenging. Not only was he unable to continue the job he loved, but his home was no longer suitable for his needs, he was losing his independence.

"Our only toilet was in the upstairs bathroom, and we only had an up-and-over shower," explained his wife, Mary. "With his legs being so bad, it was difficult for him to use the stairs, and I couldn't get him safely into the bath anymore. We knew we needed to move somewhere level, with a walk-in shower."

At the same time, Papworth Trust was redeveloping Vinter Rooms, a former community facility in Papworth Everard that had become underused and was no longer needed in its original form. Grant donations were secured from the Cambridgeshire Building Society Community Fund, B&Q Foundation and the Chapman Charitable Trust which contributed to the development costs required to transform the building into a spacious, fully accessible bungalow designed to meet the needs of disabled people and those with long-term health conditions.

For Michael and Mary, the impact was immediate.

"As soon as we saw it, we knew it was perfect," said Mary. "The wet room means Michael can shower independently, and I can easily check that he's okay. Having a spare room means our daughter can stay and help when we need it. We still can't believe we've been able to find somewhere like this."

Today, Michael and Mary are settled in a home that supports their changing needs, providing greater independence, safety and peace of mind. The redevelopment of Vinter Rooms has not only brought a vacant building back into use but has also created a life-changing housing opportunity for a local family affected by disability. Michael put it perfectly when he said "We are proud to live here. It's perfect, we love it".



Strategic objectives

We developed six new Strategic Objectives to help us achieve our 2025 – 30 business plan aims and ambitions and here we reflect on the progress made towards these in what is the first of that five-year plan. 2025 – 26 has been a tough year as we continue to navigate such uncertainty in terms of reductions in funding and increased costs against a backdrop of additional needs and increased regulation. However, as always, Papworth Trust continues to deliver great quality services for our tenants and customers, winning awards and investing in our people. Here are some of the activities we have undertaken and achievements we have made:

1 Customers shape our services

- Developed our approach to co-production starting with small projects such as redesigning our garden space at Cambridge Day Opportunities, changing our Routeways to Work workbook and introducing customer-led sessions across our Day Opportunities services.
- Our Tenant Scrutiny Panel led a deep-dive review into communications as part of the capital works programme and an action plan has now been developed.

2 Deliver high quality services

- As the Work and Health Programme came to a contract end, we concluded with high outcomes and success. Over the lifetime of the programme, we supported 3,032 people and 1,884 found work.
- Care services were assessed as excellent by Suffolk County Council inspection under the new Provider Assessment and Market Management Solution (PAMMS).
- Achieved 'commended' for the best use of resources award as part of the North East Essex and Suffolk Integrated Care System We Can awards.

3 Our buildings are fit for the future

- Tenant satisfaction rose from 63% to 67% in 2025.
- Renovated a communal space in Papworth Everard into a 2-bedroom accessible bungalow, assisted by 3 funders. Tenants are enjoying their new home.
- Upgraded 26 properties to EPC C rating as part of the Warm Homes funding programme, working alongside E.ON and modelling the work required for the remainder of our homes identified.
- Procured a new asset management system, Aspire BI, to increase our understanding of our housing stock and create a sustainable asset management plan for the long term.
- Commissioned Cambridge Acre to conduct a housing needs survey for the village of Papworth Everard.

4 Grow and integrate our services

- Our Patron HRH The Duchess of Gloucester officially opened our South Cambridgeshire Day Opportunities service. The addition of new facilities, including our sensory room, has enabled us to extend this service to people with profound and multiple learning disabilities (PMLD).
- Purchased a new home in Lowestoft and look forward to welcoming a new Care customer in 2026/27.
- Our WorkWell contract was extended and last year we supported 747 people on this employment programme.
- Although our bids for Connect to Work were unsuccessful, using the feedback of being so close to winning, we will improve future tenders to secure new work contracts.
- Launched our first Papworth Trust Cambridgeshire Community Lottery and joined the EasyFundraising scheme.

5 Influence and inspire

- Gave oral evidence to the House of Commons Work and Pensions Select Committee inquiry into disability employment, sharing our expertise on delivering employment support and the Disability Confident scheme.
- Responded to 11 Government consultations covering social housing, disability employment and the future funding of adult social care.
- Sat on the Department for Work and Pensions Collaboration Committee review of Pathways to Work.
- Delivered advice and guidance to 133 organisations, supporting 3 to achieve Leadership Level 3 and 5 to achieve Level 2 of the Disability Confident scheme, in addition hosting 38 presentations to employers and attending 19 network events.

6 Get the basics right

- Named Employer of the Year Award at the Cambridge Independent Business Awards.
- Lesley McNocher, Support Manager on the Work and Health Programme, was shortlisted in the Employment Adviser of the Year category at the Employment Related Services Association (ERSA) awards.
- Achieved a staff satisfaction score of 64%. While this represents a reduction from last year, it reflects some of the challenges we are facing and provides valuable insight to help us improve colleague engagement and wellbeing.
- Rolled out Kallidus, our new Learning and Development training platform and have been developing a coaching leadership training programme to upskill current and aspiring managers.

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