

# STRATEGIC PLAN

## 2020-2023



brook



MESSAGE FROM OUR CHIEF EXECUTIVE & CHAIR

Brook is proud to introduce our new strategic plan for 2020-2023. Developed in consultation with over 200 young people, our staff and supporters, it builds on the successes of our current strategy and introduces a bold new vision.

It is set in the context of what continues to be a challenging environment for young people’s services. Between 2013/14 and 2017/18, local authority spending on sexual health decreased by 14 percent. This includes spending on testing and treatment for sexually transmitted infections, contraception and sexual health advice, prevention and promotion. These cuts are particularly worrying given recent rapid increases in some sexually transmitted infections such as gonorrhoea and syphilis.

Over the next three years, we will expand our reach to increase access to our services, product and resources, with a focus on those who face barriers or experience disadvantage or discrimination. We will implement a digital strategy that fundamentally redesigns and transforms our services to respond to changing needs and expectations, and we will put people first throughout, investing in the skills of young people and the professionals who work with them.

Through all our work, and in keeping with the pioneering spirit of our founder, Helen Brook, we will innovate, push boundaries and challenge expectations, leading a stage rather than age approach to service delivery and entering new markets where this will help to achieve our vision.

Our new vision is broad and ambitious, and is one we share with our partners. We will invite others to work alongside us to inspire system change and achieve the best outcomes for those we support. This calls for transparency, shared ideas and collective learning, united in our vision for improved health and wellbeing of service users.

We are proud of our history and of our recent successes, and we will continue to fight tirelessly for young people’s right to improved sexual health and wellbeing services. Our promise to be a trailblazing, courageous, collaborative and trustworthy organisation will continue to underpin all we do. We look forward to working with you.



**Helen Marshall**  
Chief Executive



**Scott Bennett**  
Chair

OUR VISION

YOUNG PEOPLE’S  
LIVES ARE FREE FROM  
INEQUALITY, RICH WITH  
OPPORTUNITY AND  
ENRICHED BY HAPPY,  
HEALTHY RELATIONSHIPS





# OUR MISSION

**BROOK IS HERE TO EQUIP YOUNG PEOPLE FOR LIFE'S CHALLENGES**

Being a young person can be tough. Through our innovative clinical services, digital support, tailored counselling and inspiring relationships and sex education, young people are able to take charge of their sexual health and wellbeing.

We demand better for young people. We fight for young people's rights, amplify their voice and campaign to protect their specialist services. By changing perceptions and developing skills, we give professionals the knowledge and confidence to deliver the quality services that young people need and deserve.



## OUR VALUES

### COURAGEOUS

We relentlessly push the boundaries when fighting for change. Young people want to challenge prejudice and champion equality; Brook will provide the platform on which they can build a society where young people are free to explore their identities without stigma.

### TRAILBLAZING

Since 1964 we have championed the pioneering spirit of our founder, leading the way in meeting the ever-changing needs of young people. Our robust data analysis allows us to transparently demonstrate the impact of our innovative approaches, and increase service and product accessibility.

### COLLABORATIVE

We implement best practice and share our expertise so that young people, professionals and communities thrive. We value young people's right to be at the centre of decisions that affect them and work in partnership to provide opportunities to share their views, influence decisions and effect real change.

### TRUSTWORTHY

Young people rely on Brook's confidential and non-judgemental approach to speak freely about the issues that affect them. This trust enables us to identify when a young person may need additional support and allows us to safeguard them effectively. Our services, products and campaigns are informed by what young people tell us they want and need, meaning that commissioners, partners and government see us as a trusted voice of young people.





# CHALLENGING INEQUALITY

Brook plays a pivotal role in enhancing young people’s knowledge and awareness of sexuality and healthy relationships. By investing in young people, we support them to transition into adulthood with the skills and confidence to manage their own sexual health.

We will create new opportunities for personal development, engaging and empowering young people including those who may face barriers to participation. By working with Brook as advisors, activists and service designers, young people will shape our service provision and influence public opinion and policy.

Young people tell us that they want a society that recognises their right to healthy relationships and open conversations about sex and sexuality.

**WE WILL CHAMPION THEIR CAMPAIGN AND WORK  
TOGETHER TO CHALLENGE STIGMA, SHIFT ATTITUDES  
AND EFFECT MEANINGFUL CHANGE**

Our evidence demonstrates the role that quality services play in safeguarding young people, reducing inequalities and improving health outcomes. Brook will provide opportunities for external professionals to explore and challenge their own values and attitudes, so that they can inspire and inform young people in a non-judgemental and factual way. We will continue to build and support a community of professionals so that young people receive exceptional relationships, sex and health education.

Learning and growth are key to our success. Through training and personal development, we will upskill our agile and motivated workforce – with a particular focus on digital capability – and ensure they have the infrastructure and resources they need to push boundaries and reach those who are most vulnerable.

**TO DO THIS WE WILL:**

- Invest in the development of young people’s skills and knowledge, enabling them to inform our practice with their experience and co-produce services and products
- Amplify the voices of young people to challenge stigma, champion equality, and influence public opinion and decision makers
- Deliver evidence-based training and support to professionals to drive a reduction in inequalities and improvement in health outcomes
- Ensure our staff and volunteers are equipped, trained and confident to lead, manage and deliver exceptional services
- Invest in the development of our board of trustees, ensuring a diverse balance of skills and experience to provide effective governance
- Drive a culture of innovation and continuous learning through a diverse, inclusive and dynamic workforce



# INCREASING ACCESSIBILITY

We want our services, provision and products to be accessible to all young people, including those who may be vulnerable or experiencing disadvantage, discrimination or isolation. We know that arming young people with knowledge and awareness helps them to make informed choices and manage their own wellbeing.

We will engage young people, including those who do not currently access mainstream provision, as experts to help us identify where and how we might improve access to our services and products.

**WE BELIEVE THAT THERE ARE NO HARD TO REACH COMMUNITIES, ONLY DIFFICULT TO ACCESS SERVICES**

We will increase accessibility through a combination of user-design and by operating in environments where young people already feel comfortable.

**WE WILL ENSURE OUR BRAND AND IMAGERY IS DIVERSE AND REPRESENTATIVE SO THAT ALL YOUNG PEOPLE FEEL WELCOME**

Our increased promotional activity will raise our profile in areas of greatest need, and we will collaborate with partners who have existing relationships to build trust and offer responsive outreach.

We will ensure our resources and information are available in alternative formats and quality assured by experts to meet varying access needs, and ensure our staff are skilled and confident in identifying and aiding young people who may require additional support.

**TO DO THIS WE WILL:**

- Identify young people who face barriers in accessing Brook’s clinical, education and wellbeing services, with a particular focus on young people who are not accessing any mainstream provision
- Improve accessibility by engaging young people in the design of our services, with a focus on those with additional access needs
- Increase awareness and understanding of Brook’s services amongst young people who face access barriers through targeted communications
- Develop new ways of supporting young people to access our services
- Upskill our staff to support young people with additional access needs







# TRANSFORMING DIGITALLY

We want young people and professionals to access our services and products in ways that best suit them. Digital solutions will play a vital role in increasing our reach and providing a greater number of effective interventions.

We know that our existing service users value and trust us. However, not everyone can physically access our provision. Digital innovations mean that more young people can access our information, help and advice as well as provide opportunities to amplify their voice. We will support young people to build an online community to maximise the impact of campaigns and shout louder about young people's needs.

**DIGITAL ACCESS WILL PROMOTE BETTER HEALTH MANAGEMENT LEADING TO PREVENTION AND EARLY INTERVENTION, WHILE DIGITAL TRIAGING WILL ENHANCE OUR SAFEGUARDING CAPABILITY**

These developments will enable young people at a time of vulnerability to be quickly identified and prioritised, ensuring resource for specialist care is available for those who need it most. It will allow our clinical staff to support more service users with complex needs. Our digital interventions will be designed to reduce negative health outcomes and increase knowledge and awareness of sexual health.

We will build the knowledge, skills and confidence of professionals working with young people. Digitally led, with real time support, we will share our unique expertise through an accessible, easy to use platform.

For digital transformation to truly succeed, people are the vital ingredient, not technology. We will work collaboratively with staff to develop digital solutions to achieve our goals.

## TO DO THIS WE WILL:

- ◆ Be the leading online information, advice and support hub for young people's sexual health and relationships
- ⚡ Develop new digital offers shaped by young people
- Provide digital solutions to support professionals in their work with young people
- 📖 Develop a new digital learning product for young people
- 🌱 Establish online communities that reflect young people's needs and desires
- ▲ Demonstrate the benefits of digital solutions and support that enables users to better manage their own health
- ◆ Increase our capacity for digital innovation



# DRIVING INNOVATION

We are committed to being at the forefront of young people’s evolving needs. Utilising robust internal data and externally available evidence, we will ensure our services and products respond to the changing demands of service users and stakeholders.

Young people are drivers of innovation. Alongside research and evaluation, we will work with young people to co-produce services and products. Ongoing testing of our practice will ensure that our services remain relevant and accessible.

Progress requires courage and Brook will continue to fight for inclusive relationships, sex and health education for all young people. International evidence demonstrates that increased knowledge and awareness, alongside accessible, high quality sexual health services, engenders greater lifelong health and wellbeing outcomes. We will invest in products, resources and services to ensure they are responsive to the needs of recipients, developmentally appropriate and quality assured.

Young people who come to Brook often require support with multiple, interconnected issues affecting their health and wellbeing. Our services have adapted to cater for the increasing complexity of issues presented by service users and internal data demonstrates we already play a vital role in supporting young people to access early mental health provision. We plan to expand our role to deliver wider youth services and we will work with partners both nationally and locally, creating networks that collectively support equitable health and wellbeing outcomes.

We will be led by our service users’ needs, exploring new markets where these will achieve our vision. We will embrace innovative approaches to provide stakeholders with flexible options to access our paid services. This greater agility will grow and diversify those who benefit from our work.

## AS LEADERS, WE WILL BREAK WITH CONVENTION TO DEVELOP INNOVATIVE APPROACHES

We will work with partners who share our trailblazing values to deliver positive outcomes for those in most need.

TO DO THIS WE WILL:

- ◆ Be a leading organisation for developing innovative, progressive and life enhancing solutions
- Analyse current and future service user intelligence and evaluation data to inform our work
- Lead a stage rather than age approach to service delivery that takes account of social determinants of health
- ⤿ Deliver integrated all-age services to protect specialist provision for young people
- Be guided by our service users in meeting their changing needs by continuously reviewing, improving and developing our clinical, education and wellbeing services
- ▲ Create a network of strategic partners to enhance our holistic offer
- ◆ Collaborate with like-minded partners to improve health outcomes in communities
- Explore new markets to deliver greater impact based on what our service users tell us they want





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Changing attitudes. Challenging prejudices.  
Championing equality.



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