

# The Way Ahead



## Dr Seton Bennett, Chairman writes ...



... that 2011 has been a challenging year, dominated for many by financial issues. As the government's austerity measures have continued to bite in this country, it seems that we have witnessed one financial crisis after another in Europe. Like everyone else, Key-

change has had to tighten its belt and we finished the year leaner and fitter and in good shape to face the way ahead.

It was a difficult year for the care industry generally with the press reporting failures of enterprises and failures of care. In July, the *Commission on Funding of Care and Support*, chaired by Andrew Dilnot, delivered its report to the government. The headlines were all about meeting the cost of care and making the best use of public funding, while allowing the elderly to do more to protect their assets, but the report also addressed a number of other issues, recommending better advice and information for the elderly and their carers, improved assessments and better integration of health and social care services. The government's White paper response is expected in the spring and, although the changes proposed by Dilnot may prove unaffordable in the present economic climate, it is clear that we and others will be working in a changing environment to bring the best possible levels of care to the older members of our society.

We were delighted to welcome two new care homes in Worthing into Keychange in October, as reported by Graham Waters on page 3. Several homes have joined Keychange over recent years, seeking the stability, confidence and expertise of a

larger organisation, and no doubt there will be more opportunities in the future to extend the scope and range of our ministry to the vulnerable elderly in our society. Our main objectives in residential care will be to continue to improve the quality and range of the care and ministry we offer in existing projects while welcoming new additions to the Keychange family.

Our social action projects in Plymouth, Exeter, Reigate and London Shoreditch reflect very much the original objectives of Keychange through its ministry to young women who are physically or emotionally far from home. As a charity with a Christian core, we should love to be able to establish more projects of this kind either alone or in partnership with others. Why do we believe we should grow? Because only by doing so can we reach more people and offer them Christian care and unconditional love.

Despite many challenges, 2011 has been a year in which our faithful God "who is able to do immeasurably more than all we ask or imagine" has continued to bless Keychange and we can give him all the thanks for meeting our needs and protecting our ways.

Many of you who read *The Way Ahead* already support Keychange in prayer and financially and we are most grateful for all you do for us. Unusually for me, I'd like to finish, as I began, on a financial note. The need is great and the opportunities to provide care in Jesus' name to the most vulnerable in society are many. Your donations make a big difference at a time of financial stress so if you can donate now, make small regular contributions during the year or even consider including Keychange in your will, your support will make a difference. The way ahead won't be without difficulty but neither will it be without blessing.



## The Way Ahead

### David Goddard, Honorary Treasurer ...



As I read again last year's views, it seemed that so many of them continue to remain relevant to this coming year. The uncertainty of our world has increased, and the most honest commentators are admitting that they have little experience as to forecasting the future. But we rest on the assurance that our Heavenly Father does know our future pathway. In the Old Testament, God sent His angel ahead of His people, and on one occasion even a hornet to prepare the way! So we continue to trust Him for all the future needs of Keychange.

One of the repercussions of the economic downturn is the rise of unemployment, particularly significant amongst young people. And sadly this is one of the factors which exacerbate the social ills on our streets. Our outreach projects continue to seek out and serve young women who want to turn their lives around, and the needs often outstrip our local

capacity to respond.

Sadly, residential care homes have been in the news recently for the wrong reasons, particularly with the lengthy saga around the break up of the Southern Cross group. However, well run care homes generally do not make the headlines, and so we endeavour to continue to provide Christian loving care to our residents, including the two West Sussex Housing Society homes recently transferred to us. The demands for care for the elderly continue to increase due to the UK's ageing population.

The costs of providing the care and support we give inevitably increase with inflation, but our income from local and national government has been frozen or reduced. In common with the charity sector our donations have reduced, and although we have sought modest increases in fees from those who fund themselves privately, presently our finances need managing very carefully. Most charities will be sharing similar messages, and so we seek your continuing prayers for Keychange's progress through this difficult national financial period.

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### Mark Nixon, Head of Finance ...



After a number of years of economic uncertainty, 2011 was the year that Keychange really began to experience the impact, with the coalition government's austerity programme and the general lack of confidence engendered by the sovereign debt and euro-zone crises. This impact has been most evident in the lower levels of occupancy at

our care homes for the elderly. Local government spending cuts and reallocation of resources towards care at home have led to fewer placements for care homes. In addition, potential self funding residents appear to be delaying care decisions and, understandably, holding on to their financial resources in these difficult times. Our hostel in Exeter experienced a cut of a third in its Supporting People contract, and our outreach work through Door of Hope and Rahab have found fund raising challenging.

However, on a positive note, Keychange welcomed two new care homes to its portfolio from West Sussex in October, adding significantly to the potential of the charity

for the future. In November, trustees and senior staff met to consider Keychange's strategic direction over the next five years – please pray that as this strategy is developed over the coming months that God will guide the trustees as they lead the charity into the future, and keep it faithful to its vision and open to new and innovative ways of making that vision relevant for today's society. Graham has already mentioned the significant changes in senior management at the start of 2012, and the dedicated resource for fundraising.

As I prepare Keychange's budget for 2012, the way ahead continues to look uncertain and challenging. However, Keychange is an organisation dedicated to God and seeking to work in his name in all we do. As I wrote last year God has been faithful to Keychange and its predecessor the Christian Alliance, for nearly 100 years, and provided the guidance and resources required. For this reason we have the hope and confidence that God provides the vital resources of finance and people to lead and deliver that Christian care and support for the vulnerable elderly and young that he has entrusted us with as a Charity.

Therefore in 2012, please continue your support in prayer and financial contribution in these very difficult times.



## Graham Waters, CEO ...



As always, there is much to reflect on about our work at Keychange and much to be optimistic about.

In our services for older people, and after months of discussion and planning, we were recently delighted to be able to welcome two new care homes into our group. In October, Rosemary Mount in East Worthing and Romans Care Home in Southwick were transferred from West Sussex Housing Society, along with the existing staff and residents. An open day was held soon afterwards to be able to spend time with the residents and meet families and friends, and for them to meet us more informally too! We hope that the smooth transition will be maintained and that we will be able to achieve high standards of care in those places as with all our projects around the country.

Our standards of care are guided by government regulation and so we were pleased that we had good results from recent inspections at our homes at Rosset Holt in Tunbridge Wells and at

Sceats in Gloucester. In the summer we were also able to celebrate the completion of a significant extension to the building at Fair Havens, our care home in Southampton, which makes it far more efficient and usable as a building.

Finally, our work would not be what it is without the people who serve at Keychange. In December, we said farewell to our Operations Controller, Barbara Barrett who retired after over 20 years of service. She goes with our thanks and best wishes for all she has given to Keychange.

And so we look ahead to 2012. We have two new Operations Managers who started in the New Year taking responsibility for our homelessness, outreach and care home services, and an open road ahead of us all.

We don't know where that road will lead in the next 12 months but we do know that we can be confident about the Way Ahead with a God who is at the heart of our organisation and who knows our needs (Matthew 6 v 31-34). We know he will continue to sustain Keychange the way he has over our long history as we continue to trust in him for our future.



“Trust in the LORD with all your heart and lean not on your own understanding; in all your ways acknowledge him, and he will make your paths straight.”

Proverbs 3: 5-6

## KEYCHANGE CHARITY

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2012 - 2013

## The Way Ahead

### We welcome two new members to the Keychange team...

We are delighted to be able to announce that with the start of the New Year, we have two new Operations Managers. They both joined Keychange on the same date at the beginning of January, and bring valuable experience and expertise to join in managing our operations around the country.



**Richard Fitzgerald** is Operations Manager (Homelessness and Outreach) and comes to us with private sector working experience and 19 years' experience of faith-based social action projects in both voluntary and paid positions; he is a member of the London-based Christian Homeless Forum. He has successfully secured funding for projects and worked with commissioning bodies. He is married to a curate and lives in Kent. Richard will manage the teams providing hostels for the homeless and those working in street outreach, as well as leading on fundraising.



**Steve Seedall** joins us as Operations Manager (Care). He has been known to Keychange for a few years, most recently when he managed Erith House care home in Torquay. He was formerly the Director of the Hebron Trust, a registered Christian charity. He is an experienced staff manager having managed two registered care homes, has been involved with voluntary work amongst older and frail people, worked with the Care Quality Commission, and is a member of the Association of Christian Counsellors. Steve will manage the teams providing care in the west of England.

Steve joins Brian James who is the other Operations Manager (Care) and who will manage the operation of care homes in the east of the country. All the Operations Managers will work from the Head Office near Waterloo.



### KEYCHANGE RESPONSE FORM

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