

Nurturing Growth

Strategy 2023 – 2026

**Brandon
Centre**
Here for Young People

FROM THE VERY BEGINNING, OUR WORK PUSHED BOUNDARIES SO WE COULD HELP YOUNG PEOPLE TURN CORNERS IN THEIR LIVES.

It was the late 1960s and a forward-thinking psychiatrist named Faith Spicer became concerned by the number of young women struggling with the stigma and shame of pre-marital sex and pregnancy.

With inadequate medical attention and little to no emotional support, women were often forced into desperate conditions. Faith decided she had to help and began her tireless work pioneering psychosexual services for young women.

In 1969 she founded the London Youth Advisory Centre (LYAC) where she established a new model of service for adolescents, years ahead of its time in the way it combined contraceptive advice with counselling and psychotherapy.

Her work was ground-breaking. She challenged convention and put the psychological and emotional needs of young people at the heart of the organisation.

Today LYAC is Brandon Centre

Faith's work was supported by Brandon Cadbury, who donated our current building in Kentish Town. In recognition of his involvement, LYAC became known as Brandon Centre in 1984.

Thanks to Faith our mission is clear and, thanks to the commitment and dedication of our team, our work continues to provide a welcoming space in the heart of the community for young people to access critical mental health and wellbeing support.

Like Faith, we continue to push the boundaries of innovation so that more young people can harness their strengths to become responsible, fulfilled and healthy young adults.

Our focus for 2023-2026

In recent years, we've seen a rising demand for mental health and wellbeing services. The negative impact of the pandemic on young people's mental health has been significant and public services are struggling to meet demand.

After securing our core mental health funding in 2022, it's time for us to showcase our experience, expertise and positive outcomes to our funders, commissioners, and partners. We are well placed to meet increasing demand with a range of options that fill the gaps in public services and ensure we're fulfilling our duty of care to the young people in our community.

Our aim is to be the voluntary sector partner of choice for:

Creating and delivering accessible, leading-edge, and collaborative mental health and wellbeing services to young people under 25, so they can overcome difficulties, mobilise their resources, and shape the future they want.

Our VISION is to be Here for Young People

We believe that all young people should be able to access the highest quality mental health and wellbeing support in a safe and welcoming environment.

Our MISSION is to maintain and develop our accessible, flexible and specialist services

We aim to respond to the psychological and social needs and challenges of young people under 25 years old.

Our VALUES

COMPASSION

We provide a welcoming and non-judgemental environment where our team can enjoy their work and where young people and families can access support that helps them live healthy and fulfilled lives.

RESPECT

We respect our diverse community and Brandon Centre team and work with a willingness to collaborate, adapt, and recognise the importance of difference and choice.

INCLUSION

We strive to remove barriers to access for young people and staff and to use our expertise to provide services that young people can trust to be safe and to meet their individual needs.

OUR CORE SERVICES

Services for Young People

- **Counselling and Psychotherapy Service**

A free service for young people aged 16-25 living in Camden and Islington. Young people receive up to 16 sessions of exploratory psychotherapy which uses integrative methods including CBT (Cognitive Behavioural Therapy), interpersonal psychotherapy and psychodynamic therapy. The service is staffed by our team of experienced counsellors, psychoanalytic and psychodynamic psychotherapists, and clinical psychologists.

- **Young People's Brief Counselling Service (YPBCS)**

Rapid-access, brief counselling (up to 6 sessions) for young people aged 12-25 who present to health services for a medical reason but who would benefit from a space to talk about their difficulties. This service helps young people across nine London boroughs to think about their mental wellbeing in a safe way.

- **Care leavers' psychotherapy**

A specialist psychotherapy service specifically for care leavers. We help young people with a history of complex psychological trauma who need a high level of emotional and practical support as young adults. The service is delivered in partnership with the Camden and Islington Leaving Care Services.

- **Brandon Connect**

Outreach therapeutic support for 16-25-year-olds living in Islington, who have emotional and mental health difficulties that are becoming a barrier to them being in education, employment or training. Funded by Islington Giving, this service focuses on young men living in Islington who are struggling to access support.

- **BWell health and wellbeing coaching**

BWell coaching explores and challenges habits and beliefs that may be inhibiting positive change for a young person. Funded by a grant from the National Lottery, BWell offers community-based, group and one-to-one coaching for young people aged 12-25, living in Camden & Islington.

- **Social Prescribing**

Social Prescribing is a non-clinical service that introduces young people to activities in their community that are likely to boost their health and wellbeing. This service is funded by the London Borough of Camden and delivered in partnership with The Hive and Fitzrovia Youth in Action.

"Working with my therapist was so life-changing, I couldn't appreciate them or Brandon Centre's services more."

SERVICES FOR FAMILIES

- **Systemic Integrative Treatment (BC SIT)**

BC SIT, is an intensive, community-based treatment programme where therapists work with the families of children between the ages of 8 and 16 who are at risk of going into care or custody. Our model builds on the Multisystemic Therapy approach (which works closely with a child's family, peers, teachers, and the police where necessary) for an extended period of involvement of up to 18 months.

- **CAMHS Waiting List Parent Support Group**

An 8-week support group for parents and carers of adolescents, aged 11-16, who are waiting for mental health treatment from specialist services. Delivered in partnership with Mind in London the programme focuses its efforts on supporting parents and carers during the waiting period and by providing strategies to help parents understand and support their young person's mental health while they wait for specialist treatment.

- **Families, Food and Feelings**

A 6-week programme for parents and carers of children and young people aged 5-17 who are above a healthy weight. The programme is supportive and informative, covering topics including fussy eating, boundaries, emotional eating, instrumental feeding and emotional wellbeing.

- **Love and Limits**

A 6-week online group for parents/carers of teenagers aged 12–16 who present with challenging behaviour. The group offers strategies to improve the parent-teen relationship, understand teenage behaviour and set clear boundaries.

- **ADHD Parent Programme**

A 6-week online parent group for parents/carers of children aged 5-12 who have a diagnosis of ADHD. The group covers psychoeducation on ADHD and the 1-2-3 Magic discipline model.

“Honestly, I strongly recommend this support group to any parent whose child suffers with a mental health disorder. The group's leaders provide professional guidance and advice in many aspects in a kind, respectful and sympathetic manner. It is just great!

I will be forever grateful to them. This group and the information have helped me greatly at a time when I was feeling helpless and low in confidence having hit many dead ends with trying to support my poorly son.”

CONSULTANCY AND TRAINING FOR PROFESSIONALS

- **Mental health training**

Half and full-day CPD-accredited training on a range of mental health topics, suitable for professionals working with young people or supporting staff with their wellbeing.

- **Health and wellbeing training**

Delivered under our Enhanced Healthy Living banner we provide consultations and training to professionals and schools in Camden and Islington who work with young people struggling with excess weight.

- **BC SIT training**

Introductory training into Brandon Centre's successful Systemic Integrative Treatment Model (BC SIT). This training is for professionals working with young people, aged 8 to 16, who are displaying harmful behaviours that put them at risk of going into care or custody.

- **Mental health consultancy and supervision**

Supporting youth workers, volunteers, social workers, personal advisors and school staff with 1:1 or group mental health consulting, mental health supervision, risk assessment support, reflective practice and debriefing.

- **Leadership and coaching**

Tailored consulting, coaching and leadership training programmes supporting individuals and teams to develop and retain a happy and productive work life. Specialist expertise in young people's mental health and wellbeing and in the charity, health, social care and education space.

- **Cornerstone Croydon Consultancy Project**

A partnership with London Youth and Power the Fight that offers individual and group clinical supervision to eight front-line youth organisations in Croydon.

"Great webinar, very interesting and useful tips and strategies."

COMMUNITY OUTREACH PROGRAMMES

- **Arsenal youth sports & wellbeing**

Counselling and psychotherapy for young people, aged 16 to 25, attending an Arsenal in the Community programme. Part of our Brandon Connect offer, the service helps young people deal with a range of emotional and mental health difficulties.

We also provide emotional wellbeing support to the Arsenal Girls Kicks programme, a community football programme for girls aged 8-18. Our dedicated Sport and Exercise Psychologist delivers an innovative support package to improve resilience, communication, and wellbeing, both on and off the pitch.

Our work with Arsenal is supported through grants from Islington Giving.

- **Platform and Lift youth hubs**

Delivering counselling, psychotherapy and coaching at the Platform and Lift Youth Hubs in Islington. The service gives young people access to therapy services in a comfortable and familiar setting where they can also access a range of other holistic services.

- **Minding the Gap and The Hive youth support**

Minding the Gap is a collaboration between the local NHS mental health trusts and voluntary sector mental health and youth service providers. We provide counselling and psychotherapy at The Hive Youth Hub, an innovative, therapeutically informed, youth hub in Camden led by the national charity Catch 22. These services, together with the Minding the Gap Transitions Meeting, ensure that young people don't fall between the 'gaps' in service provision, particularly when transitioning from child and adolescent to adult mental health services.

- **UCLH OnWard adolescent wellbeing service**

The UCLH Outreach service for the Wellbeing of Adolescents (OnWard) provides a multi-professional service for young people aged 13-18 living or studying in Camden and Islington. The service, based in Brandon Centre, offers a new approach to adolescent health, providing a holistic review of a patient's physical health, mental health and general wellbeing. At a single appointment, young people can access a doctor, psychotherapist, counsellor, physiotherapist, Clinical Nurse Specialist and youth worker.

- **Condoms - C-Card collection, advice and information**

Access to free condoms and lubricant as well as confidential sex and relationship information and advice for 13-24-year-olds living in Camden.

- **HandsOn London projects**

A collaborative partnership with HandsOn London, a charity that connects volunteers with good causes within the community and other charity projects. HandsOn London's team of young volunteers from various corporate organisations helped us transform our outside space into our mindful garden, giving us a reflective space for coaching and other wellbeing activities.

- **Young People's Progression Programme**

Developing work-based opportunities for young people, with a system that allows them to set personal development objectives and track their progress towards achieving them. Funded by Drapers' Charitable Fund, the programme helps young people take charge of their mental health and wellbeing, supporting them into the world of work.

- **Volunteering opportunities**

We encourage members of our community to volunteer with Brandon Centre. There are opportunities for young people to get involved and gain experience in gardening, reception, finance, HR, or in planning and carrying out fundraising challenges and events.

"Purposeful work is at the core of what we do (not just performance KPI's)."

A STRATEGY FOR SUCCESS

2021-2023: Our work so far

In early 2021 we published our 'Getting Set for Success' strategy. It was developed amidst a global pandemic, after significant organisational change, and set out our five key objectives.

We made good progress on those objectives, which focused and guided our work. Things changed too, most notably our shift away from clinical sexual health services (maintaining C-Card provision) back towards our historical focus on young people's mental health, wellbeing and outreach. Indeed, this is where our strengths as an organisation lie.

As we head towards 2024, now is a good time to review what we've achieved and to re-evaluate our strategic plans going forward. We want to ensure that our efforts not only make the most of our strengths but also reflect the current needs and priorities of the young people and families we support, whilst adapting to the challenges of the prevailing economic climate.

WHAT WE ACHIEVED

2021 Objective 1: Continue to develop a compassionate, inspiring and thriving environment for our young people and their families, our employees and volunteers.

- ✓ Developed a co-produced People Strategy and associated Action Plan.
- ✓ Established People Committee and Young People's Leadership Board.
- ✓ Undertook annual Brandon Way surveys with staff, trustees, and young people to measure how well listened to, engaged, and satisfied they feel. We met our goal of a year-on-year improvement in satisfaction and engagement.
- ✓ Carried out appraisals and updated Personal Development Plans.
- ✓ Began work to form our new Parent Advisory Committee.

2021 Objective 2: Strengthen and grow our specialist services which improve and maintain the health, wellbeing, and independence of our young people and their families.

- ✓ Maintained our important existing mental health contracts across Camden and Islington. While we were unsuccessful in the bid to keep our sexual health contract, we have been able to secure additional funding for Young Ambassadors to deliver C-Card to young people living in the Kentish Town/Camden area.
- ✓ Developed our training and consultancy income, including consultation and supervision work with London Youth, our Ground Up service and Enhanced Healthy Living programmes.
- ✓ Expanded our parent support offering through our partnership with MIND London.

- ✓ Grew Brandon Centre overall income from £1.5m to £1.8m (excluding CASH) and cleared our deficit.
- ✓ Developed UCLH OnWard Hub work, a collaborative one-stop-shop adolescent health offer at Brandon Centre.

2021 Objective 3: Increase research and evidence-based practices throughout our organisation and partnerships.

- ✓ Established Evaluation Trial for BC SIT and completed initial pilot with the Youth Endowment Fund. Final evaluation report has been received and published.
- ✓ Won three grants utilising evidence-based models and robust evaluation frameworks: BWell Coaching, evaluated by the Salomons Institute for Applied Psychology at Canterbury Christ Church University; a collaboration with Mind in London offering support to parents; and the Social Prescribing Pilot in partnership with Camden voluntary sector, education and primary care providers and commissioners.
- ✓ Established Cornerstone partnership, offering individual and group clinical supervision to eight front line youth organisations in Croydon.
- ✓ Initiated research into the effectiveness of the Families, Food and Feelings programme through a Staffordshire University Health Psychology Doctoral trainee.

2021 Objective 4: Fully integrate diversity, equality, inclusion and opportunity in our ways of thinking and ways of working.

- ✓ Developed a co-designed and co-produced Young People's Involvement Strategy and Action Plan.
- ✓ Began work to establish our Young People's Engagement and Communication Forums.
- ✓ Developed an Equality, Diversity and inclusion Strategy.
- ✓ Recruited two trustees, three ambassadors and two Young Ambassadors who are representative of our local ethnically diverse communities.

2021 Objective 5: Ensure financial sustainability and capacity to grow.

- ✓ Grew unrestricted reserves to 10.2 weeks.
- ✓ Developed four financially sustainable corporate partnerships within our catchment.

We celebrate these achievements as well as the efforts of our team who work tirelessly and collaboratively to support young people and families with compassion and respect.

Our continued success depends upon us listening and collaborating to really better understand the needs of our young people and families, effectively combining our knowledge and expertise and working together towards common goals.

We believe that our strategy should help us achieve this success as well as identify ways of working that keep us inspired, motivated, and satisfied.

“18 months after our first meeting with Brandon Centre, our child gets ready for school and is out by 8 every morning (with no parental input). Attendance is over 90%. No more violence. No more verbal abuse. We get hugs, smiles, nice chats, get to laugh together. A life I didn’t imagine we’d have.

It’s like there were two paths ahead for our child. One continued down a broken road and the other, via Brandon Centre, a positive path with a better future and hope. I rave about the process to friends, family and professionals.

It is definitely the best possible help we could have had and I am grateful, and will probably continue to be grateful for our ‘new normal’ every single day.”

REFINING THE STRATEGY FOR THE NEXT THREE YEARS

To make sure our strategy remains relevant and actionable we have:

- developed our Brandon Centre brochure which highlights our core strengths, services and partnerships;
- hosted our Away Day which brought together our whole team to reflect on achievements and priorities;
- organised conversations with staff, trustees, ambassadors, young people and commissioners following our Away Day to clarify and summarise outcomes;
- held Board meetings with trustees and senior leaders to agree the next steps in the development of this strategy;
- carried out our Brandon Way surveys and interviews;
- met with each service team to make sure we capture key priorities; and
- developed (or are in the process of developing) the key strategies that feed into this overall strategy (People; Young People's Engagement; Inclusion; Environmental, Social and Governance (ESG); and Fundraising).

"We have a culture of collaboration and a dynamic and forward-thinking way of working."

OBJECTIVES 2023 – 2026

“The quality of everything we do depends on the quality of the thinking we do first. The quality of our thinking depends on the way we treat each other while we are thinking.” Nancy Kline’s Thinking Environment

Inspired by Nancy Kline’s ‘Time To Think’ we aim to make decisions through effective communication and respectful dialogue.

‘Time To Think’ identifies ten behaviours that are conducive to effective thinking - The [Ten Components of a Thinking Environment](#). They encourage respect and trust in our own intelligence, place value on everyone’s ideas and questions, allow time to think, and create an environment that puts people at ease.

These behaviours align with Brandon Centre’s values and with the way we work with young people. They are also reflected in the positive feedback we get from young people and their families.

In this way, our **5 main objectives** for the next three years have been developed through open dialogue with our team, young people, families, and trustees.

Our objectives and goals will build on, and further develop, those elements that make Brandon Centre special, such as our:

- innovative services;
- highly skilled and specialist practitioners;
- holistic approach to each young person;
- passionate staff with an understanding of young people’s lived experiences;
- strong local and community links;
- reputation as an expert organisation;
- transparent approach; and our
- inspiring young people’s stories.

“I feel totally engaged. I love coming to work whether face-to-face or virtually. It feels such a very special organisation/home where we can continue to really make a difference to people’s lives.”

OBJECTIVE 1: **PEOPLE**

Continue to develop a compassionate, inspiring and thriving environment for young people and families, our employees and volunteers.

Our Key Goals will be to:

- 1. collaboratively engage with staff, young people, families, and volunteers, incorporating their feedback when further developing responsive and inspiring services; and**
- 2. continue to be a place where staff, young people, families and volunteers can be inspired and thrive.**

Our Brandon Way interviews with staff, volunteers, trustees and young people have taken place annually and, as well as showing increased levels of satisfaction and engagement, they have highlighted enthusiasm about growing our services and about keeping our young people at the heart of this development and growth.

The most recent survey response rate wasn't as high as we would like so we will be reviewing the content, format and delivery of the survey going forward.

We'll also be including more parent feedback in our service development with the establishment of our new Parent Advisory Committee.

Our People strategies will continue to make sure that our personal development and training programmes are effective and relevant to our team members and their chosen career paths. We will also be refining our strategies to ensure they are sufficiently considering wellbeing, engagement and inclusion.

Measuring success: Objective 1

- 1. Continue to develop engagement and leadership with Young Ambassadors.**

Goal: Organise staff and Young Ambassador Away Day.

Goal: Ensure Young Ambassadors are invited to complete the Brandon Way Survey and that we are measuring their engagement and leadership experience.

- 2. Continue to review and develop community engagement through our Young People and Family Engagement Strategy and Parent Advisory Committee.**

Goal: Source funding to recruit Senior Community Manager and grow our Parent Advisory Committee membership (including BC SIT families).

- 3. Revisit the content, format and delivery process of the Brandon Way surveys to increase response rates and provide a more continual measurement of engagement and satisfaction.**

Goal: Improve response rates by 30% and continue to see a year-on-year improvement in engagement and satisfaction.

4. Review our systems and processes for appraisals, Personal Development Plans and retention of staff, young people and volunteers. Ensure we are considering learning opportunities (Continuous Professional Development, CPD), succession planning, engagement, wellbeing and inclusion. Create space and time for staff to carry out and review outcome measures.

Goal: Develop an organisation-wide Succession Plan and associated Learning Needs Analysis.

5. Review the effectiveness of the People Committee and Young People's Leadership Board to make sure they are delivering on their aims and engaging young people, staff, volunteers and families in innovative and meaningful projects.

Goal: Develop more projects that offer learning and development opportunities for young people. Hold a workshop with staff and Young Ambassadors to review the group's Terms of Reference.

6. Encourage more integrated and connected working and thinking throughout Brandon Centre. Draw on the wealth of shared knowledge across the organisation which will help us to develop innovative and inspiring bids.

Goal: Establish regular Away Days and workshops with staff from across all teams to meet face-to-face. Set up 'Guest Speakers' at team meetings (guests to be from other Brandon Centre teams) to give updates on developments and progress.

Goal: All staff to be asked about engagement, integration and organisational connectivity as part of the Brandon Way Survey with the aim of showing year-on-year improvement.

"Learning and self-care is integrated into Brandon Centre."

OBJECTIVE 2: **BUSINESS & SERVICE DEVELOPMENT**

In partnership with other community organisations, strengthen and grow our specialist adolescent services which improve and maintain the health, wellbeing, and independence of young people and families.

Our specialist services, and the people who deliver them, are two of our big strengths. We're already doing great work within Brandon Centre and in our community projects. We're regarded as leaders in our fields and our partners value our expertise.

At Brandon Centre, we want to provide an integrated and holistic service that runs smoothly for the young person, in a welcoming, non-judgemental, and safe environment.

Our focus now will be on how we refine the way we deliver our services so that we can consistently meet the increasing demand from young people and families, as well as expand our reach so that we're providing support, in one way or another, to everyone who needs us.

Our advantage is that we're in a good position to do this because, as an agile and specialist organisation, we can be flexible and adapt quickly to changes that will help young people and families.

Our fundraising strategy will maximise our corporate partnerships, create a calendar of fundraising events, establish individual giving and major donor strategies, identify trusts & foundations to approach and help us install a fundraising culture across Brandon Centre.

Our Key Goals will be to:

- 1. understand which services are being delivered and developed in our core areas through improved community engagement and partnerships; and**
- 2. develop our fundraising to strengthen and grow our specialist adolescent services.**

Our key target areas for growth will be:

- ✓ growing and extending existing services in North London and establishing new contracts with other London boroughs; and
- ✓ creating and delivering training programmes and consultancy that will both strengthen our reputation and provide a source of repeatable income.

Measuring success: Objective 2

1. Maintain and further develop our existing services.

- **Psychotherapy goal:** Retain £840k revenue (including grants). £1m with other funds.
- **Training & consultancy goal:** £180k income, with a contribution margin of 20% by 2023/24.
- **BWell & Social Prescribing goal:** Increase referral numbers and secure future funding.

- **BC SIT goal:** Maintain and grow current contracts with health and local authorities across London and the Home Counties.
- **Parent support services:** Retain £90k income and expand across NCL.

2. Pursue longer-term funding streams where we can.

Goal: Pursue funding streams offering a minimum of 2 years of funds.

3. Develop our Fundraising Strategy, including a calendar of fundraising events, individual giving and major donor strategies, and trusts & foundations to approach.

Goal: Develop our Fundraising Strategy by January 2024 with a clear three-year plan.

4. Develop and increase key partnerships (existing and new). Focus on partnerships for key bids that fill the gaps in community services (bringing our specialist expertise to partnerships with other community organisations).

Goal: Carry out an audit of existing and potential new partnerships. Review against our strategic objectives, prioritise key partnerships and develop a clear partnership plan by January 2024.

5. Improve ear-to-the-ground community engagement and better understand the gaps in our services (whilst remaining mindful of our capacity).

Goal: Source funds for Senior Community Manager & establish Action Plan.

6. Further develop service evaluation, research and evidence-based practices throughout our organisation and partnerships. Improve our data collection and presentation to help develop existing and relevant new services.

Goal: Build service evaluation time and cost into grant applications. Develop process for collecting and presenting data that will inform service and bid development.

“Thank you so much; this group has given me vital knowledge, tools, skills and hope to deal with challenges in teenage behaviours.”

OBJECTIVE 3: **FINANCE AND GOVERNANCE**

Ensure financial and governance sustainability with the capacity to grow our impact.

While we focus our efforts on continuing to provide services that are driven by young people's needs, we must ensure that we have the funds and resources available to do this work, carry out service evaluations and research and explore new services.

We also need to maintain a structure of governance that will effectively oversee our next period of growth and make sure it is sustainable financially, practically and environmentally.

We will actively seek out meaningful corporate partnerships, public donations and individual giving as well as longer-term contracts (limiting the amount of repetitive and time-pressured set-up work and giving us the chance to fully embed and develop those services).

Our Key Goals will be to:

- 1. operate our services within available financial budgets and resources; and**
- 2. maintain best governance practices (following the Charity Governance Code).**

Success in these areas will:

- ✓ increase our income and financial sustainability, allowing us to continue providing our existing services and develop new ones;
- ✓ strengthen existing - and build new - relationships that support Brandon Centre's work, and;
- ✓ build our reputation as thought leaders and expert advisors.

Measuring success: Objective 3

1. Grow Brandon Centre's overall income.

Goal: Reach a financially sustainable income (at least £2.4 million) by 2025/26 which requires growing 11% a year for 3 years. Hold overheads steady until this income level is reached.

We will monitor progress against our 3-year plan income targets on an ongoing basis. Progress review will form part of the approval process for the relevant initial projection, budget or forecast in January, April, July, and October each year.

2. Develop impact metrics. Funders want to see our impact as a metric rather than just financial growth.

Goal: Develop process for measuring and communicating impact.

3. Reach at least 3 months of unrestricted reserves.

Goal: 12.5 weeks by 2025/26, 13 weeks by 2026/27.

4. Develop meaningful corporate partnerships and increase public donations and individual giving.

Goal: Identify and develop our core corporate partnerships. Trial five by the end of 2024 with the aim of developing meaningful volunteering and fundraising events that benefit all parties (e.g. Movember and Charity of the Year). Aim to increase donations by between 3% and 5% each year.

5. Seek out longer-term contracts and limit the number of 12-month contracts.

Goal: 85% of income in multi-year grants/contracts or in contracts that we can rely on renewing annually (currently 75%).

6. Develop our Environment, Social and Governance (ESG) Policy and Action Plan with the aim of being a net zero carbon emission business by 2035. Ensure all key themes and actions are embedded throughout Brandon Centre.

Goal: Finalise ESG Policy and relevant milestones to ensure success. Link in with inclusivity (social) and governance goals. Include ESG projects in programme of projects to support young people's learning and development and publicise these projects (e.g. Brandon Centre garden development, recycling, waste/composting, wildlife and biodiversity, energy and inclusion).

Goal: Establish our baseline carbon footprint in order to develop a plan for year-on-year reductions.

7. Continue to hold Board Away Days and allow time for reflection on what's working well and less well. Develop partnerships with our trustees and consider how we can make the most of their knowledge and wide range of contacts.

Goal: Recruit a Fundraising Trustee and a Senior Community Manager to help us develop our engagement with our local community.

8. Fill vacant trustee positions and recruit new trustees to increase range of expertise, local representation and diversity on the Board.

Goal: In 2023-24 publicise and recruit five new trustees who are representative of our local communities and have a lived experience, or an understanding of the lived experience, of mental health difficulties: Honorary Treasurer Trustee x1, Fundraising Trustee x1, Clinical Trustee x2, EDI Trustee x1.

"I've done therapy for many years and never found someone that made me feel as comfortable with myself and therefore able to explore my feelings with."

OBJECTIVE 4: **EQUITY AND INCLUSION**

Further develop equity, inclusion and opportunity in our ways of thinking and ways of working.

It's important that our team, our Board, our Young Ambassadors and our volunteers represent the diverse communities in which we work. We also want to make sure we're reaching all the young people and families that need our services, whatever their background, values, or beliefs.

Our aim is to fully embed diversity, equity and inclusion in our culture. Both for our team members and for young people and their families.

We recognise that there is a turnover of young people and families at Brandon Centre and we will address this by working with our enthusiastic Young Ambassadors to welcome new young people and their families and encourage them to engage with us.

Our Key Goals will be to:

- 1. continue to recruit and improve the diversity of all staff, trustees, volunteers, young people and families working and accessing Brandon Centre services;**
- 2. review and refine our existing Equality, Diversity and Inclusion Strategy to develop an Inclusion Strategy that goes above and beyond the equalities act; and**
- 3. consider and further develop our stance as an anti-racist organisation and our commitment to equity and diversity.**

Measuring success: Objective 4

- 1. Review our existing Equality, Diversity and Inclusion Strategy and fully invest in an inclusive culture that goes above and beyond the Equalities Act.**

Goal: Establish a working group and work with an external inclusion specialist to support us in developing an integrated Inclusion Strategy and plan.

- 2. Introduce mandatory cultural sensitivity and inclusion training and cultural competency workshops for all staff.**

Goal: Build online and in-person training schedules. Aim for 100% completion and develop a post-training evaluation to assess its effectiveness.

- 3. Increase the number of people from underrepresented groups across the organisation. Consider Inclusion Strategy when developing succession planning and our Marketing and Communications Strategy.**

Goal: Establish current position (from data gathered in demographic monitoring form) and work to develop partnerships and align with local authorities and universities, for example around apprenticeships and employment schemes.

Goal: With our baseline established, develop targets to ensure we concentrate on recruitment from under-represented groups within our local area.

4. Partner with universities in their efforts to increase the diversity of graduate clinicians.

Goal: Refine our list of partner universities. Investigate opportunities for training support for underrepresented groups, for example, via grants, bursaries or donations for clinical psychology and psychotherapy training.

Goal: Engage proactively with partner universities, colleges and local authorities to ensure that local people from underrepresented groups are supported into careers in clinical psychology and psychotherapy services.

5. Consider and further develop our stance as an anti-racist organisation and our commitment to equity and diversity.

Goal: Develop and publish company statement and compulsory training. Create a library of evidence that we are an anti-racist organisation and make sure all policies, recruitment and documentation reflects this.

“Brandon Centre is a very empowering organisation.”

OBJECTIVE 5: **COMMUNICATION AND MARKETING**

Increase awareness and reach of our services through effective communications and marketing.

Our Communication and Marketing efforts will improve our visibility in the youth mental health space and increase awareness of our services. We will also aim to improve internal communications within Brandon Centre to encourage the sharing of knowledge and celebration of achievements both internally and externally.

We will consider our audiences / target markets for our communications (young people, commissioners, donors) and which messages and channels will be most effective for each.

Our Key Goals will be to:

- 1. clearly communicate our different service offerings and establish key target audiences;**
- 2. market our services to local communities and organisations through relevant marketing channels; and**
- 3. ensure we reach local communities who may not have previously accessed mental health and wellbeing services.**

Measuring success: Objective 5

1. Develop our Marketing and Communications Strategy, considering our key services, audiences, messaging and channels.

Goal: Publish Marketing and Communications Strategy with help of CoRe project.

2. Recognise which services / events need more marketing and which don't: For the former, develop a tactical plan for brochures, stories, and outreach. Involve young people and families in these efforts.

Goal: Create a tactical marketing plan for these services.

3. Use our extensive service evaluations and resultant data in our marketing and to help develop new partnerships.

Goal: Create library of evaluations, data and testimonials to be used in marketing.

4. Reach out to MPs / prominent local figures more regularly. Encourage local people to get involved with Brandon Centre.

Goal: Include outreach Action Plan in marketing activity.

5. Improve internal communications with more integrated team meetings and communications. Encourage attendance at organisation-wide events / fundraising events / challenges.

Goal: Review committees, groups, and events so that they bring a wider, more diverse group of people together from across the organisation. Make sure heads of service include regular slots for guest speakers to join team meetings (both colleagues from different departments within Brandon Centre and external guests with relevant expertise). Heads of service to compile a list of guests / speakers.

6. Make the most of available technology. Integrate PatientSource with automated texts, update our website and be more proactive on social media.

Goal: CoRe project will help us audit current social media activity to understand the best channels to use and create a plan for more regular posts about new programmes, successes, testimonials, behind-the-scenes etc.

“The intervention has resulted in such a massive transformation, it’s extraordinary. I don’t know how to express enough gratitude.”

THAT'S QUITE A PLAN... AND WE'RE QUITE A TEAM

Counselling & Psychotherapy team

Providing a range of high-quality and effective counselling & psychotherapy to all young people.

BWell Coaching & Social Prescribing team

Reaching more young people with effective and accessible services that improve their wellbeing.

BC SIT team

Providing collaborative & long-term intervention and support to young people and their families.

Training, Consultancy & Parenting Programme team

Sharing our knowledge & expertise to benefit more young people and help Brandon Centre grow.

People team

Making sure that Brandon Centre is a compassionate, inspiring, and trusted employer.

Business Development, Fundraising & Marketing team

Raising funds and awareness of our successful services and partnerships.

Finance & Operations team

Ensuring we continue to deliver, to grow, and to retain talented team members.

Board, Trustees & Volunteers

Sharing and gaining diverse expertise, and leading Brandon Centre's services and growth.

"Brandon Centre went over and beyond to help me."

A MESSAGE FROM JULIA, BRANDON CENTRE CEO

At Brandon Centre, we're really making a difference. By being ready and willing to help our young people every day, they are able to take steps towards living the lives they want.

So, in the same way that our team commits to showing up every day, I want to make some commitments to them, to our volunteers and to our funders, on behalf of Brandon Centre.

We will:

- lead with compassion, appreciation and respect;
- work collaboratively and encourage cooperation across teams;
- empower our people to make recommendations and decisions;
- engage teams in planning processes, and be committed to continual improvement;
- be open-minded and make decisions driven by data, not assumptions;
- communicate clearly why and how we can work towards our goals.

This will put us in an excellent position to make the most of the exciting opportunities to support young people and grow our organisation over the coming years.

"I love my unique job and find it very rewarding on many levels."