



working with disabled people



Strategic Business Plan 2022-2024

Executive Summary

Enable Ability is established as an independent charity for the care, welfare and advancement of disabled people in Portsmouth and the surrounding area. We work in partnership with disabled children and adults, their families and carers, to provide a range of high quality, professional and confidential services.

We support people with severe disabilities as well as those whose needs are at a more 'mild to moderate' level. Altogether we have over 800 registered children and adults who have access to 15 different services. The charity is funded through Local Authority contracts, grant awarding bodies (e.g. Children in Need and The National Lottery), fees, donations, fund raising events, investments and rental income.

The goals of the previous strategic plan (2018-2021) have all been met, and are as follows:

- our operational management arrangements have been streamlined and reconfigured to ensure our service delivery is effective. The Operations Manager is now responsible for all Children's and Adults operational services with the exception of Landport Community Centre and the Social Enterprise.
- the website enableability.org.uk has been redesigned and made easy to navigate. It has been commended by many of our partners.
- new partnerships have been formed, an example of which is with Hayling Golf Club, where three Captains in succession have supported the charity and have raised over £25,000.
- we are part of a city-wide inclusion programme.
- we have developed a social enterprise with funding from the Big Lottery and European Social Fund, based largely at Landport Community Centre where the charity took on a management role two years ago.
- we have adopted the charity commission code of governance for Trustees, which guides how we work.
- we continue to base our services on development of the needs and wishes of our participants and their families, through regular review and feedback exercises.



2022 Business Plan

Staff and Trustees held an Away-day in October 2021 with the objective of reviewing progress of the charity over the past strategic time-frame, to take stock of our current position given the impacts of the ongoing pandemic, and to provide an outlook for the future. During the day-long workshop all managers and project leaders were required to present their respective services and put forward their proposals for the coming three years and in particular to describe where possible what actions would need to have taken place to achieve their goals and aspirations.

At the end of a facilitated session the following challenges and opportunities were distilled from the discussions and which form the basis of our new strategic plan going forward:

- ✓ ensuring our range of services is clear to staff and carers to facilitate progression of clients on a journey through them.
- ✓ further reducing administration overhead by increasing the deployment of online technology.
- ✓ renewing a focus on strategic fundraising to meet the costs of our services and activities.
- ✓ developing an accreditation scheme for our clients to give structure and recognition to their abilities and achievements.
- ✓ reviewing our facilities usage and resource deployment to ensure high quality venues and facilities and efficient use thereof.
- ✓ defining structured development plans for all leadership positions and avail training capabilities (including on-line tools) to enhance skills and abilities of our staff.



Children's Service components supported by our plan:

Child Befriending – this service is aimed at providing families with 1-2-1 support for their young people with disabilities to access events in the local community. We work closely with Portsmouth City Council - who commission us to provide packages of sessional support to enhance their social development and growth whilst also providing respite breaks to the family. The charity currently works with roughly 50 families and regularly receives new referrals. Our staff base is primarily made up of people who already support our families through other avenues such as school or day services and this allows us to work with these organisations as well as directly with the families to ensure the best quality of support is provided by our very diligent and caring staff team.

- ***In the next 3 years we aim to continue increasing our client base while also ensuring our staff are adequately prepared to meet the ever-evolving needs of our families.***

Portsmouth Junior Club - is a service commissioned by Portsmouth City Council to provide social activities within the city to promote the growth and inclusion of young people with autism. The project runs a recurring schedule of events each month with the intent of catering to their interests and its main aim is to provide a safe space for young people with autism to make friends, engage in activities they enjoy and provide short periods of respite to their parents. Many of our service users are currently in mainstream school environments and have found making friendships within those social places challenging. We aim to provide regular events at local venues which remove any stigma and allow natural friendships to grow over time. Our event schedule is often changing to appeal to the needs and wants of our families in order to provide the maximum impact of attending our project. Activities offered include a sports club, social club, gym club, board game club and even a pub night for older service users. We ask parents to remain at our events to help their young people settle into them and this is beneficial as it gives them an opportunity to talk with other families who are facing similar challenges.

- ***In the next 3 years we intend to grow our client base along with tailoring our events to form a structured schedule which provides support to families on a regular basis from all over the city.***

Hampshire Junior Club – this service supports children aged 5-12 years to access a programme of sport, social and outdoor group activities. We provide a safe space for young people to build friendships and develop their confidence, self-esteem and independence.

- ***Hampshire Junior Club currently supports approximately 40 children and our aim for the next 3 years is to re-integrate the young people back into the group before re-engaging with The John Muir Outdoor Award and the Arts Award.***

'The Bowen Project' – this service is intended to provide families with children under the age of 5 without a formal diagnosis an 'early start' of holistic support, working with statutory authorities and support agencies to give focus to the whole family. Whilst work here was curtailed due to Covid we will seek to restart in the strategic time-frame and where funding permits.



Play Schemes – Our Specialist Play Scheme for children aged 5-18 years supports approximately 150 of the most severely disabled children living in Portsmouth during all school holidays (except over Christmas). Comprehensive daily programmes of activities include arts sessions, cooking, games, swimming, outings and festival days. Consistently identified as the most valuable 'Short Breaks' service that we offer by parents of children with disabilities (especially during the long summer holidays), one of the parents fed back as follows: 'We really can't fault it. Levels of care great; feedback thorough; contact simultaneously professional; warm and welcoming to both our son and us as parents'.

- ***In the next three years we will adapt to changes resulting from the Covid pandemic (including the utilisation of 2-6 venues during holiday periods to meet government requirements), the Specialist Play Scheme will continue to evolve in settings that are appropriate for groups of children according to their needs whilst further developing life skills and social interaction. Concurrently, additional provisions will continue to be made available to children with mild to moderate levels of disability that are in receipt of free school meals; these play provisions will develop programmes of healthy activities, provide nutritious meals and support children in building up their social skills and independence. Additionally, Enable Ability will continue to support children with additional needs at mainstream settings around the city of Portsmouth.***

Saturday Club – This project, which runs throughout term-time, offers theme days that enable 5-16 year olds with severe disabilities to develop a range of skills to increase their confidence and self-esteem by participating in activities that would not be otherwise available to them. Up to 25 children attend each week during term-time and by allocating places into 3 different age groups on a rotational basis, we support up to 85 children each year.

- ***Building upon our existing framework, we are in the process of extending the range of opportunities available to broaden their experience and help them to more fully achieve their personal goals. The Saturday Club is now hosted at a new location in Morelands Primary School (Crookhorn), featuring spacious grounds for outside activities, making their experience even more engaging and active. In the next three years we will extend the range of activities by making full use of the facilities available to us and increasing our resource base.***

Portsmouth Teenage Project & Holiday Scheme – These two projects dovetail across term-time and holiday periods for 13-17 year-olds with activities taking place one evening per week during school term-time and daily during school holiday periods. The age range provides a natural progression for those young people living in Portsmouth who attend the newly-formed 'Portsmouth Junior Club'. The Projects provide activities for young people with mild to moderate disabilities, providing an incredibly varied programme of opportunities for personal development through group activities in partnership with local and independent organisations within the city. Up to 15 young people attend each session for both the weekly activities and holiday schemes.

- ***In the next 1 to 3 years the project will attract a wider range of participants (including young people with autism) and extend the range of options available via further local partnerships.***

Wheelchair Basketball – Based at a large gym this fun-packed team sport provides great opportunities for children and young people to engage in some friendly competition whilst developing fitness. Providing sessions for both beginners and more experience players the project is focussed on helping to develop the skills of individuals in a fun and social atmosphere. There are places for up to 16 young people per week and we currently have 25 registered for the activity.

- ***In the next 1-3 years we anticipate that the training and experience we provide will support more individuals to progress to regional and national competition level.***



Our 16+ and Adult Services supported by our plan comprise the following:

Adult Befriending – This service provides 1-2-1 support for people who require someone to assist them in accessing events and daily tasks in their community. Whether it be shopping, attending events, social activities or their hobbies - Enable Ability is able to provide dedicated staff members to help adults with disabilities or learning difficulties achieve this. Primarily supporting adults referred to us via Social Services, our charity currently supports approximately 30 clients. This comprises individuals that have already been supported through our child befriending service together with those in need of additional support to help them in their daily lives

- ***In the next 3 years we aim to grow our client base for this project. As many of our clients have felt isolated during the pandemic we will support them to re-engage with their community and catch up on all the things they may have missed. We work directly with clients and their families to ensure that the quality of support we provide is to a very high standard and that time spent with a befriender is both enjoyable and beneficial to the client.***

Hampshire Youth Project – This project is specifically designed to support young people aged 13 to 25 years living outside of the city of Portsmouth in the South East Hampshire region. The Project offers our young people a natural progression from Hampshire Junior Club and focuses more on age-specific activities for an older group, activities that allow our young people to interact and socialise with other peers on a regular basis whilst being provided with opportunities to volunteer, gain work experience and – where appropriate – seek employment. This project has over 50 young people registered, with an average of 12-15 attending individual sessions.

- ***In the next 1 to 3 years will be focussed on further developing the young people's employability skills and extending the range of opportunities made available to them; we also aim to split the age brackets within the Project, allowing the 13-17 year olds to establish a newly-formed teenage project without further impacting the financial implications on the charity.***

Portsmouth Youth Project & Holiday Scheme – This project is designed to mirror the already successful Hampshire Youth Project with a similar focus on the provision of volunteering and work experience opportunities to develop employability, thereby supporting these young people to reach their potential. Building upon the work already undertaken with the young people that have attended the Portsmouth Teenage Project and Holiday Scheme during recent years the young people will be encouraged to extend their skills and experience to increase their confidence and self-esteem.

- ***In the next three years an awards scheme will be introduced to support their development whilst achieving goals that will enable them to progress in their early adult life, alongside a healthy balance of fun activities and yearly fundraising events that have proven to be successful in the past so that they can have big day trips out at affordable costs.***

Landport Community Centre - Whilst Landport Community Centre continues to provide a home for our Inter Activ and Into Work programmes - including computer repair, cafe and kitchen, marketing, arts and crafts, gardening & What's It Like? - , it is now very much the central hub for the local community in the ward. Current hirers include dance schools, scouting associations, cookery and keep fit classes, a larder scheme, job club, Covid vaccination hub, church services, play groups, a subsidised cafe and much more.

- ***In the next three years our intention is to increase the pool of community hirers, with a focus being on adding to our existing minority groups, women's groups, mental and physical well-being groups, art classes and other local groups that will enhance residents lives.***

Inter Activ – This programme supports individuals with learning difficulties and disabilities to gain meaningful employment by means of completing work experience via a choice of work streams; these include:

- (i) The café - which is based at Landport Community Centre.
- (ii) "What's it Like" - building virtual tours to support people with learning difficulties and disabilities within the community.
- (iii) The Repair Shop - where IT equipment is refurbished or repaired ready to sell.
- (iv) Marketing and Website management - where items refurbished or repaired in the Repair Shop are sold online and finally
- (v) the Arts and Crafts / Gardening work stream - where artistic talents and gardening skills are developed. As well as following the programme and gaining individual support to improve their employability skills, they will be supported by Into Work Skills Coaches to find appropriate employment.

- ***In the next three years we aim to increase the number of people we support within the community, introduce other possible work streams and work towards improving inclusion and long term employment opportunities.***

Advocacy – Our issue-based advocacy service is provided by independent, trained advocates and is free. Retaining confidentiality at all times whilst ensuring a voice for disabled people, this service is unique in its approach to advocacy in the area. We aim to ensure that clients have the necessary tools to make informed choices when dealing with family or work-related problems whilst supporting them to access legal services and with DWP tribunals. With the loosening of Covid restrictions, the DWP are now starting to re-assess people's benefits and this will inevitably result in increased levels of referrals to the service.

- ***The opening up of the service to include a weekly drop-in at Landport Community Centre will enable the service to offer initial consultation directly to clients in this locality and follow-up as required. In the next three years will see the steady evolution of the service in line with demand.***

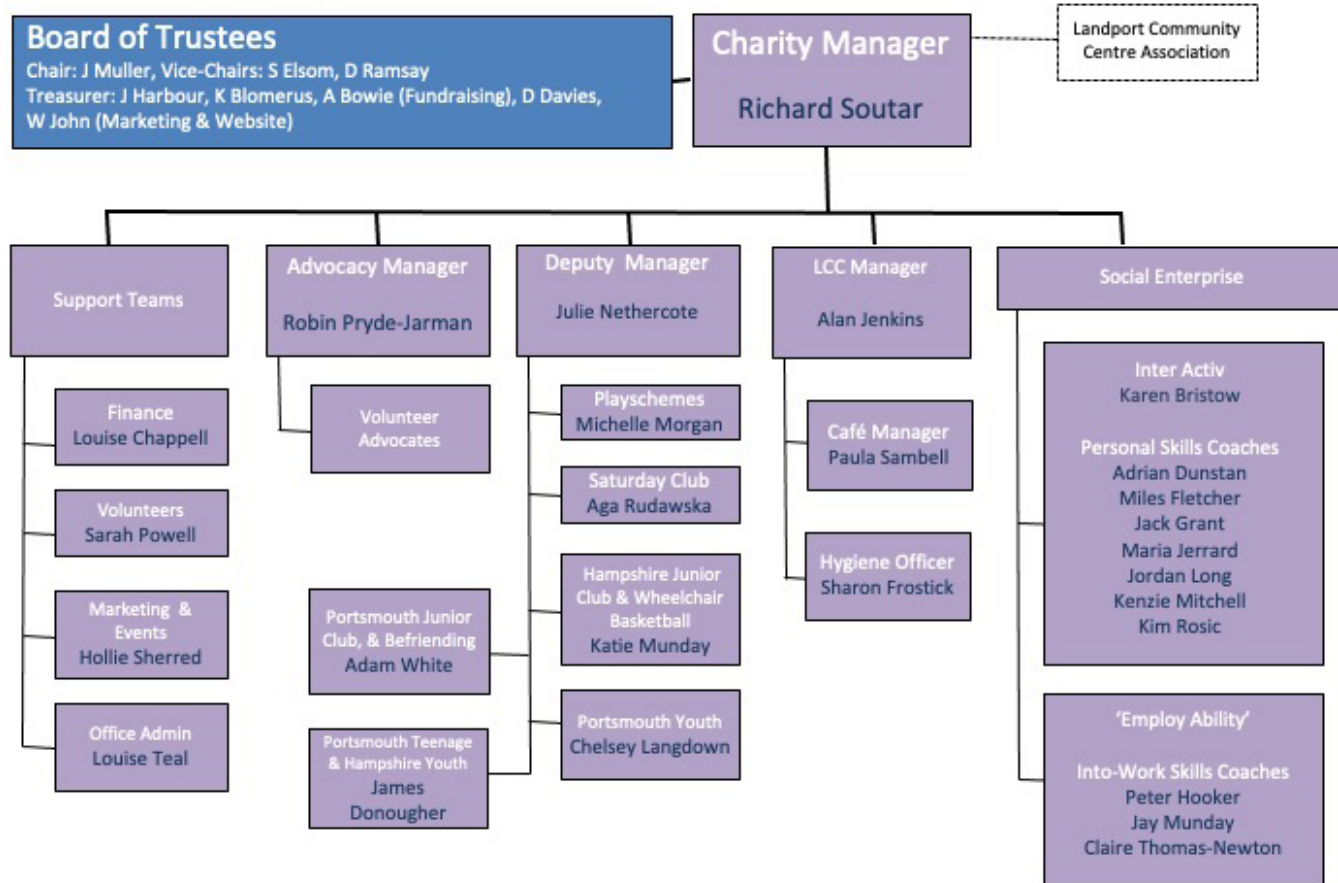
Additional Services Comprise:

- **Umbrella Body for DBS Checks** – We are registered as an Umbrella Body for obtaining Disclosure and Barring Service checks on behalf of client organisations.



Organisation & Management

Enable Ability Reporting Structure and Governance



How we operate – Enable Ability receives referrals from many sources. Increasingly, initial contact is made via word of mouth. For Playschemes, Child & Adult Befriending and all projects that involve group activities, where possible, each referral is followed up with a home visit to both ensure that the individual meets the eligibility criteria and to complete the registration process (which always includes a comprehensive risk assessment).

Subject to availability, potential service users are then allocated places at appropriate projects where every effort is made to fully accommodate their needs. All services are continuously monitored and - in many cases, in-depth reports are required for presentation to our funders on a regular basis.

All staff employed by Enable Ability are recruited in accordance with recognised 'Safer Recruitment' practices and are required to have an enhanced level Disclosure and Barring Service (DBS) check in place before commencement of any unsupervised contact with children and / or vulnerable adults.

The charity ensures that all of its staff members receive mandatory and other relevant training to fulfill their roles. We have always endeavoured to ensure that our paid staff and volunteers are treated as fairly as possible and have continuously achieved 'Investors in People' status since 2000. The charity contracts with Peninsula, a leading HR consultancy to ensure our policies and practice are of the highest possible standard.



Support Services – The charity employs a part-time Volunteer Coordinator to actively recruit and induct appropriate individuals to its respective projects.

Acknowledging the need to more effectively promote the charity, a part-time position of 'Social Media and Partnerships Officer' was created. Individuals employed in this role have helped the organisation to develop a number of valuable partnerships in the local community, expand its funding base and establish a regular programme of fund raising events throughout the year. This role has now been re-branded as 'Marketing and Events Officer' and provides the necessary liaison and follow-up to ensure a growing presence in the local community.

Enable Ability's governance is conducted via a board of 9 trustees. As well as service user representation, their wealth of expertise (including backgrounds in banking, adult social care, statutory children's services, education, legal services, IT and marketing) provides the necessary strategic direction to ensure that the charity progresses in an effective and measured way. Trustees have aligned with the Charity Commissions "Code of Governance", which will be reviewed in early 2022.

Recent strategic planning sessions within the leadership team identified opportunities for enhancing our management of client information – making us both more efficient and more capable of managing our clients across services. After due market research we chose the Chartitylog customer relationship management (CRM) system. We have completed the data entry phase across the organisation and already the system is paying major dividends in office efficiency.

Other aspects of office efficiency have also continued to be enhanced, including a change in telephony, Internet and website providers. A move to Google Mail has added significant capacity to our email system.

Fundraising – This is a key activity for the charity as many of the services provided receive no direct funding from national or local statutory sources. We partner with many local businesses to raise much needed funding and apply to a number of trust funds and other charitable organisations to support some of our key services. Whilst the charity has been quite successful in obtaining funds, we are moving to a more systematic and strategic approach to ensure that we target our efforts in ways that are most likely to yield substantial returns. A Funding Council has been established, with membership drawn from staff, trustees and external support. This will run in tandem with the many excellent local fundraising activities that raise much needed funds, but also raise awareness about the charity's work and the challenges faced by people with disabilities.



Market Analysis

Our Service Users – comprise children aged rising 5 to 18 years and adults aged 19 to 65 years with both mild to moderate and severe disabilities within the Portsmouth and South East Hampshire geographical area. Whilst diagnosed disabilities mainly comprise cerebral palsy, Down Syndrome, autism spectrum disorders and severe learning difficulties, our services are designed to meet the needs of service users with wide-ranging physical, learning, sensory and communication disorders. Altogether we support over 800 registered service users and their families on a regular basis.

Other Providers – The services that Enable Ability provides are generally unique to the locality. A number of other charities provide limited specialised services similar to ours and where there is benefit to the client population, we are happy and prepared to engage with these to explore and provide joint provision.

Promotional Strategies

The services that we provide are promoted via flyers, our website and other social media, newsletters, the 'Local Offer', events and 'word of mouth'. Whilst the majority of referrals are received via the Local Authority and agencies in the locality that are in contact with people with disabilities, individuals may also self-refer. Our web-site has been significantly revamped to enable viewers to identify which services may be appropriate for them and how to get in touch. The website also contains general information about the charity, our staff and trustees, annual reports and service specific reports. It details monthly programmes for ease of access, and relevant news items.

Enable Ability has a long history of working in partnership with organisations locally to ensure that the services that it delivers are appropriate and needs led. The charity works particularly closely with Portsmouth City Council (with whom we have a number of service contracts), and other local service providers and charities.

Funding Requirements

The current turnover for Enable Ability is slightly in excess of £1.1m. This has increased significantly since the development of the Social Enterprise and the management take-over of the Landport Community Centre. Our funding ultimately comes from many and varied sources and, at present, the breakdown is approximately: 65% Grants & Local Authority Contracts; 20% Fees; 10% Investments & Rental Income; 5% Fund Raising & Donations.

Budgets and funding requirements are carefully calculated for each individual project together with strategies for achieving the necessary levels of income (ensuring that overheads and management / administrative costs are also fully covered). With ongoing increases to the National Minimum Wage the charity is facing growing cost pressures and has, of necessity, reviewed the most effective way of fully meeting its funding requirements.

Regular finance meetings between senior staff and trustees facilitate an effective monitoring process. Fund raising events are carefully scheduled throughout the year via the Marketing and Events Officer to maximise income and build new and existing partnerships within the local community.

Financial Outlook

We anticipate that the expenditure for the current financial year will be approximately £1.1m and we aim to achieve the full amount via contracts, grants, fees, investments and rental income, donations and – increasingly – via fund raising and sponsorship.



In Conclusion

In addition to service specific plans detailed above, over this 3 year horizon the charity will:

1. Invest time in our systems including service user documentation, website, CharityLog, training and staff meetings to make the services more integrated and ensure the continuum of our services is clear; that our project leaders continue to work together to ensure that our service users can progress through the age ranges whatever their level of disability and wherever they live.
2. Use on-line technology and applications to provide tools that will reduce the administrative burden on our key workers so that they can spend more time on services delivery. We will also use the same approach for processes with our staff and service users to reduce paper-based transactions wherever possible. Examples here would include on-line time recording for staff and web-based referral forms for service users.
3. Establish a Funding Council that will oversee a much more systematic process to cover bids, general fundraising, large events and legacies. The council will be headed by the Charity Manager supported by a Trustee(s) along with the Marketing & Events Officer and external volunteers (anyone interested should contact us using the details on the back page).
4. Put in place our own accreditation scheme with awards assessed against specific criteria, recognising the potential of our service users and to improve their self-confidence. We will seek to find a local business to sponsor the programme and pilot it within our Youth and Teenage Projects in 2022.
5. Continue to review our facilities usage and resource deployment to ensure we provide the best and the widest capability possible to our service users.
6. Invest in training systems for our leadership team and create defined training paths to enhance their skills using online technology and other methods.

In providing services to people with disabilities, we aim to be as inclusive as we can be and actively represent the Voluntary & Community Sector through membership to the multi-agency SEND (Special Educational Needs & Disabilities) Board. Set up by the Local Authority, their remit includes the establishment and implementation of a 'Removing Barriers to Inclusion Plan' for the locality, a large part of which relates to the development of inclusive and integrated services. We are also seeking the highest level of the Disability Confident (Leader) registration to demonstrate our leadership credentials.

Enable Ability has always taken a 'needs-led' approach to service development, as a result of which it regularly consults with existing and potential clients, professionals and colleagues from other relevant local organisations. Client / service user views & feedback always play a vital role in the decision-making process concerning changes to services provided and the shaping of those that it seeks to further develop.

We continue to hold Investors In People (IIP) accreditation and were commended by the assessor as a highly performing organisation within the charity sector. Our Care Quality Commission rating for adult services is "good", the highest rating for any provider within the Portsmouth area at the time of the time of our last inspection.



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