



Growing through Service
Innovative, Modern, Christian

SUMMARY
FIVE YEAR PROGRAMME
2006 – 2011

Programme approved 11 March 2006 (with amendments)
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From the Chief Executive

Welcome to our new five year plan that marks a very important step for Field Lane.

Since 1841 Field Lane has kept its aim of serving people firmly in its focus and as people's needs have changed then so have the services. The next five years will see us develop our services so that more people will receive the person-focused services they need and deserve.

Government agencies are gradually shifting from service provision to service commission and a consensus that care and support services must be person-focused, holistic and highly service-user responsive has finally emerged. We will therefore have new opportunities to provide as well as influence services for individuals and their communities.

This plan highlights what is unique about Field Lane as an innovative, modern and Christian organisation and sets out both ambitious and achievable strategic goals. These will be the benchmark for our activities and development in the next five years.

I look forward to working with everyone in Field Lane to implement this plan and grow our work. We will grow through service.



Jeremy Lamb
Chief Executive

1 Innovative, Modern, Christian

During the next five years Field Lane will ensure its effectiveness and its individuality as a faith based charity by being:

Innovative

Innovation will be important to meet the changing needs of our service users. The environment in which services are developed and delivered is always changing and we will aim to foresee changes and plan and adapt our services accordingly.

- ▶ Field Lane will aim to produce challenging and relevant approaches to both current and future needs.

Modern

Our work practices and communication methods will be modern in concept, effectiveness and presentation.

- ▶ Field Lane will be and be seen as a leader with a sense of the moment.

Christian

The Christian faith and its values underpin our work and drive our commitment. Field Lane's witness to the Christian faith and its values is recognised as a strength by partner organisations and service users. Faith organisations, as part of the voluntary sector, also become more important as service providers to commissioners and independent purchasers.

- ▶ Field Lane will continue to be a charity in which the Christian basis is fundamental and influential.

2 Serving more, serving better

Field Lane will:

- ▶ serve more older people and especially those with dementia, through increasing the number of beds and day care services available
- ▶ support more people with a learning disability through further community based supported housing services
- ▶ work with more families and children in both supported housing and support at home.

3 Strategic Goals

Service focus

To focus on services within our three existing activity areas

- Life quality for older people especially those with dementia
- Life quality for people with learning disabilities especially those with complex needs
- Life quality for families and children at risk of future tenancy failure and/or family unit breakdown

Growth strategy

To increase and improve service provision through

- Providing or managing additional care homes and supported housing places
- Developing community based services
- Developing training services for other organisations
- Expanding, developing and managing prevention programmes, accommodation and support services for families and children at risk of homelessness or family breakup
- Enabling effective service user participation

Effective investment

To invest in infrastructure and evaluation for

- increased capacity and effectiveness
- efficiency savings
- improved communications
- understanding of impact
- improved grant monitoring

Partnerships building

To work with other organisations to

- Develop new services
- Support service development
- Gain in efficiency through sharing services and infrastructure development with others
- Attract new funding
- Influence mainstream policies
- Expand the role and effectiveness of Christian organisations involved in care and support for the benefit of the community

Geographical area expansion

To remain centred on London and the South East but expand the geographical area covered when the needs and opportunities are identified

- other cities or areas on a case by case basis

4 Activity Areas

Older people

The need for specialist care for older people and people with dementia is rising in line with an ageing population that includes a steady increase in numbers of people over 80 years. Indeed, it is expected that 1 person in 5 over the age of 80 will suffer from dementia and that there will be 870,000 people suffering with dementia by 2010, an increase of 10% since 2001¹. Although services are being delivered to people at home the reduction in care beds has created a **national shortage of accommodation based services**.

► Future planning will proactively seek and develop new projects and services with a focus on our dementia expertise to offer a wide and diverse range of options for service users. These include care and/or nursing homes, community based services and training services for other organisations



People with a learning disability

Many people with a learning disability still live in local authority care homes while many others are living with ageing parents. It is expected that there will be **further requirement for supported housing places within the next 5 years** as more people are placed out of local authority and NHS care and into supported housing. Others will have to leave aged parents and also enter supported housing.

► We will proactively expand our work and services to meet a wide spectrum of needs from very complex needs to challenging behaviours and mental health needs.



¹ In 2001 dementia was estimated to affect 775,000 in UK; for 2010 forecast is 870,000. Dementia affects 1 in 5 over 80yrs (www.alzheimers.org.uk Feb 2006)

Families and children

The total number of families accepted as homeless and placed in temporary accommodation is still increasing in spite of a decrease in numbers in the last quarter of 2005. Fewer families are in hostels or bed and breakfast.² The Government's target is for the number of households in temporary accommodation to be halved by 2010. This target urges all local authorities to actively develop and implement strategies and programmes to prevent family homelessness and support children and we will aim to take a pivotal role in those strategies.

► We will work to develop services and challenging approaches that address the impact of homelessness by not only helping sustain tenancies but also preventing the break up of families through loss of housing. We will work actively to disseminate good practices.



Training

► Field Lane's training experience is a valuable asset that other organisations want to share. Some training based on our care work is now being delivered and there will be opportunities to exploit the potential of training in all areas of Field Lane's expertise as a marketable service.

² Shelter press release 12 December 2005

5 Capacity building

Our services are currently operating on full capacity. In order to successfully meet our goals we will have to increase our capacity for development.

► We will have to:

Find additional funding until projects reach full-cost recovery and generate sufficient surpluses.

Expect to generate surpluses from our projects to invest in forward funding and increased infrastructure costs.

Explore new capacity building funding such as Future Builders.

Invest in well trained staff teams and continue investing in training to maintain service improvement.

6 Conclusions

Over the next five years to 2011 Field Lane will be planning and working to serve more people in ways that support and assist their life quality. We will be always looking at innovating new approaches and new services for people; we will be aiming to be modern in our understanding of people's circumstances and in the ways we manage our work and support our staff; we will be basing our services and our development on our Christian faith and values.

We are planning to increase the services we offer for the benefit of our service users through partnership working with other organisations. The expected increase in the size and turnover of Field Lane will improve the level of resources available for services and allow for further improvement in the value of the services that are received from and through Field Lane.

The plans are ambitious but achievable. They are exciting but realistic. They are totally focused on services and it is through serving that the growth will be achieved.

A unique place

“I have found somewhere quite special. Not only are staff interested in my mother, but our family as a whole are important”

From the daughter of one of our residents.

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Field Lane is a Christian charity that provides innovative accommodation, care and support services for families who are homeless, older people and people with disabilities.

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INVESTOR IN PEOPLE

