



# STRATEGY

2020 TO END 2023



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## INTRODUCTION FROM THE CHIEF EXECUTIVE

**This 4-year strategy lays out a path for Brake, explaining: the contribution the charity will make towards our **vision** for safe and healthy mobility and a world where vehicles do not cause casualties or poison people due to pollution; and the contribution we will make towards helping people suffering the effects of bereavement or serious injury in a road crash.**

As well as producing a vision of the world we want, Brake also has a refreshed **campaign agenda**. Our campaign agenda calls for evidence-based:

- action by all to achieve safe and healthy mobility; and
- care for road crash victims.

It is important, when developing strategy, to consider core skills and successes to date. Brake has built an outstanding heritage, since our inception in 1995, as a charity that:

- communicates in the media about the issues and the evidenced solutions;
- campaigns for change at the top through policy makers;
- delivers projects within civil society that enables our audiences to: a) contribute to change in their communities and workplaces and b) help us campaign at the top;
- delivers services for road crash victims; and
- achieves growth through income generation and robust financial and administrative management.

Within our vision we have laid out values that are reflected in our work: doing the right thing, reaching high and working together.

This strategy directs our work. It lists three strategic aims, and then lists objectives we will progress in furtherance of those aims.

This includes utilising people and systems effectively, including harnessing the power of digital, which is a foundation stone within this strategy, to reach and engage people and to improve our internal systems' efficiency.

Brake is currently fairly small for a charity with national projects and services and some global reach, and we are committed to securing our future to enable us to do much more.

This strategy directs us to manage our finances: achieving growth and delivering maximum charitable outcomes at minimum cost.

This strategy also directs us to continue to demonstrate responsible governance: abiding by laws; having processes in place to manage quality and risk; and maintaining a healthy reserve level.

*Mary Williams*

**Mary Williams OBE**  
Chief executive, Brake





## OUR STRATEGIC AIMS

### **1 Act at the top**

We will call for people in charge to implement evidence-based policies and investments that progress us towards safe and healthy mobility and that help road crash victims.

### **2 Act local**

We will help people to be champions for our cause, taking evidence-based actions: personally; within their communities and organisations; and at a national level too.

### **3 Support road crash victims**

We will support people bereaved and seriously injured by road crashes on their journey to recovery; through evidence-based, quality services.



## OUR OBJECTIVES IN THE UK AND NEW ZEALAND: WHAT WE WILL DO

**Our objectives will be progressed through campaigns, projects and services in line with our criteria for how we define our work.**

### **Objective one: Deliver effective public affairs and communication campaigns**

In the UK we will deliver national public affairs and communication campaigns that aim to get changes made by:

- national decision makers at the top; and
- international leaders at the top, who influence what happens in the UK and New Zealand.

In New Zealand, where charities are restricted in their frontline campaigning activities, we will undertake public affairs and communication activities allowable under its laws; for example participating in government consultations and communicating in the media about research-led evidence regarding safe and healthy mobility solutions.

### **Objective two: Deliver projects for safe and healthy mobility within civil society**

We will deliver projects for safe and healthy mobility that enable people to work with us in line with our engagement model and our circle of influence model. We will progressively grow our network of active champions in civil society, particularly: community champions; fleet champions; and child/youth champions.

### **Objective three: Deliver our National Road Victim Service (NRVS)**

We will deliver quality-standard care for more bereaved and seriously injured road crash victims through:

- our National Road Victim Service (NRVS); and
- through projects that help professionals caring for road crash victims, including our NRVS staff and many other professionals working in post-crash roles.

### **Objective four: Have the funds and systems we need to achieve growth**

We will:

- enable our work plans to succeed by continuing to develop our successful income streams while also seeking additional income streams, and with income exceeding our expenditure needs; and strive for reserve levels of a minimum of six months;
- strive for good practice in our:
  - project management procedures and protocols, to deliver our work to quality standards and to time;
  - human resource management, to attract and retain the best people;
  - infrastructure, particularly our use of IT, such as a CRM.
- maintain good governance through legal compliance with charity and employer laws and other laws that apply; and mitigate risk through policies and procedures appropriate to our activities.

## OUR GLOBAL OBJECTIVE

We will:

- work online to build a global community of Brake supporters in line with our engagement model; with a particular focus on enabling people to join, donate and be informed digitally, wherever they live;
- share information with stakeholders in other nations, so we help each other, utilising the collaborative opportunities presented by our membership of the UN Road Safety Collaboration and the Global Alliance of NGOs; and
- deliver select partnership projects/services in other countries, that: assist stakeholders and champions in those countries to build capacity and deliver results; and provide learnings for our own work in the UK and New Zealand.

## SPECIAL OBJECTIVE: **ACHIEVE IMPROVED AND NEW DIGITAL SOLUTIONS**

During this strategy we have a “special objective” to achieve improved and new digital solutions, effectively reaching and engaging increased numbers of people online through solutions such as social media and websites, that meet our strategic needs to communicate our campaigns, projects, services and opportunities to join and participate. We will deliver on a digital strategy for the charity within our wider commitment to communications.





## HOW WE DETERMINE OUR WORK: **CRITERIA**

Our work (our campaigns, projects and services) will be determined according to five criteria:

- 1. EVIDENCE.** Are we confident there is evidence that our planned work will contribute to safe and healthy mobility, meet our people principles, or help the recovery of people affected by road crashes?
- 2. PARTNERSHIP.** Which stakeholders and supporters have the opportunity, capability and motivation to support the planned work and strengthen its delivery and chance of success?
- 3. FUNDING.** How will we fund our planned work to achieve our objectives now and into the future more effectively and sustainably?
- 4. EVALUATION.** What can the planned work contribute through evaluation, to develop our own work and the work of others working for road safety and supporting victims?
- 5. COMMUNICATION.** How can we disseminate what we are doing and celebrate our achievements?

## HOW WE DETERMINE OUR WORK: **SETTING THE GOALS, ACTIONS, KPIS AND WORK PLANS**

For every objective, Brake will have smart goals, actions and KPIs, and below these, detailed and rolling plans of work that are developed continually according to emerging opportunities and needs.

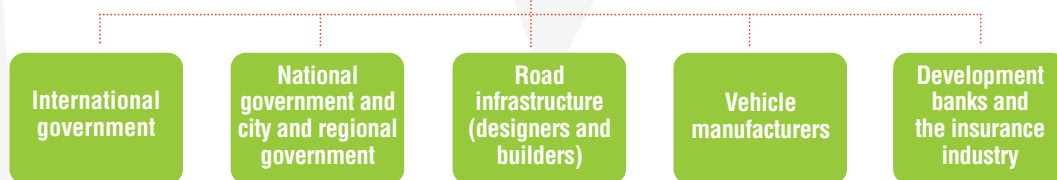


## UNDERSTANDING THE PEOPLE WHO CAN PARTNER WITH BRAKE

Our values, aims and objectives require us to work with people. It is important to understand who we can work with, and to continue to build a network of those people in ways that are productive to our strategy. The lists below are not exclusive but provide a summary of our approach and our possibilities.

### The people who can act at the top

#### People at the top



1. International government – UN and advisory bodies, in partnership with others.
2. National government – UK, New Zealand, and elsewhere (reached through partnerships with NGOs in other countries), including government agencies responsible for transport, health and medical services.
3. City and large regional government – leaders of local authorities and mayors.
4. Corporations developing the solutions –
  - a) road infrastructure suppliers, designers, builders, and operators; and
  - b) vehicle manufacturers and suppliers – particularly those engaged in connected and automated technologies.
5. Development banks and the insurance industry, who can stipulate conditions on road building and drivers.

### The people we can enable in civil society

#### Civil society



1. Community champions – particularly:
  - victims – people affected by death and injury on roads and their carers and care agencies;
  - local leaders - Members of Parliament and leaders of community councils such as Parish Councils;
  - group leaders – representing an interest group such as a faith, the elderly, a place, or a specific concern such as civic regeneration or a transport mode;
  - emergency and health/legal service workers – such as police (including collision investigators), fire officers, ambulance service workers, doctors and other healthcare workers, public health workers and personal injury lawyers; and
  - families – inclusive of parents, children, young people and the elderly.



## UNDERSTANDING THE PEOPLE WHO CAN PARTNER WITH BRAKE

We can work to enable these people to take positive action personally, locally and nationally in line with our **circle of influence model**:



2. Fleet champions – whose activities involve, or result in, the movement of people or goods. These are powerful allies who can effect change through policy and procedure.
3. Child and youth champions – children and youth are the future. They can be targeted directly and targeted through their educators; from child-care providers, to teachers, to youth groups/youth workers, to driving instructors, and the children and young people they work with. Educators and youth group leaders are also powerful allies, who can effect change through policy and procedure, and through giving children and youth the building blocks of knowledge about safe and healthy mobility and how to work for change.

### The people we can enable in post-crash care

There are many professionals working in different arenas who come into contact with, and can offer support to, road crash victims as part of their work but who often require skills development to support road crash victims more effectively. This includes (as examples only):

- police in family liaison roles;
- GPs and hospital staff working in specialist areas such as trauma, intensive care, and rehabilitation;
- counsellors/therapists;
- NGO workers with need specialisms, for example mental health, housing, alcoholism, drug abuse etc.;
- faith leaders; and
- teachers.

### The people we can work alongside; who help us, and who we can help too



1. Academics studying our cause, who can act as a source of information and sounding board.
2. Fellow not-for-profit organisations, who can help a perspective be heard, louder, through a collective voice, or join us in projects, including charities, trade associations and trade unions.
3. Organisations and individuals able to fund us or help us in kind – grant givers, corporations, major donors, communities, etc.
4. The media.

Often, these relationships are fully reciprocal. They help us, and we help them, within the confines of our charitable status and our vision, strategy, values, plans, policies and procedures.

## BRAKE'S ENGAGEMENT MODEL: HOW WE AIM TO HELP PEOPLE TO HELP US

Brake's new engagement model is a particularly important model for the charity which we will use to inform our programme of work. It builds on a similar model produced by Brake in our 2016 –19 engagement strategy; but has been developed to be further focussed on how we can 'help people to help us'.

### Inspire me



- Open my eyes to the cause and its relevance to my life and spheres of influence.
- Help me understand what Brake does and hear stories about its work.

### Inform and help me



- Update me with knowledge and news about safe and healthy mobility and the needs of road crash victims.
- Give me access to Brake's National Road Victim Service if I am a road crash victim.

### Engage me



- Give me easy ways to donate and join the charity; and feel I am getting benefits meaningful to me.
- Give me skills to spread awareness, achieve positive change, and fundraise, within my spheres of influence.
- Give me the opportunity to participate in Brake actions and events.
- Encourage me to undertake my own actions and events that help the charity and its objectives.
- Help me communicate with other Brake supporters, to learn from, and support, each other.

### Report, develop, celebrate



- Help me report achievements and challenges; to help the charity's work develop.
- Help me be a positive mouthpiece for the cause; sharing my stories and encouraging engagement.





## HELPING OUR STAFF ACHIEVE AS A TEAM THROUGH OUR VALUES

Brake's 3 overarching values, as expressed in our vision, are:

**Do the right thing**  
 We champion proven solutions that: enable people to be safe and healthy; and enable care for road crash victims

**Reach high**  
 We demand and expect ambitious change in light of the gravity of the atrocities

**Work together**  
 We can all be part of the solution and we will work with everyone who shares our vision and values

Brake aims to attract and retain the best people and for these people to know and work to our values.

At work we apply our values. We commit to:

**Do the right thing**  
 We are personally committed to, and focussed on, achieving our assigned tasks to targets and to time

**Reach high**  
 We willingly undertake challenging tasks courageously that stretch us to deliver charitable outcomes

**Work together**  
 We communicate openly about our work and challenges we face; listen, learn and apply learnings; and respect others' contributions

At work, we will apply business management methodologies suited to our operations to enable us to achieve these values.