



Improving life after brain injury

Headway Birmingham & Solihull Long-term strategy

Looking forward

2025 - 2030

Foreword

Having been a Trustee of Headway Birmingham & Solihull for over 20 years, I am pleased to present our new Strategy in my newly appointed role of Chairperson.



In my years of working as a personal injury lawyer, I became acutely aware of the extent to which brain injury can change the lives of individuals and families in an instant.

I often witnessed the huge importance of individuals and families having access to high-quality, specialist support services, such as those provided by Headway Birmingham & Solihull, and at the earliest part of the brain injury journey.

Over the past 40 years, we have built a Headway to be proud of and help thousands of people every year in our region. Without such services, there would be nowhere else for them to turn.

We have built strong governance and management structures which allow our stakeholders, staff and service users to be confident that the charity meets all legislation in order to provide high quality services.

On behalf of my fellow trustees, I would like to thank everyone that supports Headway Birmingham & Solihull – by volunteering, fundraising, donating, or acting as a trustee director.

Richard Langton, Chair

We have followed a robust strategy over the last decade, but decided that it was time to have a new format, as well as review our actual objectives and core values.



We are extremely grateful to everyone that shared their experiences, ideas or feedback as part of this consultation exercise. Your voices have helped inform this strategy and will continue to shape our future.

Times have never been more challenging, and especially for us as a small local independent charity.

However, we are incredibly lucky to have a dedicated board of trustees, and exceptional teams of volunteers and staff who are committed and hard working,

At the heart of this strategy is the aim to get us to a place where we feel more financially stable and that we can reduce the yearly battle for survival.

We feel we are approaching a brighter future and are relentless in pursuing our aim of improving life after brain injury through maintaining and growing our services,

Thank you for your support!

Sue Tyler, Chief Executive



Headway Birmingham & Solihull

Long-term strategy 2025-2030



What is a brain injury?

There are many possible causes of acquired brain injury, including a fall, a road accident, tumour or stroke.

A brain injury can affect everything you do, think and feel. It can cause personality, behavioural and emotional changes, hormonal imbalances, difficulties with cognition and memory, a range of communication problems, physical effects and, very commonly, fatigue.

A brain injury can affect anyone, at any time. Each brain injury is unique, with the often complex, hidden and fluctuating effects making it challenging to find the right help, at the right time.

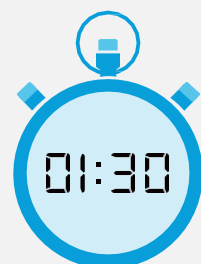
At Headway, we believe there is life after brain injury and we are dedicated to supporting anyone affected by it.

This includes families, partners and friends, whose lives can be forever changed by a brain injury sustained by a loved one.

A brain injury can change everything you do, think and feel.

Why we exist

EVERY 90 SECONDS, someone in the UK is admitted to hospital with an acquired brain injury. That's around 350,000 people each year.



We all think 'it will never happen to me', but the reality is that a brain injury can affect anyone at any time and can change the lives of individuals and families in an instant.

At Headway Birmingham & Solihull, we exist to help people to rebuild their lives, relearn lost skills and maximise their independence following a brain injury. Equally, we support families and carers to adapt to a different life.

By working with and supporting our community partners, we are able to support those experiencing a brain injury and families from the moment brain injury strikes.

We are there for the whole family for the duration of the brain injury journey, which for many can be lifelong. They may need different types of support at varying stages of this journey as things improve or deteriorate.

Our current model attempts to address these many needs and is aimed at people being able to move from service to service according to what best suits them at the time.

We also support people with different severities of brain injury. We are here for as long as our users need us.



TRANSITIONAL SERVICE MODEL

SERVICES FOR PEOPLE WITH ABI

ABI Users have access to SFA

3 R's -Rehab Programmes - for those post injury/formal rehab – to continue to Recover, Regain and Rebuild through a range of sessions to help independence & re-integration.

Life Enrichment Groups - those 50+ and longer-term brain injured to face ageing better, with activities that are age appropriate and focused on new challenges

VAP -Vocational Assistance Programme – training programme aimed at teaching work skills, ready for volunteering or access to further education/work etc.

VLG Steps- younger people programme where they can work on individual projects/ goals/qualification etc to move forwards

Community Outreach - 1 to 1 PA/Support Workers enabling people in the community become more independent/ access leisure, education, and social activities

CLINICS – accessible to all placement users in Hubs
THERAPIES – Physio/SALT/OT-Assessment & treatment plans
AIG – General, financial, emotional etc
COUNSELLING – ABI/Couples/bereavement

SERVICES FOR ALL

A range of services for those in SFA Club

'HEALTHY MINDS, HEALTHY BODIES'

Wellbeing - A range of wellbeing sessions such as yoga, tai chi, pottery, mental health sessions etc. and a programme of social events such as lunch clubs, social events, trips, outings, clubs.

Sports & Fitness - A wide programme of sporting activities /health & fitness for all the family based across Birmingham & Solihull.

Headway Outdoors - Walks, rambling groups, horticultural projects, conservation projects.

Remote Services - An ongoing programme of zoom sessions, Facebook, information, forums, support groups, quizzes, activities etc.

Therapy Suite – any brain injured person can privately access individual sessions & groups of Physio and SALT through a Block Booking

3 CHARITY SHOPS

providing volunteering opportunities

SERVICES FOR CARERS/FAMILIES

ABI Users have access to SFA

Enquiry Helpline – for anyone to use for advice, emotional support, information or signposting service.

Hospital Links - weekly visits to main hospitals and calls to offer info and follow up support at early stages.

Fast Track Finance Support– helping people with financial difficulties – benefits, debts, appeals etc.

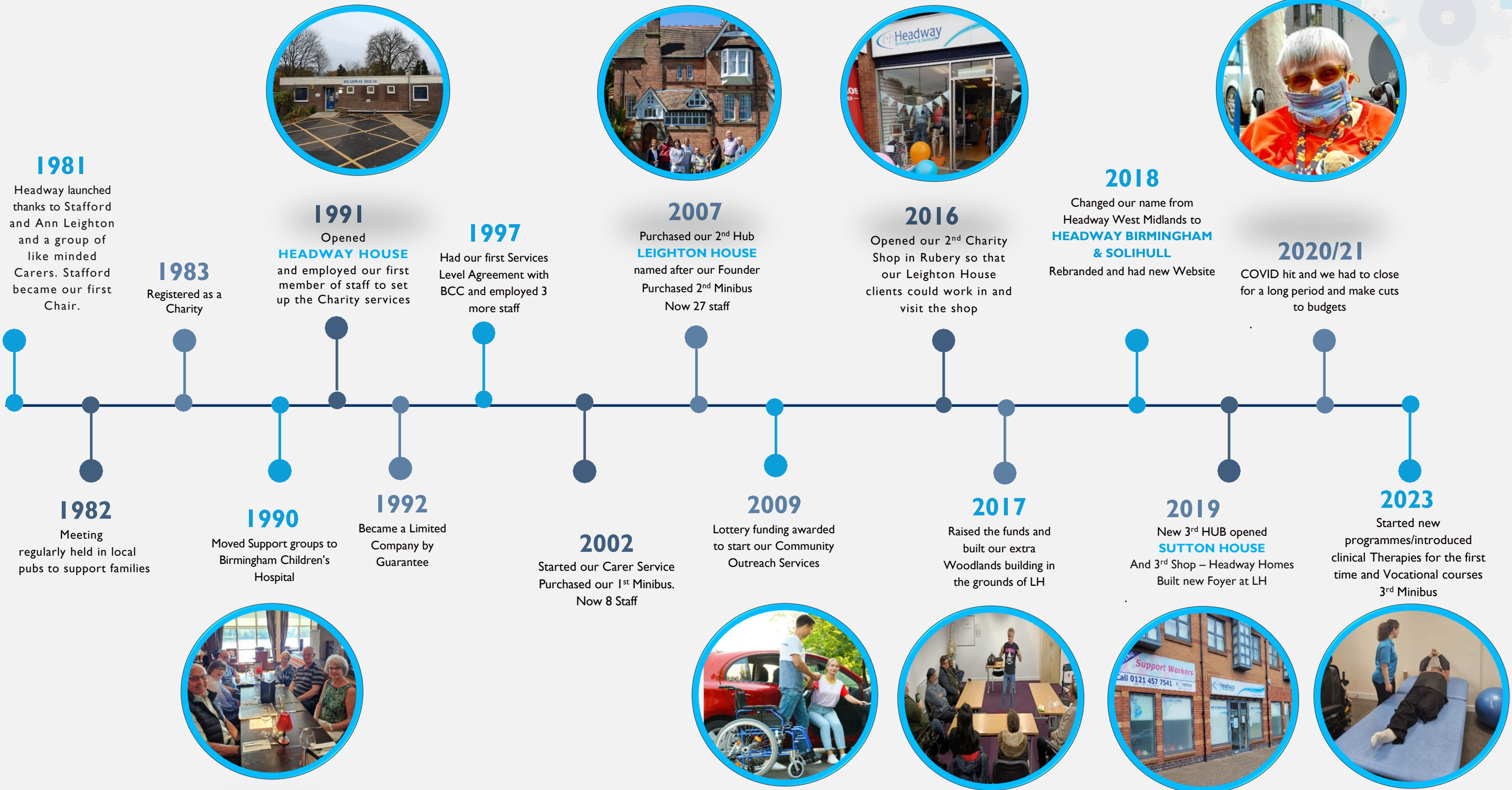
1 to1 Support Workers – who support carers and families – carer assessments, referrals, advice information and emotional support
BMEG language & cultural support.

Counselling – 1 to 1 session for anyone affected by brain injury
 Specialist Couples counselling and bereavement counselling

Support Groups – a chance to meet other in similar situation through carer groups/meets and info sessions.

The history of HB&S

We've come a long way since the charity was founded in 1981 by a small group of families across Birmingham. It all started because a local man realised that when his son acquired a brain injury he had nowhere to go to talk to anyone or find out about life with a brain injury.





Our vision

Greater prevention, recognition and understanding of brain injury, with equitable access to quality support enabling a fulfilling life for brain injured people and their families.

Our mission

“to promote greater understanding of all aspects of brain injury and provide support, information and services for people who have sustained brain injury, their families and carers”.

How we developed our strategy

In developing our new strategy, we wanted to learn what matters to those who have experienced a brain injury, their carers and families, as well as as our staff and volunteers.

Where are the gaps in services? What are the unmet needs of brain injury survivors and families?

How can Headway Birmingham & Solihull make the most impact?

We involved all our users at each Hub through focus groups and surveys as well as others in our Family and Carer Services and Services For All.

We held focus groups with the Management team and the board of trustees, as well as the managers also having workshops with each of their teams.

This helped us gain many different perspectives on what we do and where we should be focusing in the future.



OUR GOALS

1. **Be committed to supporting prevention and reduction of avoidable brain injuries.**
2. **Increase awareness and understanding of acquired brain injury and its consequences.**
3. **Ensure awareness of our services for early intervention and support at all stages of the ABI journey.**
4. **Provide specialised information, advice and support services to the families/carers of brain injured people.**
5. **Deliver specialised services to assist brain injured people with continuous recovery, wellbeing, community re-integration and regaining independence.**
6. **Provide competent well-trained staff with specialist brain injury training, knowledge and experience.**
7. **Ensure effective governance and management of the charity.**

Our Values



We **ASPIRE**

To provide the highest quality services that achieve desired outcomes



We **PERSONALISE**

Every person should feel safe, cared for, respected and treated as an individual



We are **INCLUSIVE**

We embrace diversity



We are **ETHICAL**

We uphold integrity and personal conduct and are open, honest & accountable.



We **COLLABORATE**

We believe in the power of working together in teams and with partners to amplify our impact



We are **EFFICIENT**

We are energy conscious, resourceful and do 'more with less'



Strategic Aims

1 PREVENTION, PROMOTION & AWARENESS Plan for greater recognition, acknowledgement and understanding of brain injury

The challenge

Since our beginnings we have always struggled with brain injury being recognised not only as a very complex and specific disability (which does not fit into the usual categories), but even for people to know what it is and how it can affect any of us at any time.

It has been an ongoing challenge to get accepted and recognised by clinicians and therefore difficult to get our message out to people that need our support. This has much improved over our 40 years, but it is still a constant challenge.

Social media has helped us considerably, but due to our limited resources, it is still difficult to do what we would ideally like.

Our challenge over the next years are to get brain injury more recognised, understood and so that more people know of HBS and our services.



What we aim to do

- Devise a Marketing Strategy to improve promotional items and embrace new methods/technologies
- Strengthen our monitoring of both promoting brain injury awareness/prevention and charity/service promotional events
- Develop a plan over 5 years to better address all promotional areas
- Invest in a plan to increase and develop our social media presence and platforms
- Establish further new partnerships with researchers and institutions to support and contribute on a variety of brain injury issues
- Work more collaboratively with Headway UK and other Headways on future projects & services
- Consider new future partnerships with sporting bodies, corporate and clinical
- Leverage more support/resources from Headway UK
- Continue to lobby local authorities and councillors to recognise brain injury as a separate specialist neuro disability and show this in funding streams and social work assessments
- Build on our clinician awareness and collaborations to build on early intervention and discharge plans
- Utilise NHS reorganisation and proposals to establish ABI support in NHS plans

How we will measure our progress

We will:

- Measure Outcomes against plans to meet the goals
- Record and report the number of research projects we are actively involved in
- Record KPIs through spreadsheets
- Analyse website visits and followers
- Monitor the numbers and responses to surveys and consultations

Strategic Aims

2 SERVICES STRATEGY Develop our new Transitional Services model to meet identified gaps and future need

The challenge

The often hidden, fluctuating and complex effects of brain injury can make accessing the right help and support incredibly challenging for survivors and families.

Our challenge is to be able to provide all the varied services that people need at different times of the brain injury journey and be able to maintain these. We have built up services over the years and the hardest part is to get paid at full cost recovery, so that we can firstly maintain these. Funding of services has always been our greatest fight, and we hope that the introduction of the new frameworks will help alleviate some of this over the next few years ahead.



What we aim to do

- Set up new contracts with local authorities for all Day Services to include Community Outreach and at full cost recovery
- Work collaboratively with others to enhance the service activities and support we can offer our users
- Identify any gaps in services and look at ways to meet these if needed
- Increase referrals/users from case managers
- Maintain enough places and services to meet the demand for services
- Maintain the current level of Family & Carer Services to include long term funding to cover all
- Strengthen existing and develop new service partnerships
- Support users to access the services they need fairly, quickly and that best suits their needs
- Develop a new model for the SFA going forwards
- Develop our clinical services so that it becomes an ongoing element of our service model
- Introduce new technologies and innovations into client services and activities
- Work to new model for FC Support work to meet HUB targets and increase active cases

How we will measure our progress

We will:

- Record numbers of new referrals/starters and new contracts
- Surveys users, referrers and stakeholders and analysis results
- Record KPIs through spreadsheets
- Service outcome reports and performance
- Outcome Stars
- Spreadsheets of outputs delivered
- Evaluations, User forums and meetings

Strategic Aims

3 DEVELOPING PERSONNEL To meet ratios and provide specially trained staff

The challenge

Since COVID, we have still met with many issues around staffing as the whole country seems to have a changed attitude to work, with many only wanting part time work or hybrid working, which for a care organisation is extremely hard to manage. The amount of people applying for jobs has fallen significantly, with many not even turning up when interviews are arranged.

This means that maintaining the required number of staff with the necessary qualifications and experience continues to be a battle.

We are very proud to have maintained the Real Living Wage, but differentials can be hard to manage, and the huge increases become more difficult to maintain every year.



What we aim to do

- Recruit enough staff to meet all ratios and cover hourly requirements
- Ensure all staff have the required qualifications, inductions, mandatory training CPDs and specialist brain injury training
- Constantly review and update staff support systems and benefits.
- Keep up to date with all employment law updates to ensure we are fair and inclusive
- Develop greater links with schools, colleges, universities and job centres
- Endeavour to stay in the Real Living Wage Foundation
- Build teams that are supportive, friendly and work harmoniously
- Continuously strive to improve volunteering with Headway BS and their value to us
- Further develop our Personnel Team to become less CEO led
- Encourage a culture where people want to stay with the organisation and enhance their careers within, where possible

How we will measure our progress

Through:

- HR Data base
- Recruitment monitors
- Staff training records and monitors
- Recording on KPI spreadsheets
- Monitoring the numbers and responses to surveys and consultations
- Policy updates recorded

Strategic Aims

4 GOVERNANCE & MANAGEMENT Strengthen resilience and build for the future

The challenge

One of our constant challenges has always been having plan/budget with little knowledge of what rates we would receive from authorities, if we would get uplift and even the future of certain services. We are now feeling more optimistic about the future with the Day Service reform now complete and look forward to negotiating our future position.

We have identified that we have a number of staff that are all of similar ages and this is starting to show in more serious sickness, but also that many are due to retire in around 5 years, and this includes the CEO. We have to make sure we address this in our strategic planning, so that this does not impact our charity.



What we aim to do

- Develop a new style of working with the Trustees to include more involvement, use of their skills and ensure greater understanding of how we work
- Strive towards a future of financial sustainability through reaching full cost recovery for paid services and ongoing income/funding for FCS/SFA.
- Develop a new plan for Income Generation from other sources
- Continue to develop and improve our financial management systems and reduce debtors
- Ensure we have an up-to-date Schedule of compliance and this is adhered to
- Update our Schedule of Works and prioritise jobs for the 5 years
- Ensure viability and suitability of buildings used for future services & activities
- Consider succession planning for senior management
- CEO to devise a manual and SODA (Scheme of Delegated Authority) to prepare for the future changes
- To set up a new Fundraising strategy for the 5 years
- Identify/introduce new methods of fundraising
- To develop the Communication and Fundraising team
- Complete quality assurance systems that meet the needs of our charity and help us improve
- Create a Business Plan for the future of the shops with possible upscaling and Retail Manager, to aid increased profit margins

How we will measure our progress

We will:

- Measure Outcomes against plans to meet the goals
- Reports for the Trustees – monthly, quarterly and annual reports
- Record KPIs through spreadsheets and Dashboard
- Financial Trackers, monitors and SAGE
- Quality tools and reports/results
- Future growth
- Works completed
- Full compliance checks

Strategic Aims

5 EMBRACING THE FUTURE What do we need to be looking at and where are we going?

The challenge

We feel we are now moving forwards and have fully recovered from the aftermath of COVID and then further issues created from the cost-of-living increases. We hope that in the near future we can find greater stability and start to address some of the bigger changes that may come our way.



What we aim to do

- Investigate funding to be able to drive digital change so that we can research, set up and implement new digital systems
- Investigate how we can make full use of AI and technologies for our clients, activities and operations
- Have in place HR Data platform for staff recruitment, onboarding and retention, giving more data
- Look for funding for greater more operational support/ posts around IT
- Create a new plan to consider what more we can do to be greener with buildings, sites and practices
- Identify means of utilising technology to improve the accessibility and operation of our services
- Move our Outcome star to the new online system when launched by HUK and introduce for other services
- Consider if we want to expand our regions in the future – e.g. Coventry & Warwick

How we will measure our progress

Through:

- Records monitoring digital usage/social media followers
- New systems launched
- Future growth

The components for our success

In order to achieve the ambitions set out in this strategy, we will need:

To work closely with the Headway networks

The relationship between Headway UK and the network of local Headway charities and branches is crucial to our collective ability to improve life brain injury. We will continue to prioritise these relationships.

To be adaptable

We face a very uncertain future in light of BCC being bankrupt and therefore we will need to regularly review and ensure that we respond to any changes we witness. We will need to monitor and review in order to be flexible in our aims and approaches according to what the future brings.

To listen

It is vital that we continue to engage with all who support us or use our services, particularly those with lived experience of brain injury and our existing and future volunteers and staff, by developing continuous and accessible mechanisms for involvement and to help us shape the future of the charity.

To be vigilant

We will continuously look for ways in which we can increase the effectiveness of our work, ensuring all donations we receive and income we generate has the maximum possible impact. We will need to ensure that we are able to respond to the continuing rapid political and socio-economic changes we are witnessing.

To be driven by change

We know we face many changes in the future both with local authority changes and higher government.

We also recognise that it is vital to address the changes is brain injury, employment and many legal policy issues.

To be visible and connected

By establishing new relationships and forging partnerships, we can achieve far more and amplify the voices of all who share our aim of improving life after brain injury.

Regular governance reviews

To ensure we continue to be as effective and progressive as we can be, we will conduct regular governance reviews in line with Charity Commission best practice guidance.

Support

We cannot do this alone. Whether you can help us generate the income we need to maintain and enhance our existing services, or develop new means of supporting those who need our help, your support will be crucial in the success of this strategy.



If you need help or support, or have a question about brain injury, contact our ENQUIRY LINE:

0121 457 7541

enquiries@headway-bs.org.uk

Our services make a remarkable difference in the lives of people affected by brain injury, but this is only made possible thanks to our amazing supporters, whether individual donors, community fundraisers, trusts and foundations, or corporate partners.

We thank you all for your invaluable support.

Headway Birmingham & Solihull

www.headway-bs.org.uk

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