

**Brandon**

Live free

the learning disability charity

**B** for me

**2022-2027  
Strategy**



# It's clear that Plan A has only got us so far.

## Plan B

Whatever progress we think we have made over the past few years, the headlines on the opposite page clearly demonstrate the significant issues that people with a learning disability still face in everyday life with their health, finding suitable housing, adequate transport and employment.

That is why we took a fresh look at ourselves and how we support people. Welcome to Plan B, Brandon's five year strategy.

It's a strategy designed in collaboration with the people we support,

with the aim that each and every one of us will recognise and respect the needs, hopes and ambitions of people with different abilities.

**Together we can B the change.**



### Twice as often

People with learning disabilities died from an avoidable medical cause of death twice as frequently as people in the general population

### 50%

of all people in poverty in the UK are disabled or carers.

A lack of adequate transport solutions is one of the main barriers to people with learning disabilities accessing the same opportunities as anybody else

### 6.4%

The employment rate of people with learning disabilities who use social services remains low at 6.4%

### 1 in 3

adults with a learning disability said there were times in the last month when they didn't go out because they were worried about something negative happening to them.

### 41%

of respondents said they would feel very comfortable if their child had a class mate with a learning disability

### 33%

Raising a child with a disability involves extra costs, with 33% of families facing extra costs of over £300 per month for their disabled child or £64,800 from birth to 18 years



# Chair & Chief Executive Introduction:

If you have ever been ignored, overlooked or excluded, you'll likely remember how that experience made you feel. Every human wants to be recognised as individual, seen for who they are and to connect, create and contribute to the world.

We have made great progress, over many years, with how we support people at Brandon, however, people with a learning disability still experience significant health inequalities and exclusion in society and we intend to play a bigger role in tackling this through our new strategy. We want all people with different ability to be truly included and involved in all aspects of life.

To create our new strategy, we went deep inside our organisation and outside into the wider communities we serve.

All in all, we talked with over 1,200 people; the people we support, their families, our commissioners, partners and our employees.

The danger of asking people to tell you what they really think is that they do! More than once we were asked to 'listen ...hard' and at times that was very uncomfortable, but we couldn't be more grateful that we did. We heard so many stories about how embedded patterns of behaviour, language and bias exclude people with a learning disability, as if they are 'other', separate, on the outside and that they don't belong. We learnt that the more we talk about different ability instead of disability the more we recognise what people can do and not what they can't.

Every day inside Brandon we see shining examples of how our employees stand alongside people to ensure their rights for inclusion are recognised and how we support people to advocate for themselves, or for them when they can't. We believe that by adopting a ruthless person centeredness we will continue to overcome more barriers, create greater opportunities, and increase choice for and with the people we support.

These are the principles upon which we stand and the pillars upon which our new 5-year strategy is built. This strategy is about a vision of the future where people of different ability truly belong.

It's about Brandon leading by example and it's our Plan B.

   
Sue Porto CEO    Jamie Pike Chair

**“**  
**We want all people with different ability to be truly included and involved in all aspects of life**  
**”**







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“  
*We want to be treated as equals*  
 -  
 Supported Person





# Brandon's Big Conversation:

Everything in this strategy has been inspired and informed by our Big Conversation; a 9-month long programme of speaking, Zooming, interviewing, researching, surveying, workshoping with people we support, their families, commissioners, colleagues and partners.

The Big Conversation was full of challenging and uplifting discussions. The first Big Conversation was with people we support and their families, it set the tone for a strikingly honest dialogue throughout. Families shared how it was to have a member of the family supported by Brandon.

**“**  
*My daughter has as much to contribute as anyone else even if she doesn't use words*  
 -  
**Parent**

**“**  
*The heart of the job is enabling the people we support to make progress and live life in the way they want to.*  
 -  
**Support Worker**

They highlighted their hopes, fears and what was important for their loved one.

Of course, we spoke to people we support too. In fact, a team was formed, who named themselves The Adventurers. This group attended workshops, rewrote our purpose, pushed our vision and contributed to all elements of the strategy.

We undertook a dedicated piece of research with commissioners to ascertain what was important to them.



They were clear on what Brandon Trust could do with to improve services for people with a learning disability. This feedback gave us the confidence to be ambitious and go beyond the horizons we were currently working to.

We combined the commissioner conversation with an extensive piece of desk research and interviews with sector partners to create a PESTLE report. This looked at 6 key factors (Political, Economic, Social, Technological, Legal and Environmental) impacting the lives of the people we work on behalf of. Some of the findings were truly shocking. Once again these insights encouraged us to push ourselves further to create a vision

**“**  
*Where Jimmy lives now is a home in the truest sense, and it's the staff who make it like that. They have managed to get him to do things I never could. They enable him to be himself, which gives me real peace of mind*  
 -  
**Parent**



that is life changing and has a meaningful and measurable social impact. One of our conversations lasted for two days. The purpose and vision Big Conversation involved people we support, trustees and colleagues from across the country representing roles across Brandon Trust. The group listened to the views of families and people with a learning disability, reviewed the PESTLE report and were exposed to new technologies and different ways of thinking.

They were asked to consider a number of possible futures before developing three possible purpose statements and visions.

We shared the purpose statements and visions with our colleagues, trustees and most critically with The Adventurers and other people we support.

The statement and view of the future evolved over many months as it was debated via online discussions, internal meetings and in conversations over cups of tea with people we support and their families.

In October 2021, The Adventurers crafted a version they were really happy with.

**“**  
*I want to determine where I live...taking responsibility for my own life...work, but not just any work.*  
 -  
**Supported Person**

**“**  
*The things I'm most proud of are the things that we've helped people to achieve. It always boils back down to them.*  
 -  
**Locality Manager**



## Vision for the Future:

**A world where people of different abilities truly belong**

Our vision is the future that the people we support and work alongside told us they want, and what it looks like.

A future where the focus is on what people can do and the values that everyone brings.

A future where we recognise that we are all connected and have equal opportunity to make our own choices and to thrive.



## Our Purpose:

**We work alongside people of different ability so they are able to create opportunity and feel empowered to live the life they want**

Our purpose is why we do what we do.

It is the reason we exist and it drives our every action.

It connects everyone who works with us and sits at the heart of this strategy.

It was written by people we support and work alongside and sets out our absolute commitment to them.



“

*With help from the staff I have been doing more stuff independently, including going to the cinema.*

–  
Supported Person



## Our story of 2027:

There is a buzzing energy in the Bristol Community Hub as people we support and Brandon colleagues make final changes to a presentation for the quarterly Board meeting. In the Hub Café, a group of mums are enjoying coffee served by Anna, a Brandon barista. The delicious smell drifts into the central meeting space where people of all abilities are enjoying the calm of an accessible yoga session.

A few miles away, Eve is smiling as she puts up her favourite posters on the wall in her new flat. She can't wait to meet her new neighbours later on. Her parents are chatting with Eve's support team, feeling the same mix of sadness & excitement for their child as every parent whose child is leaving home for the first time. Getting here has been straightforward and everyone is happy and confident about what the future holds.

Meanwhile in Gloucester, James and his team leader Amy are using his tablet to help him communicate what he wants to do today. He's planning to catch the bus into town with his volunteer travel buddy later so he can meet his friend Tom for some lunch. Tom is keen to share a video that he's made about how a Government decision on funding will affect him. He's looking forward to showing it at the next expert panel meeting with the Department for Health and Social Care after they asked him to share his views.

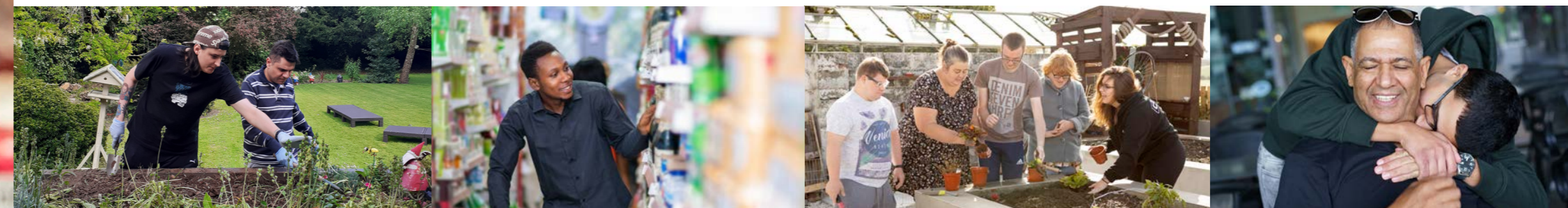
Amy's delighted to see James head into town and meet friends independently as this was a really important goal he set out in his Plan for Life. It gives her a real sense of achievement as her Working Plan Life has been shaped to help her become a communication specialist.

Amy will be delivering training to new support workers in London next week and sharing how she's worked alongside James so that he's confident to communicate when he's out and about.

“

*They [staff] take me out to places in the community, like for a massage once a month. I like to go to the pub and have a tippie!*

–  
Supported Person





# How we will bring our strategy to life

## Our culture and capability:

The role of 'vision and purpose' is to provide us with clarity and direction, while our strategy provides the story of how we get to our future. The role of culture and capability is to bring that strategy to life and deliver it.

Understanding culture draws heavily on personal experience, so we talked to the people we support and surveyed our employees about 'the nature of our culture today'. We looked deeper, listened harder and reflected longer to find common ground and understand 'what needs to change to provide momentum to our vision and purpose'.

The message was simple. 'We want to be seen and heard, recognised as individual, included, asked, involved and informed (especially about things that directly affect our lives) equipped to succeed, (a little) challenged, encouraged and supported to learn and grow'.

We pushed for a deeper understanding about how Brandon operates – our habits, practices and especially the use of language to ensure our values were clear and meaningful when applied to the organisation and its capability, i.e., talent, skills, and knowledge.

A healthy culture is built on a foundation of purpose, diversity, brand and innovation. This foundation is braced by five organisational values that will shape our language, behaviour and our core systems and processes.

Bringing the desired culture to life in the everyday way we operate, learn and make decisions, builds trust and provides our people with the permission to act.

## Our five core values are:



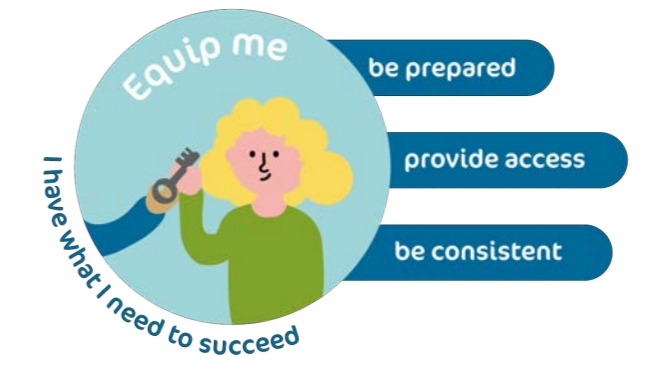
## Our values in Action:

It's important that our values make sense to everyone who works for Brandon and the people whose lives we touch.

A 'culture group' made up by people we support and employees from across the organisation took time to clearly describe their individual meaning and develop a code of core behaviours that collectively would demonstrate our values in action.

## These are the core behaviours:

*It's important that our values make sense to everyone who works for Brandon and those whose lives we touch.*





# What we will do – Our Strategic Pillars:

Defining our 'Why' (purpose) inspires our vision for the future.

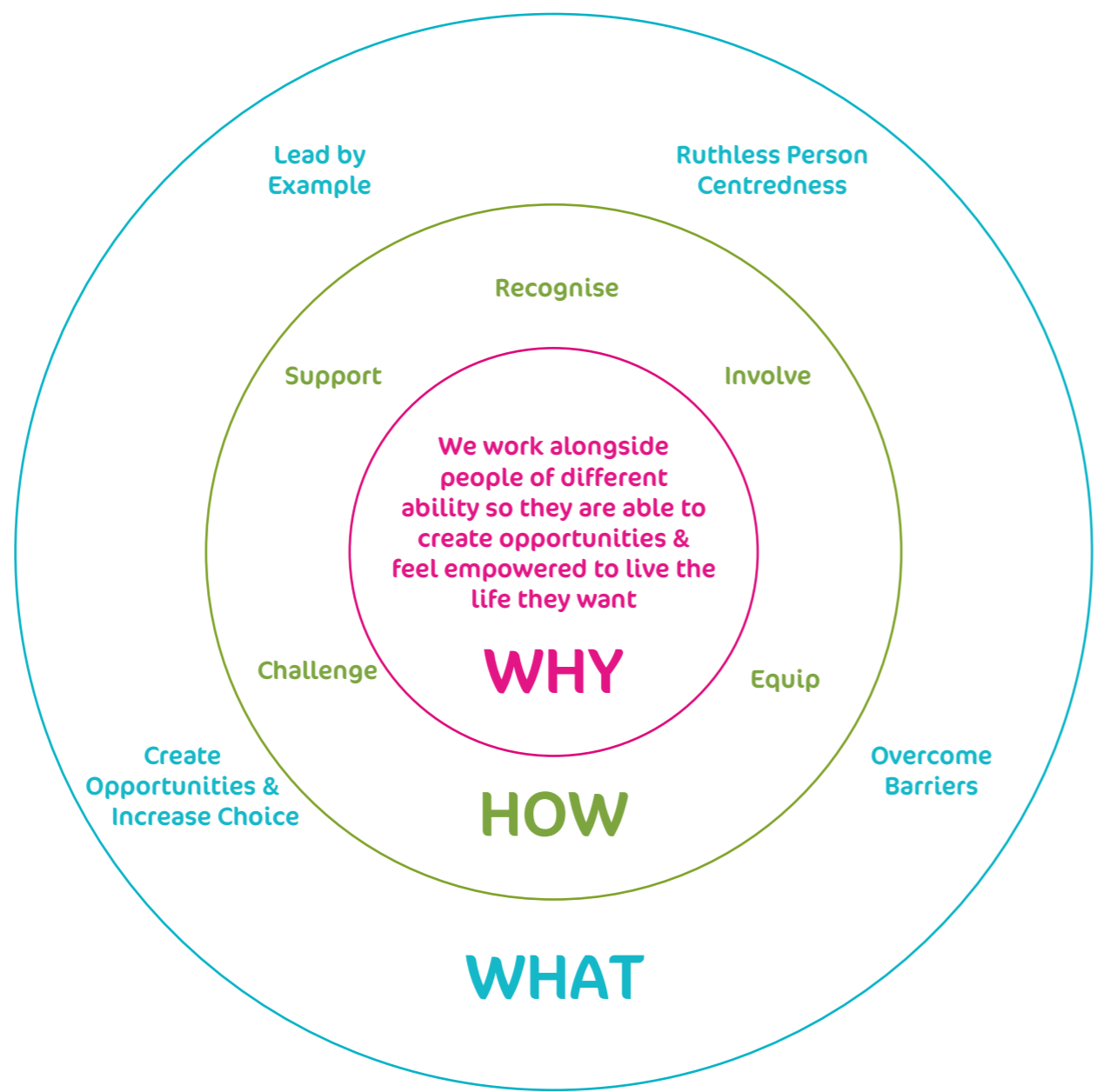
Our strategic pillars are the big activities and actions we will take to make our vision for the future happen – 'What' we will do.

The way we will work together to deliver our strategy is our 'How' - a combination of our culture and our capability.

## Our four Strategic Pillars are:

- Ruthless Person Centredness
- Overcome Barriers
- Create Opportunities and Increase Choice
- Lead by Example

The Golden Circle by Simon Sinek



# The 'What'- Strategic Pillars:



Ruthless Person Centredness	Overcome Barriers	Create Opportunities and Increase Choice	Lead by Example
<p><b>A whole life of support</b></p> <ul style="list-style-type: none"> <li>✓ Work with people through life when they need us, for as long as they want us.</li> <li>✓ Equip people to live their lives beyond paid services</li> <li>✓ Work with people based on their needs, dreams, goals and aspirations.</li> </ul>	<p><b>Whatever my skills, nothing can stop me</b></p> <ul style="list-style-type: none"> <li>✓ Work to overcome barriers that people face</li> <li>✓ Value everyone's ability</li> </ul>	<p><b>I can make informed choices my whole life</b></p> <ul style="list-style-type: none"> <li>✓ Provide opportunities to belong in and contribute to an inclusive society.</li> </ul>	<p><b>An inclusive, innovative leader and influencer in the sector</b></p> <ul style="list-style-type: none"> <li>✓ Champion the rights of and value what people say</li> <li>✓ Be the Change</li> <li>✓ We continuously develop to ensure we're fit for the future</li> </ul>






“  
 My greatest hope for my son is to be happy and pursue a life of fulfillment in health, love and work  
 -  
 Parent

# Ruthless Person Centredness:



## Vision

**A whole life of support**



## Strategic Activity

- ✓ Work with people through life when they need us, for as long as they want us.
- ✓ Equip people to live their lives beyond paid services
- ✓ Work with people based on their needs, dreams, goals and aspirations.

## 2027 Commitments

- ✓ We will offer a consistent menu of tried and tested support models for all life stages across all Brandon Areas.
- ✓ Every person we support will have a Plan for Life and every employee will have a Working Plan for Life.
- ✓ We work with volunteers and partner organisations to give everyone the opportunity to build relationships that go beyond paid support.

## Goals

1. Everyone has an individually-designed plan for their whole life.
2. We can meet the needs set out in those plans no matter where people live.
3. We understand our people and support them to achieve their aspirations.
4. We have a Brandon Academy that develops our people, their talents and our future leaders.
5. Every person we support has someone in their life who is not paid to be there, to help embrace opportunities that exists in their communities.
6. We have a network of strategic partners to support people to fully access and engage inclusive opportunities in the communities where they want to do so.
7. We create meaningful employment opportunities for people of different ability.





# Overcome Barriers:



## Vision

Whatever my skills, nothing can stop me



## Strategic Activity

- ✓ Work to overcome barriers that people face
- ✓ Value everyone's ability

## 2027 Commitments

- ✓ People can embrace and access the same opportunities through greater connection and collaboration
- ✓ People connect with each other; family, community, colleagues and Brandon Trust

## Goals

1. Everyone we support has the opportunity to advocate their own life choices.
2. We are working together with people to develop and deliver our services to overcome the barriers they might face.
3. We work with the people we support to deliver housing that meets their needs now and in the future.
4. We have a Brandon community hub in each of our areas.
5. We explore and utilise technology to make everyone's life simpler, share interests and enable connection.



“  
 Encourage a ‘why not’ culture rather than focusing on labels and what people can’t do  
 -  
 Team Leader





“  
 I am unique. I want people to work alongside me to create opportunities which empower me to live life my way  
 -  
 Supported Person



# Create Opportunities & Increase Choice:



Vision	Strategic Activity	2027 Commitments	Goals
<p>I can make informed choices my whole life</p> 	<p>✔ Provide opportunities to belong in and contribute to an inclusive society.</p>	<p>✔ We work alongside people so they can live their lives beyond paid support.</p>	<ol style="list-style-type: none"> <li>1. Our Community Hubs incorporate Brandon offices, social enterprises and day services</li> <li>2. We have a volunteer army enables people to embrace all opportunities to take part in their community.</li> <li>3. We have developed strong network of partners who create and deliver accessible employment services and employment pathways.</li> </ol>





# Lead By Example:

## Vision

An inclusive, innovative leader and influencer in the sector



## Strategic Activity

- ✓ Champion the rights of and value what people say
- ✓ Be the Change
- ✓ We continuously develop to ensure we're fit for the future

## 2027 Commitments

- ✓ People we support are engaged in all decision making that affects their own life and within Brandon.
- ✓ We work in collaboration with others to actively influence external policy & enable best practice across our sector
- ✓ We will continue to offer high quality support, be digitally enabled & financially sustainable with a workforce that we invest in and value.

## Goals

1. We work alongside people so they can live their lives beyond paid support.
2. Supported people and members of their circle of care are able to speak out where decisions are made that affect their lives.
3. We will enable all those within Brandon to build their understanding of the importance of Equality, Diversity and Inclusion.
4. We offer high quality support, are digitally enabled and financially sustainable with a workforce whom we invest in and value.
5. We provide a platform to ensure that supported people can champion their rights.
6. Brandon is positioned to deliver our strategic priorities in a financially sustainable manner.
7. We have created and continually cultivate the organisational culture and capability to deliver our strategy.



“  
 Brandon is so focused on individuals' outcomes and supporting people in the right way. Because they are responsive, reflective and look at the whole person, I think they could do anything  
 -  
 Brandon Commissioner



# The Future



**Partnerships and Funding**

We want to go beyond what we already provide, so we will work collaboratively with partners, funders and the people we support to create opportunities and increase choice to help them get more out of life.



**Community Hubs**

Our Community Hubs will be a physical manifestation of true inclusion, involvement and belonging. A place where offices, enterprise, retail combine to offer community spaces and employment opportunities within a positive, vibrant hub.



**Employment**

We will lead by example and employ more people with different ability and enhance our training and development programme for those that wish to progress through our enterprises and into paid employment.




**Technology**

Working in partnership, we will explore and exploit the role of technology to dynamically, intuitively and intelligently engage with and empower people we support through the creation of a personalised plan for life.



**Brandon Academy**

We will establish an Academy with two distinct ambitions; to provide employees with high quality skills and the knowledge to be proficient in their roles and, a future centre of excellence for best practice and leadership development in the social care sector.



**Property**

We will increasingly develop a range of high-quality housing options ourselves and in partnership with others, to make sure the people we support have access to housing when & where they need it through all their life stages.









# Some important thanks:

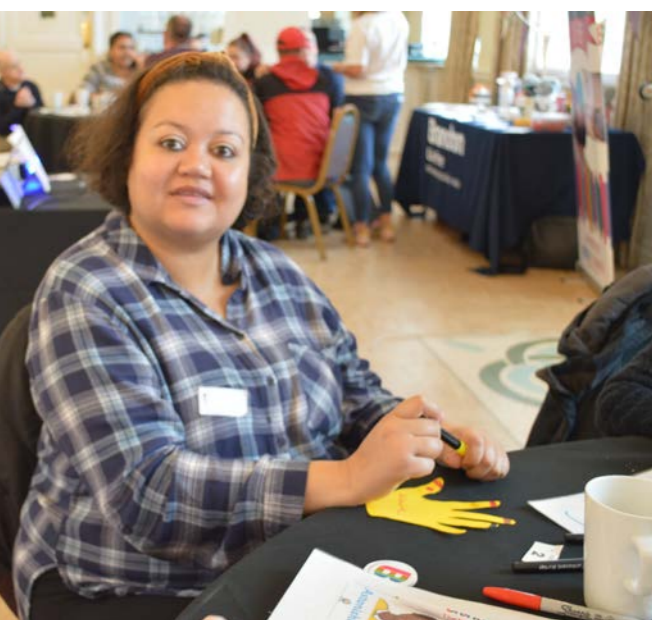
**Our thanks go to everyone who contributed to Plan B.**

We could not have done this without your energy, willingness to contribute and challenge and your determination to ensure we got this right.

We'd like to say a particular thank you to The Adventurers; Tom, Chloe, Lucy, Kate, Nathan, Kieran and Kim and everyone who we work alongside.

You kept us focused on what was truly important and helped us find better answers.

**This plan was co-created with you and is for you.**







THE HOUSE

The development of Plan B and this publication was facilitated by The House [www.thehouse.co.uk](http://www.thehouse.co.uk)

Due to COVID restrictions that have been in place for the last two years, the photography in this document is currently a mix of the people we support and stock photography. We're looking forward to featuring more of the people we work alongside here in the coming months.

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# Brandon

## Live free

the learning disability charity