KIDS Corporate Strategy
2016 - 2020
About KIDS

We are a national charity, founded over 45 years ago, we provide a wide range of support services to disabled children, young people and their families. We support children with any disability from birth to 25 years of age. We offer our support to the whole family with the aim of giving disabled children a brighter future.

“Your involvement with my family has meant huge practical help during a difficult time. I think the key thing is that KIDS does stuff with and for the whole family, not just the child. I am sure that yours is the kind of service that helps prevent family break up as a result of the strains that child with a disability brings.”

Every year we support over 8,000 disabled children, offering over 120 different services and working with around 80 Local Authorities across England. Our vision is a world in which all disabled children and young people realise their aspirations.

- We are passionate
- We are collaborative
- We believe in quality
- We are responsive
- We are caring
- We are trusted
Everything we do places the child at the centre of our support, our services then focus on providing care, which wraps around the child within their family.

We work with children, young people and families in three main areas of their lives - we call these our “circles of support”, and they are demonstrated in the diagram below:
“My daughter loves to play at the KIDS playground. She comes out of the gates afterwards with that big, beautiful smile I haven’t seen in so long. The KIDS playground has the right balance of independence, interaction and care. It’s a great play-space but it’s the staff that make it unique and precious.”
“It has been such a difficult time but seeing how C responds to you and the work you do with her is just great - I can see how she has developed and is using the skills you help her to learn in other contexts. I wouldn’t want to send C to nursery yet as I don’t want Portage to end as I feel it is helping her so much”
“Mediation enabled a clear pathway for the child to be found. A very useful process. I like the way that it is child-centred.”
Our strategy for 2016-2020

Since 1970 we have been able to provide support, which has transformed the lives of thousands of disabled children and young people, but we want to do more. In 2020, to coincide with our 50th anniversary, we will launch a new strategy for growth.

To be able to grow, and to continue to provide the quality of care we offer now, the next four years will be vital as we must ensure that we are in a stable position that supports confident expansion.

For this reason our strategy for 2016-2020 focuses on strengthening and developing our business model, our infrastructure and our financial sustainability so that we are poised for growth in 2020 and beyond.

As you will read, we have set ourselves six specific goals that we aim to complete by 2020. In addition to these six goals we will also ensure that our core work remains strong. Our core services are broad and diverse; they include work with new babies through to young adults embarking on independent living.

Key services that we will continue to deliver are tabled below. We will expertly deliver all of these existing services and ensure that they remain fit for the future.

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*Special Educational Needs Disability Information Advice Support Service.

On top of our core work, we have identified the six specific goals below as areas that require development over the next four years to ensure that our journey towards growth is realised.
1. **To develop our work with young people aged 14-25**

We already support hundreds of disabled young people each year, for example via our independent living projects and employment support. Over the next four years we will position ourselves as a lead provider for young people, ensuring that we represent their voices. We will develop advocacy services, build a group of young ambassadors and increase the numbers of young people we reach.

2. **To extend our work with health agencies**

We already work closely with multiple health agencies and intend to increase this over the next four years, particularly our links with NHS England, the Department of Health and local Clinical Commissioning Groups. In particular we will be focussing on: mental health, family resilience, relationships and sexuality, early intervention and childhood obesity. Having strong relationships in place will ensure a strong platform for future growth.

3. **To continue to focus on quality and demonstrate our impact**

Being able to demonstrate what we have done and our effectiveness is vital if we are to attract new partners and new funders. We already have feedback from parents, children and funders that our work is valued and that our quality is excellent. However, we must standardise how we capture and report this data. Each year we will produce an impact report demonstrating the difference we have made across our entire organisation.

4. **To increase our public profile**

We recognise that we are not a very well-known charity, to grow our support we need to generate more awareness of what we do, how we do it and the children and families we support. At the same time we do not have large budgets to spend on marketing and must identify cost effective ways of sharing our messages.

In 2016 we will appoint a trustee with expertise in this area and seek pro bono support to successfully increase our public profile.

5. **To strengthen our infrastructure**

We are a national charity, but we have strong community links and can be delivering different services in different regions of England in response to particular local needs. We are likely to continue to see regional variations in the services we provide and so it is vital that we drive forwards with improvements in our processes, systems and efficiency to ensure that we can deliver the maximum benefit for every pound we spend.

Over the next four years we aim to streamline internal processes, reduce costs and within this goal we will also ensure the delivery of our HR, Finance and IT strategies resulting in a lean and efficient charity that is fit for the future.

6. **To diversify our income streams**

Strong and diverse funding will be crucial to our ability to expand and will give us opportunities to innovate where we see that change is needed. Currently 90% of our income is generated from contracts with local authorities who commission us to deliver the local services they need. We will work to maintain the contracts we have built and submit new high quality tenders to ensure that this level of statutory income will remain stable.

Our remaining funding comes from active fundraising from a wide variety of non statutory sources. Our aim over the next four years is to shift our income ratio from 90:10 to 80:20 in terms of statutory versus fundraised income. Furthermore, we know we must investigate additional new income streams such as national and local health funding and charging for services alongside the introduction of direct payments. In order to achieve our funding goals we will need to invest in our national and regional fundraising to make sure that our resources meet our future ambition for growth.
In order to deliver our plan, the six priorities above have in turn generated detailed work plans across the regions of England, enabling each team to plan for success in their local community. We have divided four regional strategies: London, South, Central England and Yorkshire and Humber. We needed to complete this more detailed regional work as we recognise that a local approach to what families need is highly valued by those we support, required by those who commission our services and is necessary to demonstrate that we are able to continue to meet specific local need.

In addition to this regional planning, we know that we must also develop and strengthen our infrastructure across the nation. This need has required us to compile business level strategies for selected areas of the charity. These include a:

- Finance strategy
- Fundraising Strategy
- HR Strategy
- IT Strategy
- Quality and Performance Strategy

Each of these individual business areas have set their own goals that relate to the six points of our over-arching strategy. Together this will create a more efficient, robustly financed and quality organisation that be ready to deliver more to disabled children and their families in the years ahead. By 2020 we will be set for growth and able to deliver quality, cost effective and meaningful services that will enable disabled children in England to look forward to a brighter future.