

WELCOME



...TO

UNIQUE FUTURES

BRANDON TRUST STRATEGIC PLAN 2006 - 2011

Supporting and enabling people
to live the lives they choose.

Brandon
Trust

People
supporting
people



INTRODUCTION

Brandon Trust exists in order to improve life styles, opportunities and deliver greater independence for people with learning disabilities. Our continued success is directly linked to our ability to:

- Evolve in line with the changing needs and aspirations of the people we support, our purchasers and our business partners
- Foster a skilled and motivated workforce
- Demonstrate efficiency and effectiveness as an organisation

Unique Futures is our new plan aimed at taking Brandon into an exciting, but challenging future.



THE CHANGING WORLD

We operate in a fast and increasingly complex world. New expectations and circumstances demand new solutions. We must respond to changing:

- Social and demographic trends
- Economic environment
- Legislation
- Development opportunities
- Technology
- Contracting arrangements
- Ideas and influences
- Local competition



BRANDON'S RESPONSE

We will...

- Focus on expertise in learning disabilities
- Develop across the South West Region
- Reconfigure services where necessary
- Continue to grow to sustain viability, improve services, recruitment & retention and build our charitable reserves



THE 5 YEAR VISION...

**“Getting a life means grabbing hold
of the future so it looks worth having.”**

Richard Pearson

an advocate for people with learning disabilities

BRANDON'S SERVICES WILL:

- Be 'leading edge'
- Enable people to live as independently as possible
- Provide work, learning and leisure in community settings 24/7
- Significantly increase employment opportunities for the people we support
- Support meaningful relationships and integration
- Maximise the benefits of new technology
- Excel in partnership working

BRANDON IN THE WIDER SECTOR WILL:

- Be recognised as a leading operator
- Influence the national agenda

BRANDON'S STAFF WILL:

- Work for a recognised 'employer of choice'
- Be highly skilled, motivated and deliver real outcomes
- Excel in communication, decision making and staff support
- Work within flexible staffing models to deliver individualised support

BRANDON'S VIABILITY WILL:

- Always be measured in terms of full cost recovery
- Have healthy financial reserves to support future objectives



THE 5 YEAR PLAN

In order to fulfil our 5 year vision
we will focus on four key areas...

1 INCREASED PRODUCT FOCUS AND FLEXIBILITY

- Detailed reconfiguration plans
- Less regulated care
- More specialist provision
- No large group living
- More supported living
- More individualised housing options
- Direct payments
- More employment
- Integrated day services
- Short breaks
- Advocacy
- Income generation e.g. consultancy, brokerage

2 IMPROVED STRATEGIC ALLIANCES

- Partnerships with purchasers and commissioners
- Integration with ordinary community services/activities
- Housing associations
- Carers
- Advocacy groups
- National and international bodies
- Business community – other providers

3 IMPROVED MANAGEMENT SYSTEMS AND STRUCTURES

- Realign management structures
- Update the role of the board
- Redefine job roles
- Embed competency framework
- Maximise IT
- Streamline policies

4 IMPROVED RECRUITMENT, RETENTION AND SKILLS OF STAFF

- Staff benefits package
- Targeted pay strategy
- Career development
- Excellent communication systems
- Clear goal planning and staff engagement
- Targeted training



A CULTURE OF SUCCESS

We need to improve how we work together so that we:

- Foster leadership and entrepreneurialism
- Expect excellence
- Ensure rigorous performance management
- Use positive risk management
- Better involve the people we support
- Ensure robust communication
- Foster social responsibility
- Understand that change is 'the norm'
- Operate as a learning organisation
- Use our assets efficiently



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Olympus House, Britannia Road, Patchway, Bristol
BS34 5TA • Company Registered in England No: 2365487



INVESTOR IN PEOPLE