

Papworth Trust Today

Employs over 300 staff and volunteers - over 20% have a disability

Takes a pan-disability approach and works with over 10,000 disabled people every year

Provides almost 600 homes - two-thirds of which are wheelchair accessible

Helps nearly 2,500 people each year obtain and retain employment

Enables over 90% of clients accessing Vocational Rehabilitation to get a job or be ready for work

Delivers services every day in 7 centres across the Eastern region

Spends approximately £14m annually

Our vision

Our vision for the next 10 years is that by 2017 we will be sought after and respected for our insights into disability issues because:

- Disabled people value our integrated and community-based services
- We address people's unmet needs and aspirations
- We are known for our pace-setting projects and standards



Geographical coverage

The majority of our service delivery currently takes place in the Eastern Region, with the greatest coverage in Bedfordshire, Cambridgeshire, Essex and Suffolk.

Our Vocational Rehabilitation programme is based in Cambridgeshire but supports people from across the UK. A number of our services represent best practice nationally, and this is highlighted through our policy and research work to increase our positive impact for disabled people.

Over the next five years, we will aim to expand our geographical coverage, either by working in partnership with others or by delivering new services ourselves.



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The information in this document is available on our website, and can be produced in other formats and languages on request.

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Our plans for the next five years



It is 90 years since the Papworth Trust was founded

Helping people to recover from tuberculosis is now a distant memory in the Trust's past. For the last 50 years, the focus of our work has been providing employment support, accommodation, care, advice and other services to benefit disabled people.

Planning for the future presents very different challenges to those that existed almost 100 years ago. The Trustees have set out the Trust's mission for our long-term future and a vision for what we want to achieve in the ten years to our centenary in 2017. To realise this vision, we have now set out our strategy for the next five years.

We have identified five key areas in which the Trust can develop and grow, so that disabled people can genuinely have greater equality, choice and independence in their lives.

Adrian Bagg,
Chief Executive

"Disabled people still face disadvantage in many aspects of their lives but the strategy will see the Papworth Trust addressing some, if not all, of these issues. I am happy that the Trust's skills and resources will be used in this way."

Phil Tatt,
Trustee User Representative



Our mission is for disabled people to have equality, choice and independence.

In using the term "disabled" we mean anyone who has a long-term health issue, learning difficulty, physical disability, sensory impairment, mental health issue or a combination of these or other impairments. We also mean anyone of any age.

Our values

Working with service users, staff and Trustees, we have agreed a set of core values that define our culture and behaviour.

We are respectful of people with whom we work

We listen to people's views, respect their rights, seek to develop trust, and strive for people to be empowered in the choices they make. We listen to the views of disabled people in shaping our strategy and involve disabled people in the recruitment of staff at all levels.

We challenge ourselves and those around us

We are uncomfortable with the status quo and our work matters to us; we are passionate about achieving change for the better. We have challenged the direct provision of some of our own transport services where we think that the money used to subsidise the service might be better spent in other areas to improve the quality of people's lives.

We are pioneering

We always aim to be far-sighted and creative; coming up with new ways of doing things and making them happen. We invest our own energy and resources, and encourage others to achieve their ambitions. We lead the way in setting up new models of service such as the Saxongate Community Learning Centre, and new approaches with employers.

We are informed

We base our work on sound knowledge and experience: we have a track record of delivering real outcomes and use this as the basis for future development. We lead research in areas such as vocational rehabilitation and shaping housing needs.

Our strategy

To deliver our mission and vision, we have chosen five key areas in which we will work over the five years from 2008-2013.



Key themes

■ Learning for Life and Work

This theme focuses on increasing an individual's opportunity to learn so that they are able to expand their ambitions and realise their potential.

We will:

- Develop a transition service to provide appropriate information and training so disabled people aged 14 and over can gain the skills needed to secure and sustain meaningful employment
- Set up a service to help people between 16 and 25 live more independently
- Set up a transitional residential service in the community to help young school leavers with complex needs
- Aim to enable disabled people of all ages to set up and operate social enterprises

■ Housing and Built Environment

Our ambition is to increase the availability of new accessible housing through direct delivery. By sharing best practice, we support people in adapting housing – enabling them to continue living in their own homes and improve access and inclusion.

We will:

- Encourage partners and developers to adopt the highest access standards, and continually challenge design standards in all development
- Develop and deliver building-based solutions that reflect the needs of the whole community and encourage others to do the same. The work in this area includes three services; an Inclusive Design Consultancy, a Housing Development Programme and a Housing Advice Service
- Continue, as a housing association, to develop new homes every year in order to retain our specialist expertise and to have the credibility to be able to challenge and influence others effectively. We are likely to increase our housing programme from its current level of 30 per year
- Set up an Inclusive Design Consultancy service to advise on wider building issues; both in terms of physical access and inclusion



■ Personal Support

These services will help individuals to live independently and participate more fully in their communities. The provision of personal support will be tailored to individual needs, enabling disabled people to meet their own aspirations.

We will:

- Develop community-based day services to provide tenancy support, personal care, training, education and leisure opportunities
- Continue to provide person-centred tenancy support to enable individuals to live independently
- Develop a high-quality housing management and maintenance service that is accessible, easy to use and responsive to the needs of service users
- Deliver a brokerage service to support people to manage individual budgets and direct payments and enable individuals to access advice about the full range of services available to them
- Set up a Personal Assistant (PA) training service for PAs and carers covering support and personal care for disabled people. Develop a "Papworth Standard" in the training of PAs, carers and support staff
- Launch a service to provide advice and support for carers



■ Employment and Rehabilitation

Papworth Trust believes that every disabled person should have the same employment choices as anyone else with the same skills and qualifications.

We will:

- Continue to develop our state-funded employment services ensuring we are considered a leading provider by commissioners
- Develop and expand our services which focus on engaging with employers to enhance our employment services, increase our profile and increase disability awareness and confidence within the business community
- Further develop and expand our Vocational Rehabilitation Service, opening additional centres as volumes increase whilst ensuring service quality is protected
- Aim to establish a Post-Operative Rehabilitation service that enables swift recovery and minimises loss of employment

■ Empowerment

Improved empowerment will give disabled people a bigger say about what happens to them in their lives. Disabled people need access to information, advice and guidance (IAG) on a wide range of issues. This needs to be free, impartial and from trusted sources.

The experience of Papworth Trust's West Suffolk Disability Resource Centre has demonstrated our ability to deliver these services. However, there are many providers in the sector, significant competition between those providers and a lack of funding for the services.

We will:

- Create a disability advisory and training service. It will provide expert advice for public and private sector organisations, helping them to understand what they are legally required to do and what else they should consider doing to be fully inclusive
- Set up the main helpdesk at Papworth to signpost to different internal services and external providers. We will provide comprehensive links from our website to providers of services, information, advice and guidance
- Set up a virtual Disability Resource Centre to support IAG provided throughout the Papworth Trust network
- Develop partnerships with mainstream and specialist providers of IAG to raise their accessibility standards. This may include implementing an accessibility standard for IAG
- Investigate Centres for Independent Living

