



Children, Young People and Families Strategy 2015-2018

This strategy will be reviewed annually and within the first year we will review in line with the forthcoming organisational strategic plan.

1. Current Position

Over the past 20 years Brandon Trust has grown significantly, and benefitted from the government's externalisation of public sector care services. In 2010 Brandon Trust extended its offer to children and families, initially providing support to one family in Cornwall. Over the past 5 years this has grown from a pilot project to a significant new area of business which represents 1.67% of Brandon's overall business, around £737,000 per annum. The service provides support to children in their family homes and communities, and on holidays and short breaks. Whilst a relatively small part of Brandon Trust's total income, our services supporting children, young people and families is highly regarded in the areas where we provide this support and, particularly in Cornwall, demand often outstrips capacity to respond. We are now starting to see growth in areas of Brandon Trust other than Cornwall. In Wiltshire we have been supporting children since 2013 with short programmes of positive behavioural support based in the family home, and small pockets of business are now developing in Bristol, Gloucestershire and some London boroughs.

We are confident that our approaches to supporting children and families align with the key changes being driven by the Children and Families Act 2014, in that families should be central to the design and delivery of their support, and that good quality, effective intervention and increased networking within local communities will increase family resilience and reduce reliance on paid support. Our fundamental aim is to support children to remain within their family home throughout their childhood, to enjoy and be nurtured by those who love them, making friends, having fun, being free to grow alongside their siblings and peers, and having a real presence in their own neighbourhoods.

Local authorities are relying much less on expensive out of county educational placements for post-16s which increases demand and opens the market for good quality local solutions, keeping young people close to their families and communities as they approach adulthood. We have already successfully provided

transitional services in some areas, and are consulting on further developments. We have good evidence of our ability to deliver effective services to this group, and are well placed to respond to future commissioning activity.

The purpose of this strategy is to ensure local individual solutions that enable the ethos and approach to be embedded organisationally. This will support steady growth which ensures our sustainability, consistency and success, in a manner that does not endanger the quality of our services. Whilst growth is welcomed, the reality is that further expansion, if not underpinned with a clear vision, plan and infrastructure could potentially start to jeopardise the unique quality of our support.

2. Our Key Principles

Brandon Trust strives to provide support to children, young people and families that promote and deliver unique outcomes for each family. There are a set of key principles that we aim to hold firm as our business expands:

- We encourage children to be children first and share all the experiences that their siblings and non-disabled peers would as part of their own childhood experience.
- We hold firm to the principles of Family Leadership: individuals and families are the experts in their own lives; our main function, as a support provider, is to help increase their resilience.
- The support we design with families is an alternative to traditional models of support which often ask young people and their families to fit into services that don't fit their lives. We will plan each support package around the needs of the family, using person-centred approaches within all assessments, support design, planning and review. This could be commissioned in a variety of ways, from a handful of hours a week to 24/7 dependant on the individual's assessed need.
- We are not a building based service; we work in the family home and provide support in community settings, using ordinary facilities and services, to include holiday accommodation for short breaks, summer camps and activity holidays. We provide behavioural support and deliver joint training for family members, including siblings and grandparents, enabling them as a family to have the tools they need to be resilient and less reliant on paid support.
- We work alongside families and children so that they can choose their own staff and design support which fits and flexes around the family, allowing the young person, their parents and siblings to be families first.
- We will always work in ways which reduce service dependency by maximizing the capacities and assets of children, young people, families and communities.
- We aim to provide excellent support and advice to young people preparing for adulthood, ensuring they have opportunities to develop independence at

key transition points, and that they and their families are afforded as many choices as possible in respect of their future support.

- Above all, we will support children, young people and their families to co-produce and design futures which will promote freedom and encourage them to grow as resilient, confident and competent citizens. The concepts of citizenship, independence & ordinary life must permeate the whole system for providing support.

3. External Review of our existing Services

In the summer of 2014, Brandon Trust engaged Paradigm, a consultancy and development agency with experience in social care, disability and living better lives to assist us in a review of our existing children, young people and families services and to develop a framework for strengthening our provision. This is documented in **Appendix 2 'Achieving Our Vision'**.

The key learning outcomes:

- Audit/benchmark our services against childcare standards
- Review whether our services align with the key elements of the Children's and Families Act and other government policies related to children and families.
- Review our existing job descriptions, learning and development programme and management structure
- Review our policies and procedures and develop a Children, Young People and Families Strategy
- Obtain information and links with childcare organisations, local and national networks which can offer support and learning to our children's teams
- Broaden our knowledge of the wider provider market to enable us to position ourselves in the market.

The review gave us some reassurance that we were already delivering a safe and responsive service but it also gave a steer as to where our policy and engagement gaps exist. We know that we need to strengthen our communication systems, and to work in ways that truly value and capitalise on the assets and experiences of families.

Brandon Trust shares the view of Paradigm in that we can be a brave leader in providing support to children and families, always looking to further develop our person centred approach which resists being systems led. This takes time, creativity and commitment to offer something that is different and highly valued by its customers. **'Achieving Our Vision' (appendix 2)**, sets out the development aims which will strengthen our offer as our business grows over the next year.

4. External Drivers

2014 saw the most significant changes to legislation for 30 years related to children with disabilities and their families, namely **The Children and Families Act 2014, The Special Educational needs and Disability (SEND) Regulations 2014 and the 0-25 SEND Code of Practice**. The new reforms have been introduced to put children and young people with SEND and their families at the heart of the systems developed to support them. The basic principles of the system set out in the SEND code of practice is that local authorities must have regard for the views and wishes of children, young people and their parents and ensure that they participate as fully as possible in the decisions that affect them. There is to be a reduction in the amount and variety of assessments and plans leading to the introduction of Education, Health and Care (EHC) plans, and the introduction of personal budgets for people to carry out their EHC plans. Agencies must work together and share information more effectively. There is a requirement for local authorities to provide a **local offer**, essentially both a directory of information and a reflection of their responsiveness to local need of the support for children with SEND and their families or carers, in a single place.

It is vitally important that Brandon Trust ensure we feature in the local offer of every local authority where we operate, informing commissioners and families, particularly those with direct payments, about the support we can provide and how they can contact us. As more families ask for personal budgets, an increasing amount of business will be secured this way.

Never has it been more important that Brandon Trust considers the voice of families as one of the most significant drivers in terms of how we design and deliver their support, and how we strategically develop our offer over the coming years.

Every Child Matters government initiative launched 2003 and the **Children Act 2004** were undoubtedly important policy initiatives and development programmes in relation to children and family services of the last decade, and have been described as a "sea change" to the children and families agenda.

The five outcomes of **Every Child Matters (2003)** still remain key to the approach taken by local authorities, and statutory, independent and voluntary sector support services that work with children and young people. Brandon Trust will ensure these five outcomes remain central to our strategy for developing support services. They are summarised in **appendix 1 'Key Legislation/National Policy'** and cover:

- Being healthy
- Being safe
- Enjoying and achieving
- Making a positive contribution
- Economic well-being

Other key pieces of legislation which affect the support offered to young people throughout the 0-25 pathway are the **Mental Capacity act 2005** which applies to

young people from 16yrs and the **Care Act 2014** which applies from 18yrs. These will of course influence how a young person is supported and support will be offered to young people and their families as they progress to these key milestones in their life.

5. Links and Partnerships with other Agencies and National Networks

We believe that it is essential to work in partnership with children and families to achieve the best possible outcomes for them; they are our primary partners. We must also develop and maintain good working relationships with other professionals and organisations through open discussion, agreeing joint solutions, designing bespoke support and participating equally to create the desired outcomes for families.

We seek to be active in local provider forums and recognise the benefits of sharing knowledge and skills and the opportunities that this can create. We adopt a culture of sharing knowledge "*for the greater good*" and value positive and open working relationships with all stakeholders to achieve the best possible outcomes. We have a proven track record of working in partnership with a range of organisations. Our key relationships include:

- Children and families we support
- Community learning disability teams/multi-disciplinary team professionals, child and adolescent mental health service teams (CAMHs), psychiatry, psychology and behavioural support specialists, community psychiatric nurses, dieticians, speech and language therapy teams, physiotherapy and occupational therapy teams.
- Schools, colleges, special educational needs co-ordinators (SENCOs)
- Commissioners – local authority/clinical commissioning groups
- Advocates/independent mental capacity advocates (IMCAs), circles of support
- Housing providers

Other key external influences in terms of how we develop our services in line with national policy and best practice come from national bodies with whom we have membership, such as the Safe Network and the Council for Disabled Children (CDC). The Council for Disabled Children (CDC) is the umbrella body for the disabled children's sector in England, with links to other UK nations. CDC aims to make a difference to the lives of disabled children and children with special educational needs. They achieve this by influencing government policy, working with local agencies to translate policy into practice and producing guidance on issues affecting the lives of disabled children. Our membership gives us access to news bulletins and policy updates, consultancy services, conferences, information and other development resources.

6. Children and Families Special Interest Group

Brandon Trust set up a Children and Families Special Interest Group (SIG) in 2013, bringing together staff with expertise and interest in developing children and families services across all areas of the Trust. In 2015 families were also invited to contribute to the work of the group. Members meet bi-monthly to discuss current local developments, national initiatives and to agree and share development work undertaken, much of it driven by the 2014/15 Paradigm review. There is a high level of commitment and energy generated by the group bringing many opportunities for pan-organisational working and support which is essential for continuous improvement, diversity and growth into new local authority areas.

7. Registration and Regulation

Brandon Trust supports children from the age of 5 years to adulthood who have a learning disability /autism and may additionally have associated conditions related to physical or mental health. The Children and Families Act and SEND Code of Practice considers children with special educational needs and disability to be between the ages of 0-25. As part of this pathway, Brandon Trust support children and young people through transition to adulthood.

CQC and Ofsted Registration - Brandon Trust's Children, Young People and Families services are not buildings based and all support is provided in the family home or in community facilities. There is no provision for 'looked after children', and as such Brandon Trust does not provide support which requires Ofsted registration. We may however, as a result of the **Children and Families Act 2014**, be subject to visits which will be made to a local authority's range of providers. These visits will not inspect our provision but focus on the effectiveness of the area's arrangements. Dependent on our future direction of support, Brandon Trust consider it prudent to ensure we work towards compliance with the required standards as a best practice measure, in order to secure any future registration.

There is however a requirement for Brandon Trust Children and Families services to register with the Care Quality Commission (CQC) for the regulated activity of providing personal care. The CQC 'type' of activity provided for the purpose of this regulated activity is *Domiciliary Care Services including those provided for children (DCC)*. Locality Managers take responsibility to register as Registered Managers with CQC in defined geographical areas and information is reflected within our CQC Statement of Purpose.

Safe Network - Safe Network is jointly managed by the NSPCC and Children England. They are the national safeguarding unit for the third sector and created as a result of the government's Staying Safe action plan. The Safe Network Standards framework provides a set of national core standards, designed to help non-statutory organisations put in place clear safeguarding arrangements for children and young people, covering four essential safeguarding areas:

- safer staff and volunteers – recruitment, induction and supervision
- child protection
- preventing and responding to bullying
- avoiding accidents and running safe activities and events

Brandon Trust has created an action plan in February 2015 which shows our progress towards meeting the Safe Network Standards and sets out actions we need to take over coming months in order to improve the service we provide, and better prepare us for Ofsted registration. The action plan is located on the Brandon Trust X drive within the Children and Families Special Interest Group file.

8. Market Opportunities and Business Growth

Brandon Trust's Business Development Strategy (2014) sets out our key business growth objectives for 2014- 2017 and aligns with the Children, Young Persons and Families Strategy in respect of growth over the next three years. We aim to increase provision of children and families services by 10 % per annum across the organisation by 2018.

Commissioning - A key strategic aim is for us to work with families and other agencies to ensure better outcomes and value for money for every child, young person and their family. Through proactive dialogue with clinical commissioning groups and local authorities we are working to create solutions which include financial modelling and development of new models of support, based on their key commissioning priorities for children, young adults and families. New business is slowly gathering pace in all areas of Brandon Trust, led by area business development managers, locality managers and team leaders who understand the local landscape.

Larger scale growth may result from mergers or acquisitions from other organisations whose activity complements local service offers. This type of activity will be led by the Chief Executive, supported by the EMT and the Board of Trustees.

Personal budgets - Local Authorities are committed to individualising care budgets and the **Children and Families Act 2014** legislated that where an education, health and care (EHC) plan identifies a need for support, the family can ask for a personal budget to pay for some or all of it, and they must include information about personal budgets in their local offer.

Brandon Trust has an increasing number of direct purchasers and growth of this customer base can be achieved without the bureaucracy associated with framework agreements and tenders. Individual service funds (ISFs) involve tripartite working between the individual/their family, the local authority and a support provider, and ultimately give more choice and freedom without the full burden of managing a direct payment. Brandon Trust needs to develop its capacity and systems to manage ISFs over the coming months.

Geographical Presence – The practices and approach to our work have in the main been developed in Cornwall, where business has grown from supporting one child and his family in 2010 to supporting 40 children, young people and their families in 2015. A two year pilot project in Wiltshire has provided short term positive behavioural support to the families of 24 children with autistic spectrum disorders (ASD), and is now to continue into its third year, to include longer term support to children with available funding. Summer camps and activity holidays for groups of children have been operating over recent years in North, South and Central areas, and continue to gain in popularity. During 2014 support to young people (post 16) has been sought in Southwark in East, and Bristol in Central. Both areas of new business have good potential for organic growth.

Development Capacity – All Brandon Trust area development plans will make reference to the development of children, young people and family services. From experience in South and North areas, it is clear that developing business in new areas requires identified leadership and a dedicated workforce, to include bank workers, whose members have expertise and training in working with children, young people and families. Our new training pathway for staff working with children, young people and families sets out the skills requirements we expect workers to achieve. The new generic job profiles for support workers and team leaders include reference to working with children, and the person specification outlines the specific skills and aptitudes sought in staff working with children, young people and families.

We seek to create links between operational areas in the early stages of new projects in order that staff with experience of working with children, young people and families can work alongside their colleagues to establish and instil good working practice, policy and procedures. Where appropriate, staff from Brandon Trust's Step Up Step In programme will be seconded to development roles to oversee or contribute to the set-up of children and families services from conception to business as usual.

9. Financial models and added value

Financial model - The organisation's pricing strategy has been adapted in line with the specific local needs of the services offered to children, young people and their families. It takes into account the need for flexibility and working time off rota to support families in engaging with existing decision making forums and multi-agency approaches to support. Within this approach we continue to work jointly with families and commissioners to ensure flexibility whilst maintaining financial viability. The key features are:

- Dedicated registered manager
- Two days off-rota per week per full time team leader
- One hour off-rota per week per full time support worker

- Built in costs for social activity and mileage
- Increased ratio of team leaders to support workers

Added value - We have a proven track record for delivering added value for the children, young people and families we support. We co-produce an individualised support plan that captures not only 'needs' but also wants, dreams and aspirations: the things each child requires in order to feel free. The concept of 'freedom' is central to Brandon's ethos and an essential thread that runs through all of our work with children, young people and families.

Our children, young people and families services consistently go above and beyond to deliver best service quality and value. Such examples include:

- Families (to include siblings and grandparents) and personal assistants being offered the same bespoke positive behavioural support training that support workers undertake, free of charge; this means that all possible supporters will be delivering the same support, creating more consistency and harmony for the child or young person.
- Flexible crisis response. Brandon support workers can respond to escalated behaviour around the clock. Such interventions have, in the past, meant swifter de-escalation, resulting in reduced trauma for families, young people and children. Besides maintaining a healthier family environment, this service saves clinical commissioning groups and the local authority significant cost in reducing or preventing the need for high cost interventions and ongoing counselling or therapeutic debriefing services.
- We have delivered workshops around awareness raising, autism and co-production for social workers, emergency services, schools and GPs at their request. We would always consider this an investment as a greater shared understanding of what families want and need creates greater family resilience.
- We actively work with families who have become disengaged from local support groups to re-engage and learn how to use both local support resources and their own empowered voice to create the best support possible for their child.
- As both a children and adult provider we support young people and their families through the often testing transition into adulthood. This includes support which focuses on increasing independence and supported decision making. A number of young people we have helped through transition have continued to use our services as adults which we feel demonstrates the faith and trust that both they and their families hold for us as a highly valued support provider, enabling them to lead good and fulfilled lives.

Testimonials from families:

I spent 10 years in vain trying to toilet train my 13 year old son and within 2 weeks of being taken out and supported by Brandon Trust carers, my son started to use

the toilet independently. Who knows what else in the future they may help him to achieve.

(Sarah – Joseph’s Mum)

Jake has just reached his 17th birthday. Now a young man, the importance of the transition period from school towards adulthood becomes increasingly evident. It is hard to believe but reassuring that the Brandon Trust have been very much a part of Jake’s development for the past five years. The wealth of experience and knowledge that Brandon Trust has relating to both Children and Adult Care has obviously been invaluable in providing the essential continuity and the innovative support that they have offered to both Jake and the family.... We firmly believe that their continuing involvement with Jake will be integral in his progress to meet the challenges of adulthood.

(Vince and Irene – Jake’s Grandparents)

10. Our Vision for the next 3 years

Over the next three years Brandon Trust’s vision for children and young people with disabilities is the same as we would expect for all children and young people. We want all individuals we support, through an enriched, challenging and fulfilling childhood, to emerge as emotionally resilient, confident and competent citizens who are able to realise their full potential, contribute to and access opportunities available to them in their communities. In order to achieve this:

- We need to ensure that the key processes and quality of our support to children, young people and families develops in a consistent manner across all areas of Brandon Trust, whilst recognising there will be a local flavour to the types of support we offer in different local authorities.
- We share the vision of **Every Child Matters** and recognise the 5 key outcomes for all children and young people will be achieved by strengthening our partnership with their schools, other support agencies, local authorities, but most importantly their families and their communities.
- We will consistently work in a manner that truly embraces the principles of co-production, involving families in support design, the development of our policies, procedures and guidelines, and the development of new products.
- We will work creatively to recruit local support staff that, wherever possible, have been selected by children, young people and their families on the basis of their particular skills, interests and personal attributes.
- We will continue to develop our training pathway in order to equip staff and families with the right skills, explore their aspirations, and use the assets of families as experts by experience.
- We will develop our bridge-building role in respect of signposting families to relevant networks and assisting their relationship with other professionals. We will support families to ‘have a voice’, both locally and at a national level.

- We will continue to develop our financial infrastructure and systems, to include managing larger numbers of direct payments and individual service funds, making us affordable in a competitive market, whilst maintaining high quality.
- We aim to see our children, young people and families support models grow and flourish in existing areas, and to penetrate new areas in the UK making ourselves known as a recognised provider of choice.

Five key improvement outcomes have been identified by Brandon Trust's Children and Families SIG for the coming year and have been embedded in our **SIG action plan 'Achieving our Vision 2015-2016' (appendix 2)**. These focus on communication, developing the workforce, co-production, business modelling and marketing and quality standards and frameworks. Our newly developed **Children and Families Handbook** provides staff and families with the 'how to' guidance in respect of how we approach and deliver family-centred support. It is intended that this resource is kept live and produced in easy-read format where appropriate.

Actively engaging with children and families to shape our current and future offer is essential. We are committed to build on the successes, commitment and energy of all that has been achieved over the past five years, creating a menu of support that is responsive, unique and promotes real freedom for children, young people and their families to live the lives they choose in this next phase of development.

This Strategy has also been produced as an easy-read document.

Appendix 1 – Key Legislation/National Drivers

The **National Service Framework for Children, Young People and Maternity Services 2004** was a 10 year plan setting national standards for the first time for children's health and social care. Together with green paper **Every Child Matters** they were undoubtedly the most important policy initiatives and development programmes in relation to children and family services of the last decade, and have been described as a "sea change" to the children and families agenda. **Every Child Matters** covers children and young adults up to the age of 19, or 24 for those with disabilities and its proposed reforms lead to the **Children Act 2004**.

The five outcomes of **Every Child Matters (2003)** still remain key to the approach taken by local authorities, and statutory, independent and voluntary sector support services that work with children and young people. Brandon Trust will ensure these five outcomes remain central to our strategy for developing support services. They are summarised in appendix 1 (key legislation/national policy) and cover:

- **Being healthy** - All children and young people have the right to have their physical and mental health safeguarded and promoted. They also have the right to live a healthy lifestyle.
- **Being safe** - All children and young people have the right to be safe and secure, protected from harm and neglect, and to live in an environment that enables them to develop to their full physical, mental, spiritual, moral and social potential.
- **Enjoying and achieving** - All children and young people have the right to the best possible education and training which meets their identified needs and equips them to live full adult lives, to include the right to time and support to pursue appropriate leisure interests.
- **Making a positive contribution** - All children and young people have the right to family life wherever possible and to be supported to take part in and contribute to community life and society. They have the right to a continuity of care wherever possible and to develop and preserve their own identities. They also have a right to information and to make choices about their lives, having regard to their age and understanding.
- **Economic well-being** - All children have the right to live above the poverty threshold and to be equipped with the skills and knowledge that will help them overcome socio-economic disadvantage where necessary.

2014 saw many significant changes to legislation related to children with disabilities and their families:

- The Children and Families Act 2014
- Special Educational needs and Disability (SEND) Regulations 2014
- 0-25 Special Educational Needs and Disability Code of Practice 2014 (SEND code of practice)

Many children who have special educational needs also have a disability (SEND) and the new reforms have been introduced to put children, young people and families at the heart of the systems developed to support them. The basic principles of the system set out in the SEND code of practice is that local authorities must have regard for the views and wishes of children, young people and their parents and ensure that they participate as fully as possible in the decisions that affect them. There is to be reduction in the amount and variety of assessments and plans which can lead to confusion, meaning that agencies must work together and share information more effectively. There needs to be a more transparent and meaningful approach to how needs can be identified early and resources are allocated to meet outcomes. Local authorities must provide support that allows children and young people to do well educationally and prepare properly for adulthood.

The Children and Families Act (2014) makes it clear that local authority, local health and education authorities must work together to provide services that simplify and join up support to benefit children. In September 2014 a number of changes to the way disabled children and young people with SEN receive support. The key changes include:

- Giving parents and young people control over decisions about their support
- Introduction of Education, Health and Care (EHC) plans to replace Statements
- Introduction of personal budgets for people to carry out their EHC plans
- A requirement for local authorities to provide a local offer which will include the education, health and care services

Parents should have a real say in the decisions that affect their children and should have access to impartial advice, information, support and the know how to challenge decisions they disagree with. Support will come in the form of recruited and trained 'Independent Supporters' drawn from Voluntary Community Sector and Private (VCS&P) organisations, whose role will be to help navigate and support families of children and young people with SEN through the new system. Local authorities must involve children and families in developing local provision and services for children with special educational needs and disabilities. This includes developing their **Local Offer**: a directory of information of support for children with SEND and their families or carers, in a single place.

Local services should reflect what local people need, and the local offer should be informed by what children, parents and young people think should be included, together with details about how to access services. This also helps local authorities to see where the gaps in provision are. Each local authority needs local schools, colleges, health services and other service providers to contribute to the Local Offer and to regularly update information. It is vitally important that Brandon Trust ensures we feature in the local offer of every local authority where we operate, informing commissioners and families, particularly those with direct payments, about the support we offer.

Appendix 2 – Achieving Our Vision 2015-2016

Our 5 key improvement outcomes for the following year can be summarised as follows:

1. Communication

- Develop accessible electronic systems for recording and storing all support documentation, and that identifies and tracks outcomes – to be held by the child and their family.
- Improve systems for encouraging and channelling regular communication between the family and Brandon Trust.
- Create safer and more effective systems to support staff in relation to lone working, crisis intervention, workforce resource planning, information sharing, learning and feedback.
- Ensure that our policies and procedures reflect our work with children and families, and that key procedures and guidance documents are collated in a ‘how to’ Children and Families Handbook for staff and families, and made available in easy read format where appropriate.

2. Developing the workforce

- Maximise family input in co-producing attractive and inspirational recruitment materials and events, developing individual person specifications, ensuring job profiles accurately reflect job content.
- Ensure we have a dedicated workforce in each operational area that is skilled and competent in delivering support to children and families – for which we need to develop and constantly review our Children and Families Training Pathway.
- Include families in the delivery and attendance of training/other learning events and strategic planning, using them as valuable ‘experts by experience’.
- Make sure we are signed up with and connected to national and local networks related to working with children and families, ensuring we are kept abreast of new initiatives and best practice.

3. Co-production

- Ensure that we have a tight referral and information gathering process that immediately engages families and keeps them central to their support design, recruiting their team, forming a one page profile and contract about how their support should be delivered.
- Nothing behind my back – developing a culture that explores feelings, builds on past experiences, uses the assets of families to develop support designs and models, marketing materials, training and mentoring.
- Create newsletters, other communications and events that will encourage input from families and connect them in ways that build natural supports.

4. Business modelling and marketing

- Create clear costing models and infrastructure to include systems for managing direct payments and individual service funds.

- Create clear definitions of our children and families products, which may differ from area to area.
- Develop a strong marketing strategy that engages all stakeholders and maximises the use of media formats and materials.

5. Quality Standards and Frameworks

- Develop an internal quality framework based on the key elements of the Children and Families Act (2014).
- Ensure we comply with the Safe Network Standards Framework to satisfy ourselves we have clear safeguarding arrangements for children and young people.
- We will need to ensure we are fit for future purpose with regard to standards set by Ofsted, whether or not we register in the future.
- We will work towards and achieve an 'outstanding' CQC rating in all areas where we provide children and family services.