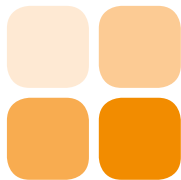


THE LOOKING AFTER EACH OTHER FED



ANNUAL REPORT
2012/13



July 2014

Welcome



“a very special place
- true Jewish caring”

YOURFED
YOURWILL

Do something wonderful

Thank you x

Welcome to our annual report 2012/13 reflecting on the last year in the life of The Fed.

Although we have been living on a building site at Heathlands Village for over a year, we are delighted with progress to date.

The transformation of our entrance nears completion, offering greater security and privacy to those who live here; the glass atrium will bring more openness and light to our communal areas and the new garden layout will bring the outdoors right up to the building. We have completed the Joy Cainer Activity Centre, in memory of our former inspirational President and the next step is our new medical suite and coffee shop.

We are creating an outstanding care environment - the favoured choice for older people needing support, a place where family members and friends will enjoy sharing our residents' lives, where children are cared for, and people can drop in and feel part of a vibrant community.



Despite the radical building work we are enjoying occupancy levels of almost 95% in our residential and nursing departments and 100% in Moorview, our independent living facility, with a 50% waiting list. What accounts for this? We believe it is down to several factors - improved standards of care, better communication, a simplified 3rd party contribution process and enhanced response to comments, compliments and complaints. We are listening more and learning. As a consequence people are more satisfied and the word has spread. But we will never rest on our laurels.

By far the greatest number of people we look after are supported through our community based projects. Shrinking resources and funding cut-backs remain the greatest challenge to this area of our work. But we meet this in partnership with and through the generosity of our community, combined with grants from charitable trusts and statutory contracts.

The challenge will not let up and our sustainability depends on astute financial management coupled with flair, flexibility and excellent communication.

This means continuing to invest in our staff and volunteers and closely analysing our needs in terms of staffing ratios, training and fair terms and conditions of employment.

We feel proud of what we have managed to achieve this year. We believe our success bodes well for The Fed's future and for the future of our community.

Thank you to all who have supported us.

Mark Adlestone
Chairman

Karen Phillips MBE DL
Chief Executive



What have we achieved this year?

“ Thank you for all that you do, especially the whole summer holiday programme...from the tiniest to the big details ”

“ ...could not have been better cared for ”

“ made everything so easy ”

Into the 21st century

Our vision of a 21st century care village began to materialise as work commenced on the radical revamp of our communal areas, and many residents' rooms received a complete upgrade.

Improved activities

We created a new position charged with expanding volunteer involvement in running activities and enhancing Jewish cultural and religious content.

Kept well connected

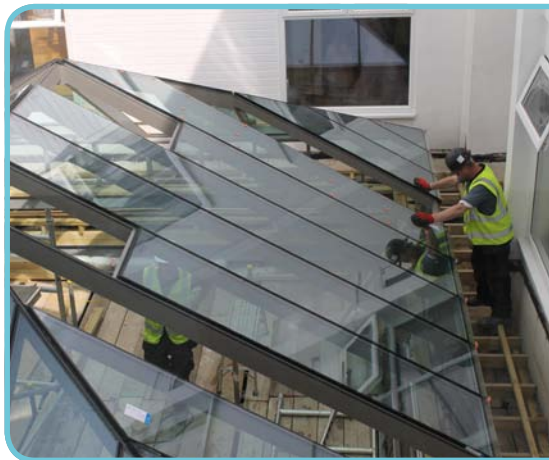
We upgraded our IT systems for resident records and volunteer services and expanded our Wi-Fi infrastructure to improve family communication.

Made the most of volunteers

In response to the further tightening of the public purse strings we capitalised on volunteer time and witnessed a significant increase in overall volunteer hours.

Extended end of life training

Addressing increased call on our end of life services we extended Gold Standards Framework (GSF) training to non-nursing staff and introduced a consultant in palliative medicine at board level.



Worked in partnership

We strengthened existing links with colleagues in statutory authorities, working in informal partnership and collaborating on a high number of complex cases. We helped to facilitate speedy discharge from hospital and avoid unnecessary readmission.

We worked closely too with sister organisations including Manchester Jewish Museum, Jewish Women's Aid and Chai Cancer Care, as well as schools and grant-making organisations.

Met expectations

We kept quality assurance high on our agenda, determined that the building work would not affect the delivery of services or disrupt the normal flow of life at Heathlands Village.

We introduced customer care training for our entire staff body, met regularly with our key quality assurance advisers and rigorously investigated comments and complaints.

Our achievements were made evident by full CQC compliance and an "excellent" rating by Bury Local Authority.

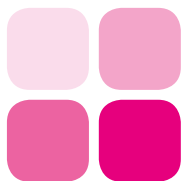
No longer the "Old Home"

We observed the transformation of Heathlands Village into a modern multigenerational care centre. Footfall increased as people came to our innovative community cafe, mental health Drop In, additional children's groups and Mums 'n' Tots group.

Reached out to the community

Our social work and volunteer teams combined their efforts to offer an array of services to the many older people in the community who choose to remain in their own homes for as long as possible. And we increased our support for families of children with special needs, needing respite and care.

“...made such a big difference knowing he was in a safe environment”



Community & occupancy stats

Referrals

Dealt with **1,809** enquiries for advice and support through our referrals and advice duty system — **151** referrals monthly*

Adult social work

Received **312** referrals and allocated **253** cases for individual adult social work assessment and support - **114** open cases monthly*

Carers support

Received **109** referrals and allocated **97** cases for carers' needs assessments and support - **20** open cases monthly*

Mental health

Attracted **1,406** attendances to our mental health Drop In, supporting ***72** members



Time For You Volunteer Services

***379** volunteers per month provided a total of **24,372** hours of support:

- **6,882** hours of support to carers in ***130** cases a month
- **1,632** hours of support to children and families in ***23** open cases a month
- **7,621** hours of support to adults in the community in ***138** open cases a month
- **4,907** hours of support to residents of Heathlands Village
- **3,778** hours of organisational support (shops, fundraising etc)



Children and families social work

Received **122** referrals for assessment with ***103** open cases a month

Project Smile

- Provided ***650** hours of support a month in ***49** cases
- Held **4** play-schemes, attended by ***55** children
- Took **19** children on our annual respite holiday
- Received **320** attendances at our Mums 'n' Tots group (launched March 2013)
- Received **1,375** attendances at our **4** weekly children's groups

South Manchester office

- Dealt with **824** enquiries for advice and support with ***203** open cases a month
- ***175** volunteers per month provided a total of nearly **14,788** hours of support. **11,615** hours supported people living in the community and a further **3,173** hours supported the running of the organisation.

In total volunteers provided **39,160** hours of support across north and south Manchester

Moorview Independent Living

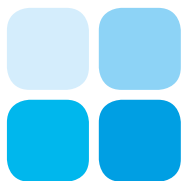
Achieved ***96%** monthly occupancy of **31** available units with a ***50%** waiting list.

Provided **4,071** hours of personal care and **7,644** hours of support

Heathlands Village – residential, nursing and end-of-life care

With capacity reduced during our refurbishment programme, at any one time, looked after **126*** older people, admitting a total of **32** new residents on a permanent basis and making a further **77** admissions for respite.

“ was great with the kids and they loved her straight away ”



Treasurer's Report 2013

During a period of major change, 2013 has again been a financially challenging year for The Fed, resulting in a 6% decline in Total Operational Income to £4.8m. Largely this was due to reduced occupancy at Heathlands Village by both private and Local Authority funded residents.

During the year, we continued to invest in our primary resource - our staff body - through training and development, yet managed to keep a tight rein on overall, largely fixed costs. This resulted in Total Expenditure for all operations coming in slightly under 1% against 2012.

The net result was an Operational Deficit of £2.5m compared to £2.2m last year - an increase of 16%.

On the face of it our Voluntary Income totalled over £3.7m but this year we have separated out income which was ring-fenced specifically for our ongoing capital works at Heathlands Village. This amounted to in excess of £2m and could not be used to defer day-to-day operating costs. Splitting voluntary income in this way gives a more accurate financial picture and as a result we see that the remaining level was in fact insufficient to cover our Operational Deficit.

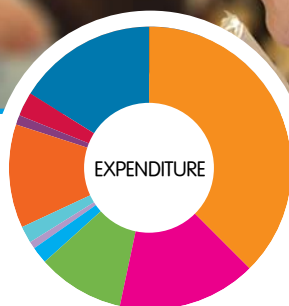
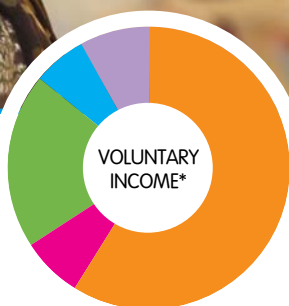
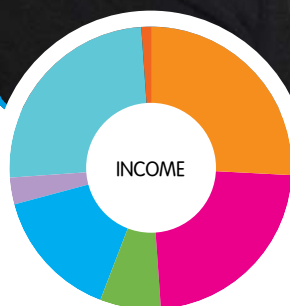
However, despite the financial pressures being exerted on the organisation, we were still able to invest £500k in capital expenditure in order to continue our programme of refurbishing residents' rooms and generally upgrading facilities throughout Heathlands Village.

As referred to in the Welcome to this report, we have started 2014 on a greatly improved footing, with the reclassification of rooms, improved standards of service and a more competitive charging system, all translating into raised occupancy levels and improved income.

Our key challenge for the remainder of the year will be to maintain this performance whilst keeping a cap on our expenditure in order to continue where possible to reduce our Operating Deficit.

Thanking you for your continued support.

Bernard Yaffe
Treasurer



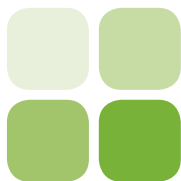
Local Authorities	26%
Residents	23%
Community Projects	7%
Donations & Gifts	15%
Legacies	3%
Trusts & Capital Appeal	25%
Investment Income	1%

Dinner & Canvassing	59%
General Donations	7%
Legacies	20%
Events	6%
Appeals	8%

Nursing & Medical	38%
Catering	16%
Housekeeping	10%
Laundry	2%
Maintenance	1%
Customer Services	2%
Community Projects	12%
Religious Amenities	<1%
Fundraising	3%
Governance & Support	16%

Statement of Financial Activities

£,000s	2013	2012	% Change
Income from Local Authorities	£2,203	£2,464	(11)
Income from Residents	£1,995	£2,038	(2)
Community Project Income	£612	£597	3
Total Operational Income	£4,810	£5,099	(6)
Total Expenditure	£7,338	£7,269	(1)
Operational Surplus/(Deficit)	(£2,528)	(£2,170)	(16)
Donations and Gifts	£1,305	£1,130	15
Legacies	£273	£626	(56)
Income from Trusts & Capital Appeal	£2,130	£2,962	(28)
Total Voluntary Income	£3,708	£4,718	(21)
Investment Income	£124	£134	(7)
Realised Gains & Losses	£149	£230	(35)
Net Movement in Funds for the Year	£1,453	£2912	(50)



What are our aims for 2014/2015?



Customers

1. Putting the needs of our customers and service-users first
2. Meeting standards, complying with regulations and improving the quality of our services
3. Exceeding people's expectations
4. Supporting our staff and volunteers to learn, develop and achieve more

Sustainability

1. Getting the most out of our existing sources of income
2. Finding more ways of making money through new business ideas
3. Identifying how we can save money and reduce waste

“ We survived because of Heathlands. ”



Communication

1. Improving how we communicate with our customers and service-users
2. Keeping all interested people well informed about our activities
3. Improving how our teams communicate and work with each other
4. Improving awareness of the services we offer

Community

1. Developing partnerships and close working relationships with other organisations
2. Developing new and existing services to meet the community's changing needs
3. Making sure The Fed can respond to local and national changes affecting social care

In terms of capital plans ...

The coming year will see the establishment of a modern, attractive local amenity - the final realisation of our plans to redevelop our communal areas at Heathlands Village. This will give residents, families, clients and visitors greater security, quality of life and access to facilities.

The next stage will involve finalising plans for the upgrade of residential rooms and the creation of a specialised care setting for people living with more advanced dementia.

“You’re amazing!”

“an absolute safety net”

We're one of a kind

The range and speciality of The Fed's services, operating both in the community and at Heathlands Village make us unique:

Social work assessment and support | Mental health Drop In | Project Smile respite for children with special needs or in need | Play-schemes, respite holiday and groups for children with special needs | Mums 'n' Tots group | Carers' assessment and services | Volunteer services | Community Cafe | Moorview Supported Independent Living | Residential and nursing care | Convalescence and respite care | Dementia care | Day services | Palliative care | Advice and information service



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FED**

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**THE
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**THE
THE DROP IN
FED**

**THE
CARE AT HOME
FED**

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Chief Executive Karen Phillips | **Chief Operating Officer** Mark Cunningham

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