

**Child Brain Injury Trust**  
**Strategic plan 2021 - 2024**

**Transforming Access and Impact**

**30 Years – supporting children and families affected by acquired brain injury.**

**30 years of support**

2021 marks the 30<sup>th</sup> anniversary of the Child Brain Injury Trust. Since 1991 our charity has provided emotional and practical support to children and families affected by acquired brain injury (ABI). Our founders, whose legacy of creating support through family centred approaches, empathy and their determination for change is embedded throughout our organisation and continues to influence how we develop our work going forward.

Today, we provide a unique personalised one to one support service for over 1,500 families across the UK and see over 100,000 users visit our website every year to seek vital information resources. We position our work within hospitals, education settings, the community and we provide social activities to help increase confidence and reduce isolation. We influence strategic change by working collaboratively with policy makers and influencers using our combined expertise to achieve change.

Acquired brain injury continues to affect approximately 40,000 children and young people every year, with a significant number still unable to access appropriate support services or find relevant information that could help them achieve their potential. In addition to those affected by ABI, some 500,000 children visit A&E every year with a head injury and often leave hospital with very little information or support contacts.

It would be remiss of us not to acknowledge the huge impact COVID-19 has had on the families and professionals we support. The UK wide lockdown resulted in increased isolation, financial difficulty, disruption of routines and an increase in family stress. Our ability to respond to the crisis meant that the Child Brain Injury Trust had to adapt very quickly to provide an effective virtual support service and introduce new initiatives to help families and to ensure that their needs were met.

Tragically, the impact of acquired brain injury can be lifelong and impacts widely on the whole family. From the immediate trauma issues may be apparent, but in many cases, issues emerge over time and can significantly affect developmental, behavioural, and emotional progress through to adulthood. It is therefore essential now more than ever, that we, the Child Brain Injury Trust, ensure our services are more visible, accessible, and impactful.

## **Our purpose**

We are committed to, and passionate about ensuring all children and young people with an ABI, their families and professionals have access to appropriate and timely support services.

We are determined to ensure our purpose has a strong voice throughout society and that our work is focussed on real demonstratable change.

From humble beginnings to where we are now, we have made considerable and positive changes to the way families affected by ABI are supported across the UK. Our purpose is to drive forward family centred support through the provision of emotional and practical support, information resources, and by raising awareness about the impact ABI has on families.

## **Vision**

Our vision is to live in a society where the impact of childhood ABI is recognised and resourced appropriately for families to have the opportunity to reach their full potential.

## **Our values**

We are driven by our guiding values to ensure we work inclusively with all our stakeholders, including beneficiaries, supporters, and organisations from the public, private, and voluntary sectors. Our ability to achieve this is formed on the following:

1. Integrity
  - We believe in honesty, professionalism, equality, and transparency.
2. Compassionate
  - We place the needs of families at the centre of our work.
3. Innovative
  - We seek to adapt and create new ways of working to engage families.
4. Reflective
  - We seek feedback and strive to keep learning to ensure we are continually able to respond and improve our work.

## **Strategic direction**

### **Transformation**

For 30 years the Child Brain Injury Trust has been the leading voluntary organisation providing family specific support to parents, carers and professionals affected by childhood ABI. We have done this through the development of our 'early intervention' model, working across major trauma centres around the UK and our focus on the continuation of holistic support through to adult services within the community.

To achieve our vision, we are going to transform our service by introducing new and innovative ways of connecting with stakeholders, by redesigning and repositioning our support model and by creating new channels of support. This will take the Child Brain Injury Trust to a new level and enable us to meet demand and create brain injury aware communities.

Our transformation will take time and we want our legacy to be one where families affected by ABI are able to access services no matter where they are in their journey and to receive specific appropriate services that enable them to reach their potential.

Over the next 3 years we aim to increase access points and improve the impact the Child Brain Injury Trust has across communities by introducing new service touch points, improved service provision and rolling out a national family counselling programme.

### **Access**

Our ambition is to create wider access for any family whose child is affected by concussion and ABI.

We will do this by increasing our service offer and giving families and professionals control of when and how they connect with us. We will create 4 new areas of expertise which will allow us to define more specific focused support.

- Virtual support – through a dedicated mobile app supported by a Virtual Support Team
- Early intervention – through more intense work within the hospital setting.
- Education and learning – through a dedicated support team
- Community inclusion – by creating enhanced social opportunities, family counselling programmes, and online communities.

We will utilise and reposition existing resources as well as building our team to ensure we are able to meet demand and adapt our provision. We will use new technology

and develop a new 'in hand' mobile app supported by a new Virtual Support Team to ensure we reach our goal.

Our Early Intervention Team will increase their presence across clinical settings and work collaboratively with organisations and professionals to ensure we are able to respond to immediate needs.

In creating an Education and Learning Team we will be able to provide educational support specific to a child's needs and to ensure that professionals from education and allied health professions have the appropriate skills, strategies, and tools to support children and young people. The team will focus on developing evidence-based learning tools and work both in person, through e-learning and online learning resources.

A new Community Inclusion Team will be developed to respond to the growing need of community support. Working with professionals and families to ensure there are opportunities, counselling services and resources available for them to develop and participate fully in life.

## **Impact**

It is our belief that if we provide appropriate and innovative opportunities and support structures, we will achieve greater social impact for the families we support. This will empower them to make informed decisions, improve their confidence, reduce the isolation factor, and create communities that are more accepting and knowledgeable about ABI. This will genuinely change lives for the better and provide families with the hope they deserve for a more stable future.

We will not settle for average, we aspire to create real positive change by developing our service to achieve the impact and goals we know are attainable and that will enhance families lives, to create communities that reduce the fear of life after ABI.

## **Strategic goals – Access and Impact**

1. To create active ABI aware communities across the UK.
2. To ensure families affected by childhood ABI have **access** to brain injury support services and information.
3. To create a positive **impact** for all families affected by childhood ABI.
4. To ensure family voices are heard and issues raised are advocated for across the UK.
5. To work at a national, regional, and local level with all sectors to create seamless support for families and professionals.
6. To ensure the Child Brain Injury Trust works effectively, with shared values and has sufficient resources to futureproof its work.

## **Collaboration**

By working across all sectors and by selecting partners that have shared aspirations and values, we will create strong services and opportunities that enable families affected by ABI to strengthen their independence and lead fulfilling lives.

Our ability to engage, influence and facilitate effective collaborative relationships is proven and is a strength of our charity. We are determined to continue to drive forward our ambitions to bring together organisations from all sectors to create meaningful partnerships that create greater impact and influence change throughout the UK.

## **Sustainability**

In a world where there is so much focus on the environment and sustainability, we are determined to work towards reducing our carbon footprint by reducing unnecessary travel, using reconditioned equipment, using suppliers with the same ethos and by ensuring we are proactive within this area.

To ensure we are financially futureproofing our charity, we will continue to develop existing commercial opportunities and relationships, as well as developing new innovative services, where we can generate unrestricted funds.

We will continue to work with existing corporate and individual supporters, as well as looking to develop new relationships that enable us to refine and enhance established fundraising methods.

We will focus effort on developing defined and outcome focused commissioning opportunities that enable our brain injury service to expand across new areas.

## **Business plan**

We will develop an annual business plan and budget collaboratively with our Management Team to ensure ownership and accountability across the charity. Our team are highly skilled and invested in our charity which ensures we have the best workforce.

Our business plan will focus on achievable deliverable outcomes, impact, and activities. We will ensure we have the resources, skills, and time in order to meet the ambitious business plan.

## **Workforce**

Our workforce will be structured to meet our strategic goals. We believe strongly in building a competent, values driven and compassionate team and will invest in their development where possible, wellbeing, and support in order for people to thrive, achieve their potential and to progress. Our structure is inclusive, and our leadership style is dynamic, innovative, and strategic. This enables the charity to constantly reflect and improve results and impact.

## **Governance**

As a charity we are governed by Charity Law and we hold our governance responsibilities to the highest regard. Our Trustees are resourceful, experienced and provide the charity with the scrutiny and due diligence necessary in order for us to meet the highest of standards. We actively recruit and retain trustees with shared values and vision.

## **Resources**

The pandemic has had a devastating effect on charities throughout the world and we are no different. However, with prudence and care we have 'protected' our service and now look towards 'building' a strong future for our work. We will need to build our work force over the next 3 years to meet our strategic goals and to reposition our service, fundraising capacity, marketing, and infrastructure. This will be achieved through effective leadership, and by building a strong financial platform for the future. We will utilise technology where appropriate and invest where we can ensure the best return on investment.

Our plan is to secure £1.5m per annum by 2024 to meet the goals set out in this plan.

### **The next 30 years....**

Since 1991, we have achieved so much and made a huge difference to thousands of families. We have invested over £20million in our services and have successfully become the leading charity in the UK supporting families affected by childhood ABI.

We will achieve our strategic goals by creating diverse and effective support services, information resources, education support and by raising awareness on the impact ABI has on families and society.

We recognise the challenges of the external environment within which we work. The current pandemic, additional pressure on government funding and the increasing reliance on the community and voluntary sector means we must continue to be creative, innovative and continue to push for more collaboration within our sector.

Lisa Turan  
Chief Executive Officer