

**Brandon  
Centre**  
Here for Young People

**Getting Set for Success**  
**Strategy 2021 - 2024**

## **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. These young women were either driven to back-street abortions, with often terrible results, or resigning themselves to the prejudices that came with raising an illegitimate child. With inadequate medical attention, and little to no emotional support, women were often forced into desperate conditions.

Faith, who had trained at University College London (UCL) and specialised in adolescent sexual health, 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 needs of young people at the heart of the organisation, helping them take charge of their own sexual and mental health.

## **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 Brandon Centre in 1984.

Thanks to Faith our mission is clear, and thanks to the commitment and dedication of our people, our work continues to provide a welcoming space in the heart of the community for young people to deal with their health challenges and needs.

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.

2019 and 2020 have seen significant change at Brandon Centre. New leadership, new colleagues, new partnerships and, like the rest of the world, new ways of working in our joint effort to minimise the effects of Coronavirus. No small accomplishment.

## **Now we need to plan for our future**

It's time to think about our strategy to make our vision and mission a reality, our plans to put our values into practice, and to develop and adapt our core services so that we can:

*Create and deliver accessible, leading-edge, and collaborative sexual & mental health services to young people under 25, so they can overcome difficulties, mobilise their resources, and shape a 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 sexual and mental health 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, sexual and social needs and challenges of young people under 25 years old.*

## Our **VALUES**

### **COMPASSION**

We provide a welcoming and non-judgemental environment for young people to access support that helps them live healthy and fulfilled lives.

### **RESPECT**

We serve our diverse community, and work with our partners, with a willingness to collaborate, adapt, and recognise the importance of choice.

### **INCLUSION**

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

## Our **CORE SERVICES**

### **Specialist Contraception & Sexual Health Services**

- Contraception including implants and coils
- Condoms - C-Card
- All forms of emergency contraception
- Diagnosis, treatment and support with STIs
- Pregnancy testing
- Advice and information
- Counselling & wellbeing support including pregnancy choices
- Community Outreach Programmes

### **Specialist Mental Health & Wellbeing Services**

- Counselling & psychotherapy 1-1 sessions
- Systemic Integrative Treatment for young people & their families
- Suicide Prevention Project
- Arsenal in the Community youth projects

### **Clinical Training & Consultancy - Specialist Programmes**

- Mental Health & Wellbeing
- Sexual Health & Relationships
- Enhanced Healthy Living
- Ground Up Youth Consultancy
- Training and support for parents, carers, and families
- Training for professionals and partner organisations
- Leadership & Coaching

### **Community Engagement, Outreach & Partnerships**

- Arsenal Youth Sports & Wellbeing
- The Hive Minding the Gap youth support
- Photo Project, wellbeing through art
- Youth Hubs
- Young Ambassadors

## A strategy for success

While our mission is clear, its success depends upon us effectively combining our knowledge and expertise, and working together towards common goals.

We know that when we are successful, we can help bring about extremely positive change in the lives of the families and young people we serve.

*“It gave me confidence and hope.”*

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

We don't take this lightly. In fact, here's what we did to get to our strategy:

### Getting to the strategy

- **Brandon Way interviews with our team members**
- **Brandon Way interviews with our young people**
- **Internal meetings**
- **Board, Senior and Team Leadership Away Days**
- **Meetings with Pilotlight**
- **Service transformation and Brandon Way workshops**
- **Marketing and website development workshops**

The outcome? We identified **5 main objectives** for the next 3 years.

### Objective 1:

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

We'll focus our efforts in two key areas:

- People strategies that prioritise best people practices, employee engagement in decision-making, and collaborative working across the organisation.
- Plans that will eventually ensure that our young people are involved in the development of our services, with formal systems and processes in place.

Our Brandon Way interviews have already taken place with our team and our young people, and have highlighted enthusiasm and excitement about growing our services, and about getting our young people more involved in this development and growth.

It also highlighted some confusion and anxiety about how we can achieve this. So, one of the goals of our People strategies will be to help our team understand why and how we're working towards each objective, so that everyone trusts the organisation to make changes that make sense.

Evidencing our progress in creating services based on the needs of our young people will also help our fundraising strategies.

Our People Strategies will also make sure that our personal development and training programmes are effective, and relevant to our team members and their chosen career paths.

### Measuring success: Objective 1

1. **Develop a co-produced People Strategy and associated Action Plan.**  
**Goal:** Board ratification of strategy and plan in March 2021.
2. **Undertake annual Brandon Way surveys with staff and young people to measure how well listened to, engaged, and satisfied they feel during their experience with Brandon Centre.**  
**Goal:** Year on year improvement in engagement and satisfaction.
3. **Carry out appraisals and update Personal Development plans.**  
**Goal:** To be completed for all staff by end 2021.

*"It's exciting to hear that adults want to have more faith in children and young people in general."*

### Objective 2:

*Strengthen and grow our specialist services which improve and maintain the health, wellbeing, and independence of our young people.*

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.

Our focus now will be on how we refine the way we deliver our services so that we're meeting our young people's needs, and on expanding 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 a small and very capable organisation, we can be flexible and adapt quickly to changes that will help our young people.

What will make us even more agile going forward is concentrating our energies on ensuring we work together as one team.

At Brandon Centre, we want to provide a seamless and integrated service that runs smoothly, in a welcoming, non-judgemental, and safe environment.

Our three key target areas for growth will be:

- growing existing services with Camden & Islington, and establishing new contracts with other London boroughs;
- strengthening our community partnerships and raising funds for projects that help reach our young people where they need us and;
- creating and delivering training programmes and consultancy that will both strengthen our reputation and provide a source of repeatable income.

We're already discussing some exciting new community projects, including a partnership with MSI on pre- and post-abortion counselling for young people, and a collaborative one-stop-shop adolescent health offer with UCLH, where our founder, Faith Spicer, once studied.

## Measuring success: Objective 2

1. **Maintain existing Mental and Sexual Health contracts with Camden and Islington.**  
**Goal:** Retain £800k revenue.
2. **Develop training and consultancy income.**  
**Goal:** £200k income, with a contribution margin of 20% by 2023/24.
3. **Grow Brandon Centre overall income.**  
**Goal:** 10% per year; £2.3 million by 2023/24 generating sufficient surplus to meet unrestricted reserve goal specified in Objective 5.1.

*"Every week I look forward to my session at Brandon Centre."*

*"I like the fact that I can get confidential advice about sexual health, free condoms and the pill. It makes it a lot easier to stay safe and be responsible."*

## Objective 3:

*Increase research and evidence-based practices throughout our organisation and partnerships.*

Like any service-provider, we want to be sure that our work is having the intended effect. This is why researching the needs of our young people, and evidencing the impact of our work, is so important.

Brandon Centre has a history of providing ground-breaking services. New research and evidence-based practices will give us the opportunity to honour and continue that tradition as an innovator in our field.

To make sure we're meeting this objective we'll be looking at:

- ways of measuring the impact of our sexual health and mental health services, both within Brandon Centre and in the community;
- progressing the Youth Endowment Fund feasibility pilot which could secure additional funding and take BC-SIT work into a research Randomised Control Trial (RCT);
- developing areas of research around our Brandon Way 'lived experience' and young people's involvement in planning and service development and;
- identifying and winning research/evidence-based bids which establish us as leaders and experts in sexual and mental health.

### Measuring success: Objective 3

#### 1. Establish Randomised Control Trial for BC-SIT.

**Goal:** RCT to be confirmed before Mental Health tender completion and to start in conjunction with wind down of YEF pilot (Q3, 2021/22).

#### 2. Win at least 2 other research or evidence-based tenders.

**Goal:** Minimum £200k income, £40k contribution by 2022/23.

*"The best thing about the help I am getting is the fact that I am allowed to talk about what I want, to a professional."*



## Objective 4:

*Fully integrate diversity, equality, inclusion and opportunity in our ways of thinking and ways of working*

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

So, our aim with this objective will be to fully embed diversity, equality and inclusion in our culture. Both for our team members and for our young people.

We'll do this through:

- our Diversity and Inclusion strategy which will identify where we can improve, and highlight areas for action, and;
- our Young People Involvement Strategy which will make sure young people feel empowered to help us develop our services in ways that are practical, inclusive and accessible.

Our Brandon Way interviews highlighted a need for better communication with young people already accessing our services, so we'll also be looking at where we should improve our touchpoints with young people as they go through their experience with us.

### Measuring success: Objective 4

1. Develop a co-designed and co-produced Young People's Involvement Strategy and Action Plan.  
**Goal:** Board ratification of strategy and plan in May 2021.
2. In collaboration with Young People, establish Young People's engagement and communication forums.  
**Goal:** Established by end July 2021.
3. Develop a Diversity and Inclusion Strategy.  
**Goal:** Board ratification of strategy in July 2021.
4. Recruit two new Trustees that represent minority groups.  
**Goal:** Recruited by end March 2021.

*"It's my own experiences that motivate me to go into these spaces to make it better for others who are coming up behind me."*

## Objective 5:

*Ensure financial sustainability and capacity to grow*

While we focus our efforts on providing services that are driven by our young people's needs, we must also make sure that we have the funds and resources available to do this work as well as carry out research and explore innovative services.

Our fundraising and marketing efforts 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.

Success in these areas will:

- increase our income and financial sustainability, and allow us to continue providing our much-needed services;
- 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 5

1. Grow unrestricted reserves.

**Goal:** By 2 weeks per year, reaching 12 weeks by 2023/24.

2. Develop 2-3 profitable corporate partnerships within catchment.

**Goal:** Generate £60k by 2022/23.

*"The people here are lovely. And if someone needs someone to talk to, I would suggest Brandon Centre to them."*

## That's quite a plan... and we're quite a team

### **Mental Health team**

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

### **Sexual Health team**

Our one-stop-shop helping young people understand and take charge of their sexual and reproductive health

### **BC-SIT team**

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

### **Clinical Training & Consultancy 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

### **Fundraising & Marketing team**

Raising awareness of, and funds for, Brandon Centre's excellent work

### **Board, Trustees & Volunteers**

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

### **Finance & Performance team**

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

## A note about COVID-19, and our resilience

The appearance of Coronavirus coincided with an already unsettling period of change at Brandon Centre. While internal transitions have been positive for the organisation, the challenge of delivering our services during lockdowns has been a test of our resilience, and one we've dealt with effectively and with good will.

This resilience has meant that we've been able to deal with the crisis while maintaining our core services. We've adapted and developed new ways of working quickly and relatively smoothly.

We should recognise and celebrate this achievement, and try to harness this flexibility and versatility as we go forward with exciting new plans and projects.

## Now for the detail

Each strategic objective is broken down into actionable steps, and we've started this process with our plans, below. Each team will be working on their key goals within these, but it's important that we understand and support every objective, because we can't achieve any of them in isolation.

<h3 style="text-align: center;">Strategic Objective 1</h3> <p style="text-align: center;"><b>Continue to develop a compassionate, inspiring and thriving environment for our young people, employees and volunteers</b></p>			
What we're working on	Benefit to BC	Who	When
<p><b>Our People team Strategy</b></p> <p>Embedding best people practices that put staff and young people at the heart of what we do.</p>	<p>Creates a loyal, engaged, and motivated team working closely together to execute our strategy.</p>	<p>People team</p>	<p>Year 1 (2+3)</p>
<p><b>Engagement Strategy</b></p> <p>For team members, trainees &amp; volunteers. Including a People Committee.</p>	<p>Ensures team members feel included &amp; involved in decisions.</p> <p>Encourages collaborative working as the norm.</p>	<p>People team</p>	<p>Year 1 (+2)</p>
<p><b>The Brandon Way Organisational Development Programme</b></p> <p>Building on The Brandon Way feedback, develop a Youth Leadership Board, and Peer Support system.</p>	<p>Involves young people and team members in co-production of development plans.</p> <p>Helps BC innovate and develop services based on young peoples' experience.</p> <p>Identifies how to help young people less likely to reach out/ know about BC.</p> <p>Puts BC in a good position to win funding.</p>	<p>People team</p> <p>Young Ambassadors</p> <p>Fundraising &amp; Marketing</p>	<p>Year 1 (+2)</p>



## Strategic Objective 2

**Strengthen and grow our specialist services which improve and maintain the health, wellbeing, and independence of our young people**

<b>What we're working on</b>	<b>Benefit to BC</b>	<b>Who</b>	<b>When</b>
<p><b>Aligned income, expenditure &amp; reporting</b></p> <p>All our clinical service contracts.</p>	Ensures we provide high quality provision within resources.	<p>Clinical Service Leads</p> <p>Finance</p> <p>Support from volunteers</p>	Years 1,2,3
<p><b>Transform &amp; innovate our clinical services</b></p> <p>Including clinical audit, surveys &amp; IT requirements.</p>	Keeps BC at the leading-edge of sexual and mental health while maintaining welcoming and non-judgemental services that cater to young people's needs.	Clinical Service Leads	Years 1,2,3
<p><b>Grow &amp; integrate our young people services</b></p> <p>Establish service contracts with more London boroughs.</p> <p>Grow existing services with Camden &amp; Islington.</p> <p>Grow specialist mental health projects.</p> <p>Grow early intervention work (SIT).</p>	<p>Reaches more young people.</p> <p>Helps BC become the provider of choice in Camden &amp; Islington.</p> <p>Establishes relationships/contracts in new boroughs.</p> <p>Positions BC as trusted provider of specialist services.</p>	<p>Clinical Service Leads</p> <p>Fundraising &amp; Marketing</p> <p>Support from Troika for bids</p>	Years 1,2,3
<p><b>Create specialist training programmes &amp; consultancy</b></p> <p>To be delivered to professionals across health, social care, education, third sector &amp; other organisations.</p>	<p>Expands our specialist clinical skills, knowledge &amp; reputation.</p> <p>Generates repeatable income.</p>	Clinical Training & Consultancy	Years 1,2,3
<p><b>Strengthen &amp; grow our community partnerships</b></p>	Ensures we meet our young people's needs on as many levels as possible, providing integrated services where they need us.	Clinical Service Leads	Years 1,2,3

## Strategic Objective 3

**Increase research and evidence-based practices throughout our organisation and partnerships**

<b>What we're working on</b>	<b>Benefit to BC</b>	<b>Who</b>	<b>When</b>
<b>Deliver Youth Endowment Feasibility Study &amp; successful move to RCT</b>	<p>Secures additional funding for BC-SIT work.</p> <p>Strengthens reputation.</p>	<p>CEO</p> <p>Funding from YEF &amp; University of Hertfordshire</p>	Years 1 + 2
<b>Develop areas of research around young people's involvement in strategy, planning &amp; service development</b>	<p>Develops innovative 'lived experience' research to help keep our services relevant to young people.</p> <p>Publication of research promotes BC as a leader in innovative research to a wider audience, including in bid submissions.</p>	<p>CEO</p> <p>People team</p>	Years 1,2,3
<b>Identify, develop &amp; increase number of research/evidence-based bids submitted and won</b>	<p>Enables BC to innovate &amp; grow existing services and spread evidence-based practice.</p> <p>Increases income.</p>	<p>Clinical Service Leads</p> <p>Support from specialist team members and Troika for bid submissions</p>	Years 1,2,3

## Strategic Objective 4

**Fully integrate diversity, equality, inclusion and opportunity in our ways of thinking and ways of working**

<b>What we're working on</b>	<b>Benefit to BC</b>	<b>Who</b>	<b>When</b>
<b>Diversity &amp; Inclusion Strategy &amp; Action plan</b>	<p>Embeds diversity, equality &amp; inclusion in our culture.</p> <p>Ensures our team and volunteers represent the communities in which we work.</p>	<p>CEO</p> <p>People team</p>	Years 1,2,3
<b>Diversity on the Board</b>	Creates a more diverse board that reflects the views and diversity of the organisation it's making decisions for.	Board	Years 1 + 2
<b>Young People Involvement Strategy</b>	<p>Helps us develop services in line with what young people want &amp; need.</p> <p>Means young people feel empowered.</p> <p>Allows us to tell our young people's stories in our communications and helps us win funding.</p>	<p>People team</p> <p>Young Ambassadors</p> <p>Fundraising &amp; Marketing</p>	Years 1,2,3



## Strategic Objective 5

### Ensure financial stability & capacity to grow

<b>What we're working on</b>	<b>Benefit to BC</b>	<b>Who</b>	<b>When</b>
<b>Profitable Corporate Partnerships</b> 2-3 long-term partnerships within catchment.	Increases income & financial sustainability. Strengthens reputation. Grows local 'footprint'.	Fundraising & Marketing	Years 1,2,3
<b>Annual Fundraising Programme</b> Develop a calendar of annual events.	Builds new relationships. Strengthens existing relationships – donors, supporters & stakeholders. Increases income & financial sustainability.	Fundraising & Marketing	Years 1,2,3 or bi-annual
<b>Individual Giving Strategy</b> Including Appeals.	Increases income & financial sustainability.	Fundraising & Marketing	Years 2 + 3
<b>Major Donor/HNWI</b> Develop prospects and conversion plan.	Increases income & financial sustainability.	Fundraising & Marketing	Years 1,2,3
<b>Trusts &amp; Foundations</b> Grow & develop income.	Increases income & financial sustainability.	Fundraising & Marketing	Years 1,2,3
<b>Clinical Training &amp; Consultancy</b> Develop and market products & programme.	Increases income & financial sustainability. Strengthens reputation.	Fundraising & Marketing & Clinical Training & Consultancy	Years 1,2,3
<b>Marketing Collateral</b> Develop marketing materials for PR, Social Media & Website.	Increases income & financial sustainability. Strengthens reputation as thought leader.	Fundraising & Marketing	Years 1,2,3
<b>Fundraising Database</b> Integrate, maximise & embed fundraising culture into BC.	Ensures financial sustainability & capacity to grow. Provides systems and process to govern and measure fundraising efforts safely and sustainably.	Fundraising & Marketing	Years 1,2,3

## Strategic Objective 5 (cont'd)

Ensure financial stability & capacity to grow

What we're working on	Benefit to BC	Who	When
<b>Cost Management</b> To ensure BC delivers surpluses from 2021/22.	Ensures financial sustainability & capacity to grow.	Finance & Management teams	Years 1,2,3

**To summarise, over the next 3 years we'll be concentrating our actions on:**

- developing our understanding of young people's needs through dialogue with our young people, community, and commissioners;
- increasing our focus on collaboratively run services and projects;
- continuing to recruit and support highly qualified, diverse and talented team members;
- collaborating in relevant research and evaluation partnerships, and;
- increasing our fundraising and long-term revenue streams.

### 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 coming up over the next three years.