



# Business Plan 2021-2024



Supporting disabled people to have equality, choice and independence



# Contents

1	Introduction from CEO .....	3-4
2	Values in Practice .....	5
2.1	Our key achievements in 2020/2021 .....	6-7
3	Operating Environment .....	8-9
4	Strategic Principles.....	10-11
5	The impact we have made.....	12-15
6	Resourcing .....	16
7	Financial Summary .....	17
9	Conclusion .....	18

## 1. Introduction from CEO

This has been one of the toughest years that I've experienced since joining the voluntary sector as a support worker back in the 1980's and I am sure it has been for millions of people. It was unexpected, severe and made us all rethink how we work, communicate, travel and most importantly connect with our loved ones, friends and community. COVID-19 has taken its toll on so many, with not being able to see loved ones, especially at some critical times and I know we have all felt the impact of the virus in one way or another.

Amongst all of this challenge has risen the most amazing innovation, compassion, and downright resolve! As the world and country waits for the full roll out of vaccines and aims to move towards a return to some elements of normal, we are also keen to take all the learning and creativity from the last horrendous year and build it into our future.

We have had to think differently, to mobilise quickly, to reduce bureaucracy and to recognise the polarising differences of the digital divide and how this affects our customers, staff and volunteers.

What a team at Papworth Trust! I couldn't have asked for a more dedicated, motivated or compassionate group of colleagues. Our staff, volunteers and Trustees have been amazing and I thank each and every one of them. We are in a good place because of you.

We have seen examples where our Care customers were at risk of testing positive, and staff have voluntarily given up their time to 'move in with them' for periods, so that they can become their 'bubble'. We have seen the virtual offer to our Opportunities without Limits customers develop to a full diverse offer across all our services, maintaining those friendships, engagement and learning for all our customers. Our housing teams have kept homes safe and well maintained whilst our employment services, even during these incredibly difficult times, have supported people to gain employment and all the while, our enabling teams have managed their support to our frontline services in a completely different manner, working from home.

**“ We are now a stronger, more resilient and focussed Papworth Trust than ever before. ”**

Not only have we maintained services but we have also undertaken new initiatives, recognising how COVID-19 has accelerated the green agenda, to review how we drive sustainability and promote ethical working in everything we do. We are working on our first housing developments for over 7 years and were able to win a new contract to support over 2,000 people into work through the Job Entry Targeted Support scheme.

The next three years are going to be incredibly challenging with so many unknowns, including Brexit and how this will impact on us going forward; the state of the economy, how it recovers, the funding available for disabled people and what this means for our customers. During the last year we saw the Social Housing White Paper and Supported Housing Statement of Expectations. We still await the White Paper on Social Care and decisions on the UK Shared Prosperity Fund.

At the Trust, the great work we have been doing has certainly been taken to another level. Continuing to work in a collaborative way with our commissioners and partners has been essential. Having disabled people at the heart of everything we do means that we all work together, find solutions and drive positive outcomes.

Our wellbeing approach has become a default position that will be embedded into our practices in future years, promoting good mental and physical health for all of our staff and volunteers.

I know 2021 will feel the impact of the pandemic, as will future years, however we are on the road to recovery, but better than that, we are now a stronger, more resilient and focussed Papworth Trust than ever before. Our Business Plan provides the detail of how we are driving our strategy forward to deliver good quality homes, employment opportunities and quality care and leisure for disabled people. We are widening our approach recognising the need to engage and work with 16–18 year olds to support their transition to adulthood, embracing working more digitally to complement our offer and being more efficient and now more than ever, driving our engagement strategy to ensure we understand what our existing and future customers want and need.

It is a privilege to work with such talented people across Papworth Trust, and I look forward to 2021 and beyond.

**Sarah Miller, Chief Executive**



## 2. Values in Practice

This year we launched our staff Values in Practice Awards. We received some amazing nominations and a panel whittled them down to three worthy winners.

### Gail

For all her incredible work during Covid-19 with leading the way on our virtual sessions, having one to one door step sessions and being such a great ambassador for Opportunities without Limits. Well done Gail!



### Victoria

She went above and beyond to provide support to a customer where there was a Covid-19 concern but also to support our customer whilst she was going through a very difficult time. Victoria stayed with the customer for 7 days in a row, not going home. Amazing values Victoria, thank you

### Una

Who has driven the implementation of the recovery work to get our buildings back open in a COVID-secure way as well as managing her day job (which is not insignificant). The buildings are safe for our colleagues and customers which is a great outcome. I know Una will say that this was a team effort, and yes it was, but she really drove and led this work, with a superb outcome. Well done Una.



## Our key achievements in 2020/21

### Deliver sustainable growth with purpose:

- Secured growth of 1,000 hours per week across our care services
- Secured the Job Entry Targeted Support programmes (JETS) across Cambridgeshire and will support over 2,000 people to re-enter the employment market
- Secured £282k in fundraised income, which was bolstered by a one-off legacy donation of £25k
- Launched a digital platform and community support offer to ensure a reduction in customer isolation

### Efficiently and effectively deliver great services:

- Delivered a new HR System and outsourced Payroll
- We adapted our approach, to be able to work fully and effectively whilst being remote from the office, with very little disruption or downtime
- Restructured our governance processes to ensure a more strategic focus
- Worked with external experts to audit and support us with self-audit
- We adapted our delivery model for OWL by equipping customers and staff with suitable devices and developing safe online content.

### Lead Meaningful Engagement, striving for Co-Production:

- Created a definition of 'meaningful engagement' recruitment looks like to our customers, staff and volunteers
- Created a new tenant engagement position and consulted with tenants on new engagement initiatives
- Developed a model in Opportunities without Limits for people with lived experience that empowers them, with our support, to gather the experiences and views of other people using our services

### Influence disability policy, rights and opportunities:

- Implemented our communications strategy
- Developed regular and consistent updates so that everyone could be kept abreast of developments whilst connecting with the Trust as a wider organisation
- Utilised new communications tools - Whatsapp, Instagram, LinkedIn and a dedicated staff facebook group

### Value our heritage whilst developing our culture:

- Developed our 'Values in Practice' staff awards
- Created a more interactive corporate induction programme which welcomes and informs new staff members about their organisation from the moment they receive their job offer.
- Established an Ethics working group to feed into the Trust's future planning on matters concerning the environment and our corporate social responsibility.

### Engage with others to learn and innovate:

- Rolled out new software including Microsoft Teams and Zoom, that reduces isolation amongst our customers and enables them to access support from home.
- Supported tenants with IT training to upskill them digitally.
- Appointed a Communications Officer and Digital Communications Officer

### Retain and develop a high quality workforce:

- Launched a new recruitment portal which is part of the new HR Information System.
- developed dedicated recruitment resources which have enabled us to move candidates into roles more quickly and prepare for planned growth.
- Welcomed 5 new Trustees
- Created a staff wellbeing working group

# 3. Operating Environment

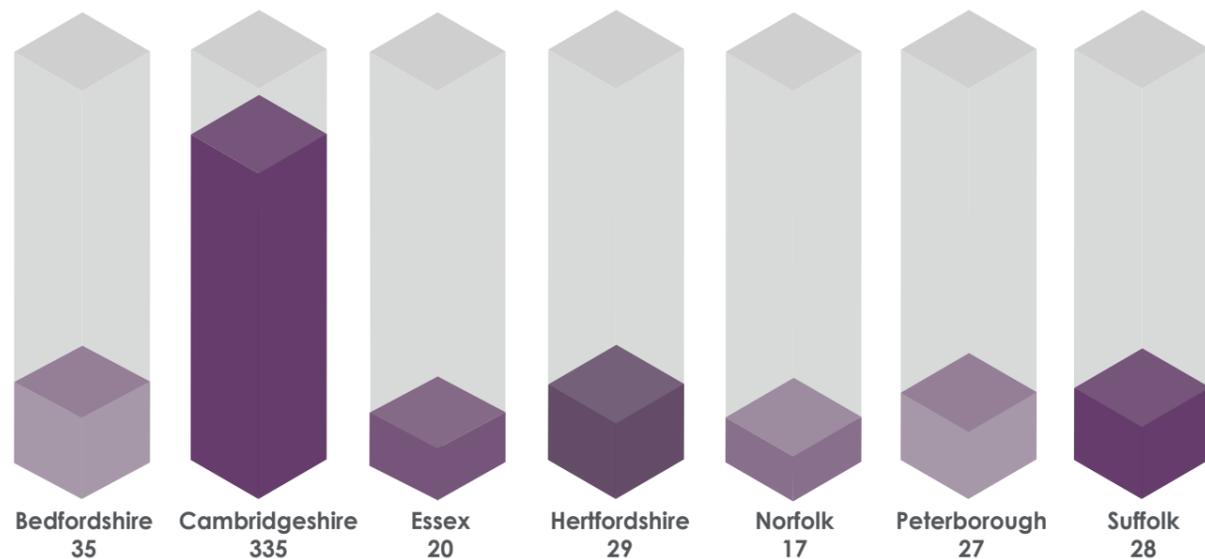
**£12.96m**  
Turnover

**664**  
safe, enabling  
and accessible  
homes for tenants

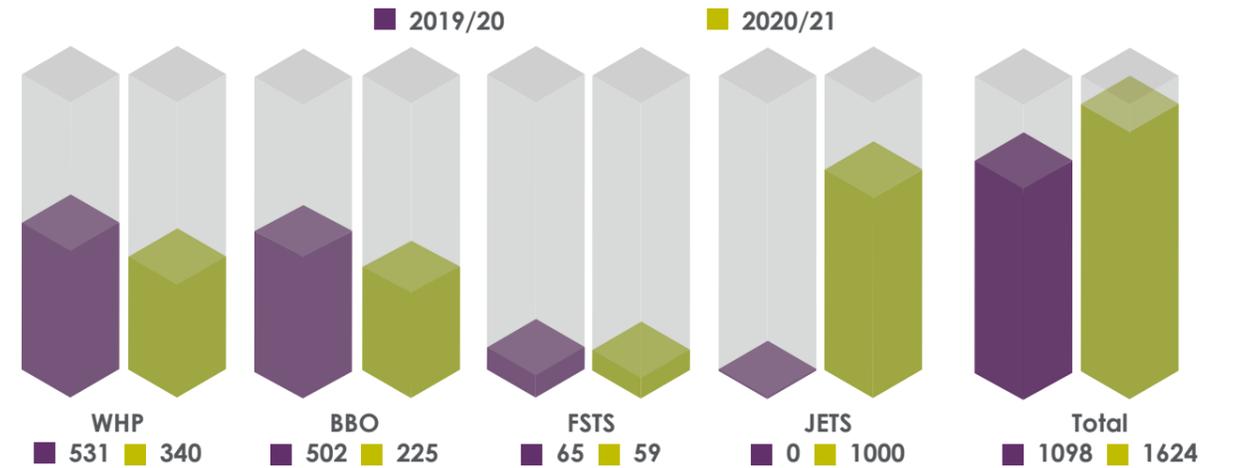
**104**  
Years' experience

**220**  
Staff

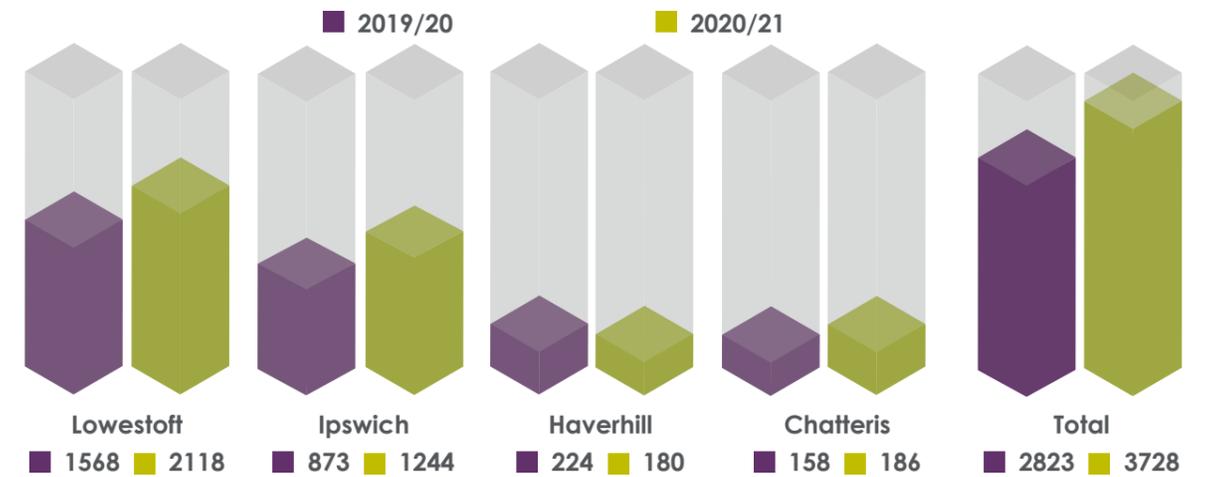
Supported housing unit locations



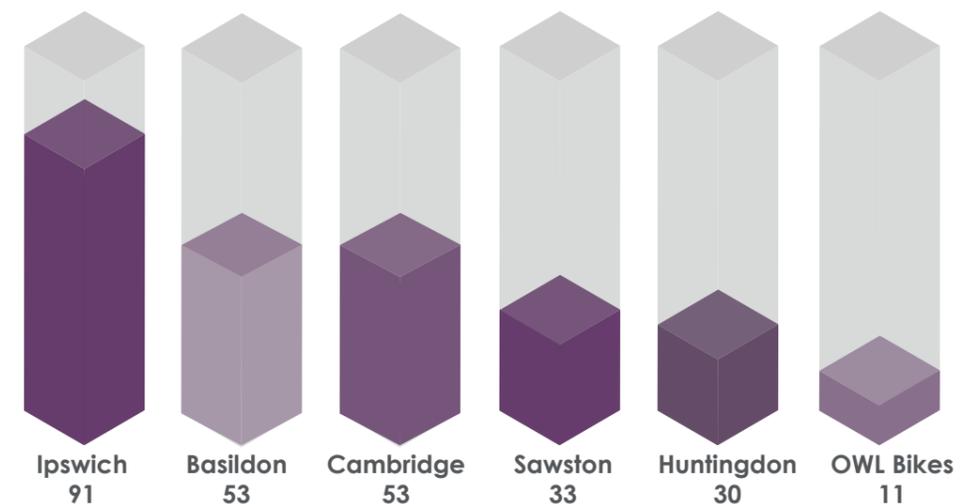
Customers by employment programme



Support hours delivered in care services



Number of customers per Opportunities without Limits centre



# 4. Strategic Principles

## Papworth Trust Strategy

To deliver good quality homes, jobs and services that enable our customers to achieve their aspirations

### Our Core Strategy 2021 - 2024

Provide more accessible and safe **HOMES** for disabled people

Support more disabled people to gain meaningful **EMPLOYMENT**

Provide high quality **CARE** to more customers with the greatest needs

Enable **INDEPENDENCE** through skills development

To achieve this we will:

#### HOMES:

- Maximise our assets
- Develop a programme for future housing development
- Roll out Together With Tenants

#### WORK

- Seek new employment opportunities & funding
- Promote our Disability Confident Leader engagement with employers to create more job opportunities

#### CARE

- Grow our services through working with commissioning networks
- Maintain our high standards of quality
- Ensure ongoing sustainability of the service

#### OPPORTUNITIES WITHOUT LIMITS

- Develop our blended offer of buildings, community and digital activities
- Grow our services through working with customers, commissioners and families
- Develop our offer to support young disabled people transition to adulthood

We have our Strategic Principles and specific activities to support these

- Deliver sustainable growth with purpose so that we can provide positive benefit to a greater number of disabled people
- Efficiently and Effectively provide great services so that we can respond to the changing needs of our customers
- Lead Meaningful customer engagement striving for Co-Production to empower our customers and so that they shape our strategy
- Influence disability rights, policy and opportunities to improve life chances for disabled people
- Value our heritage whilst developing our culture to continue being a purpose driven organisation for disabled people
- Engage with others to learn and Innovate to increase our ability to effectively deliver services for disabled people
- Recruit and Develop a high-quality workforce to deliver growth and quality services for disabled people

Our Business Plan details the activities we will undertake to achieve our Strategic Principles in full

## 5. The impact we have made



### Sarah's story

When Sarah arrived at our Supported Living service in Haverhill, she immediately felt homesick as she'd never lived away from her family before. With the fantastic teamwork of our care, housing and Opportunities without Limits teams, we are thrilled to have watched her grow in confidence. We are proud that Sarah now feels able to live on her own and we've worked hard to ensure her transition has gone smoothly. Here is what Sarah had to say about her time as a Papworth Trust customer...

"I arrived at the door with £8.00 and very few possessions. Staff supported me to buy essentials such as a toothbrush, toothpaste and flannels. I cried a lot in the first few days, I was terribly homesick, I'd never been away from my family before. Staff made sure that I knew they were there if I needed reassurance or a chat to make me feel better.

I take great pride in my appearance. Using a pictorial checklist I quickly got in the routine of good daily personal hygiene. I didn't realise that it was important to attend the dentist for regular check-ups or visit the doctors. Staff supported me

**“ I arrived at the door with £8.00 and very few possessions. ”**

because I was nervous and other people can't always understand what I am saying.

Cooking and shopping was also a challenge, I'd only cooked items in a deep fat fryer and gone shopping with my mum. I found choosing items for myself a bit overwhelming at first. Initially staff worked with me to produce pictorial shopping lists and recipe cards. I'd take the lists to a supermarket, the pictures also helped me ask supermarket staff if I can't always find what I want.

Money matters! Staff supported me to secure my bank account and bank card with a new pin. The team also made a safeguarding referral on loans against my name. The loans have now been written off as I didn't have the capacity to understand the agreements. I have even managed to start saving now.

Then coronavirus and lockdown came. The garden supported my mental health and I've realised my own potential, enabling me to cope with the stresses of life. I learnt how to use Zoom, we were lucky enough to be loaned a Samsung tablet by Papworth so that we could access lots of OWL Ipswich sessions. It made the days more interesting and fun. I have met so many new friends, I am looking forward to meeting up with some of them when life returns to normal.

This was only ever going to be a temporary home for me and I have been lucky enough to be offered my own flat. I was so excited I had a peep through the window before arranging to meet my new Housing officer.

So it's thank you and goodbye from me. I can't believe how far Papworth Trust has supported me to progress over the last six months. I'm extremely proud of myself! I'm off to my new flat and the next chapter in my life"

### Tenancy agreement

Within the first few days of arriving at her new home, she met her Housing Officer who carefully explained her new tenancy agreement to her. They provided a pictorial tenancy agreement, carried out a mental capacity assessment and asked her probing questions to ensure they were confident Sarah understood the terms of her tenancy and to promote her independence.



## Building Better Opportunities Community Connections South is supporting Sophie on her journey back to employment

Several years ago while at university, Sophie was hit by a car. The accident had a traumatic effect on her nervous system and she also experienced some difficulty with her physical health.

Within a year, Sophie started to rely on crutches to move around and eventually needed a wheelchair. Sophie was diagnosed with Complex Regional Pain Syndrome along with Fibromyalgia.

Sophie also has epilepsy and the accident brought on non-epileptic seizures which she felt was stress and emotional-related. As a result, she struggled at times with her mental health, particularly depression, anxiety, stress, self-esteem and confidence.

### How we supported Sophie

When Sophie joined the project in December 2018, she said her long-term plans were to gain meaningful employment.

She wanted to work and was generally a motivated person with goals in her life, but her disability had thrown up a number of barriers that did not exist before her accident

“ Since having my new wheelchair it has changed my life. It has improved my confidence, self-esteem, my independence and I basically feel like a new person! ”

In addition to a lack of self-esteem and self-confidence, Sophie also suffered from social isolation as she had to deal with her decline in mobility and increased need of a wheelchair and a part-time carer.

Acknowledging Sophie's passion for sport, Andrew Herdman, our Employment Adviser, worked with her to find opportunities in disability sport and possible swimming coaching for disabled people. Sophie is now a very active open water swimmer and this is a real passion in her life.

To support Sophie with her mental health issues, she was also signposted to a course run by Illuminate, called 'Confidence for Change', and she has said that this has made a massive difference to her life with boosted confidence and self-esteem.

We supported Sophie with her Disability Benefits and to get a more suitable wheelchair through securing funding from several organisations – something Andrew and Sophie worked on together and were both successful through funding applications.

The outcome was that Sophie now has a much more independent lifestyle, one that allows her to be able to follow her desired career path.

We then started to focus on possible education and training courses that would be relevant to Sophie's ongoing development and confidence. This led to her completing the SEQ Level 2 Teaching Swimming (Blended Learning Course) with the Institute of Swimming and she is now working towards her full qualification.

**Community Connections South is funded by The European Social Fund and The National Lottery Community Fund.**



## 6. Resourcing

### Overview

Our activities, described in the Trust's strategic principles, are articulated through our four primary work streams of Housing, Care, Employment and centre based activities. A summary of the financial plan across these areas, and the Trust as a whole, is detailed within Appendix 1. This plan looks to build on existing work streams and reflects the Trust's wider recovery plan and response to COVID-19. We continue to anticipate strong financial performance throughout the plan as the Trust continues to achieve levels of organic growth across its services and maintains good controls over central costs.

Our projections indicate an expectation to continue to grow all four of our core service streams in this period, building on our core service offering and delivering more services to more people. We anticipate revenue growth particularly in care and employment provision, where we continue to see unsatisfied demand. In addition to this we expect moderate growth in our housing revenues, through the development projects that are currently in plan, as well as an improving financial picture in Opportunities without Limits service as it begins to recover from the impact the pandemic has had on overall customer numbers. Across all of our services we see opportunities for improvement in financial performance from the current year that can be realised throughout this plan period and make incremental improvements to the overall finances of the Trust.

We recognise that over this period there is expected to be significant cash demands on the Trust, noting planned loan repayments of £3.2m over this three year period and scheduled SHPS deficit repayments of £2.1m, although there is some uncertainty over the SHPS liability, which could yet increase. Plans to support these include utilising a new loan facility of £3m as well as planned asset disposals across our portfolio, recognising that to date these have been challenging to realise. We will continue to invest in our properties over this time, noting that our ongoing component replacement programme will result in £3m of capital upgrades to our homes over the next three years. In addition to this we plan to invest £1.1m in development programmes at Knutsford Road and Farm Road to support the re-provision of a further 10-13 housing units, and will seek to invest a further £0.5m in our commercial premises, fleet and IT infrastructure to ensure we can maintain the standard of service delivery required by our customers.

## 7. Financial Summary

£'000s	2021-22 Budget	2022-23 Plan	2023-24 Plan
<b>Income</b>			
Housing	4,577	4,745	4,865
Work	1,959	3,961	3,680
Care	3,818	4,274	4,670
Opportunities Without Limits	1,313	1,358	1,442
<b>Total Operations Income</b>	<b>11,668</b>	<b>14,338</b>	<b>14,658</b>
Fundraising	214	220	230
Varrier Jones Donations	1,755	1,790	1,820
Enabling	156	170	170
Investment income	200	200	200
<b>Total Income</b>	<b>13,993</b>	<b>16,718</b>	<b>17,078</b>
<b>Expenditure</b>			
Housing	(3,909)	(3,976)	(4,011)
Work	(2,021)	(3,952)	(3,659)
Care	(4,058)	(4,478)	(4,860)
Opportunities Without Limits	(1,376)	(1,408)	(1,436)
<b>Total Operations Expenditure</b>	<b>(11,365)</b>	<b>(13,813)</b>	<b>(13,965)</b>
Fundraising	(193)	(210)	(220)
Investment management costs	(40)	(40)	(40)
<b>Enabling Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>
Gross Enabling Costs (incl Facilities)	(2,860)	(2,992)	(2,969)
Total recharges/recovery	2,086	2,153	2,171
<b>Net Enabling Expenditure</b>	<b>(774)</b>	<b>(839)</b>	<b>(798)</b>
Budget provision for pay increase	(69)	(80)	(80)
<b>Total Expenditure</b>	<b>(12,441)</b>	<b>(14,982)</b>	<b>(15,103)</b>
<b>Surplus</b>			
Housing	668	770	855
Work	(62)	9	21
Care	(240)	(204)	(190)
Opportunities Without Limits	(63)	(50)	7
<b>Total Operations Surplus</b>	<b>303</b>	<b>525</b>	<b>692</b>
Fundraising	21	10	10
Varrier Jones Donations	1,755	1,790	1,820
Enabling	(618)	(669)	(628)
Investment income	160	160	160
Budget provision for pay increase	(69)	(80)	(80)
<b>Total Operating Surplus</b>	<b>1,552</b>	<b>1,736</b>	<b>1,974</b>
Interest payable	(461)	(460)	(440)
SHPS pension accrual	(155)	(154)	(154)
<b>Total Surplus</b>	<b>937</b>	<b>1,122</b>	<b>1,380</b>

## 8. Conclusion

“ When faced with adversity, the Trust has risen to the many challenges and excelled. ”



On behalf of myself and the Board of Trustees, I would like to express how thankful, grateful and proud we are of all Papworth Trust has achieved this year. When faced with adversity, the Trust has risen to the many challenges and excelled. We recognise the hard work that staff and volunteers have undertaken to support our customers and keep them safe and well, and are grateful for all they have achieved.

Over the past year the Board of Trustees itself has undergone a period of change where we said goodbye to a number of longstanding Trustees, whilst welcoming new Trustees who have settled in superbly. Each bring with them their own unique experience and skillset which will ensure we have strong governance and oversight for the future.

This Business Plan identifies the changes we need to make, but also where we can strengthen and grow our offering to support disabled people. In the coming year the Board will review our Strategy to ensure the Trust remains well placed for the future world it embraces. We look forward to the challenge ahead where we champion the rights of disabled people, whilst delivering good quality housing, employment, care and leisure opportunities to meet their needs.

**Brian Stewart OBE, Chair**

### Get in touch

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