

# Welcome

This has to have been one of the most exciting 16 months in The Fed's 148 year history.

With the completion of Phase 1 of our building works, Heathlands Village has been utterly transformed - the lively, 21st century, multi-generational communal hub that we dreamt of is an actuality - far exceeding even our own expectations.

We have attracted more visitors from day one, dramatically enhancing the wellbeing of all who live, work, volunteer or access services here - and knocked the stigma of "the Old Home" on the head.

Heathlands Village has become a familiar place where people drop in, join a group or have lunch.

And with that, two things are happening -

our community social care services are more accessible and our care home has become people's first choice for residential, nursing care, and supported living.

One could argue that we have become victims of our own success, with unacceptably long waiting lists for specialist dementia care and independent tenancies, but we are addressing this through further redevelopment.

Our Dementia Unit is being expanded and we are constantly pursuing partnerships which will hopefully enable the building of more units at Moorview - our supported living block.

With so much emphasis on developing Heathlands Village we cannot allow people to lose sight of the fact that The Fed is far more

than "just" a care home. At any one time we support more than 1,000 people of all ages and the vast majority of these live in their own homes in the wider community.

Again and again we hear that we are all living longer. The sad truth is that most of our extra years are spent in poor health and far greater need of support. The Fed's obligation, like other voluntary sector care organisations, is to fine-balance our available resources with unprecedented demand.

But against this difficult backdrop our community based adult social work, carer, mental health and children's projects are thriving. Through greater creativity and partnership working we are providing a more varied menu of support: both formal and statutory on the one hand, and on the other, less conventional, more flexible, employing volunteer or group-based support. We are hugely proud of what we offer.



And everything we do sits within the context of wider sector change. The twin initiatives of devolution in Manchester and Healthier Together will drive our strategic planning, as opportunities open up for new service development.

Our creation of a combined health and social care support model makes us unique; a microcosm of what we will see achieved locally.

Watch this space!

*Karen Phillips*

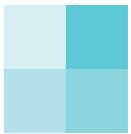
Karen Phillips MBE DL  
Chief Executive

*Mark Adlestane*

Mark Adlestane OBE  
Chairman

**YOURFED  
YOURWILL**  
Do something wonderful  
*Thank you*

# Celebrating our achievements



Our most visible achievement in the last 16 months was the total transformation of the communal areas at Heathlands Village but there was so much else going on as well. It wasn't just a case of maintaining "business as usual" - we took great strides across all areas. We asked our middle managers and directors for a sample of our most important "other" achievements:

**Rochelle Broman** *Fundraising Manager*

"What stands out for me is the professionalisation and enlargement of the Customer Services Team and the appointment of a dedicated manager."

**Mark Cunningham**  
*Chief Operating Officer*

"Sickness levels have been reduced significantly and at the same time we have brought staff



retention levels up.

We've moved the Cheetham Hill Charity Box shop, to larger, more modern premises, in a superior location."

**Julie Dixon** *Housekeeping Manager*

"I'm really happy that we have increased staffing levels in our care departments. It's improved how we look after people and has been great for staff morale."

**Deborah Haberman** *IT Manager*

"The new database software for our Time For You Volunteers Project, with over 350 volunteers to manage in north Manchester alone, has made record-keeping and coordination much easier.



Installing more wireless network points around the buildings has boosted our communications capacity."

**Sheila Heywood-Holt** *Operations Director*

"We restructured the Catering Department and brought in a Catering Manager and Hospitality Manager, creating clear leadership in the kitchens and front-of-house.

Residents are far more satisfied with the food. We listened to what they wanted and brought in a more imaginative menu and more choice of traditional Jewish food."



**Joanne Ingber** *HR Manager*

"By introducing annual Disclosure and Barring Service status checks for all staff, we are helping to ensure a safer care environment.

We've brought in measures to improve support for staff on

long-term sick leave, by introducing welfare meetings and feedback surveys."

**Dominic Irving** *Finance Director*

"We brought in the mandatory work-place pension administering it for over 200 members of staff.

We have set up Electronic Point of Sale technology in various departments eg The Central Cafe and The Village Shop. This means that residents, tenants and their relatives can keep a closer track on spending and it provides the finance department with more current information."

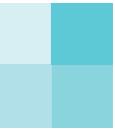
**Karen Johnson** *Clinical Director*

"We produced our best fundraising DVD ever!"

**Liz Lazarus** *PA to Chief Executive*

"Establishing the post of Chief Operating Officer enables our Chief Executive to focus more on networking, future-planning and exploring new opportunities."

# and even more



## Shelley Lewis *Children & Families Team Manager*

"The Children and Families Team have built a closer working relationship with the Hershel Weiss Children's Centre, helping to make our services more accessible to the ultra-orthodox community."



## Alison Lightfoot *Quality Assurance & Training Manager*



who are most affected by changes and developments are intrinsically involved in the planning process.

"The new forums - for residents of Heathlands Village, for Moorview tenants and for relatives, mean that the people

We've made ourselves more self-sufficient in terms of training by beginning to train staff to become assessors for NVQ and other qualifications.

Starting to employ apprentices has helped to keep recruitment and training costs down.

We've improved our complaints system and I'm glad to say this has seen a reduction in serious complaints."

## Carol Moffatt *Activities Team, Project Smile and Care at Home Manager*

"Our "new" Heathlands Village has a real "buzz". It's a place where people want to come to live and work.

I'm really proud with the changes in the Activity Room. Residents have lots more choice about how to spend their time because we now run several activities simultaneously.

The community have become more involved in putting on entertainment for residents with more choirs, groups and schools coming to visit.

We've set up a home-care service, 'Care at Home', registered with the Care Quality Commission and on Bury Local Authority's commissioning list."

## Sara Ogden-Thomson *Adult Social Work Manager*

"The Social Work Teams, Carers, Mental Health and Volunteer Projects have all been relocated to one centralised suite of offices.

This has helped to improve communication between teams and created a much better working environment."

## Diane Richardson *South Manchester Office Manager*

"We have developed a volunteer code of conduct, mirroring



the staff code of conduct, helping to professionalise the role of volunteers and clarify what behaviour is expected of them."

## Rev Keith Rosen *Religious Director*

"We have formed a close working relationship with Rabbis Eisenberg and Walker who advise us regarding Halacha (Jewish Law) especially with regard to end-of-life care.



Staff have found their involvement very reassuring and helpful in building their confidence."

# Looking after each other...

... isn't only about looking after service-users and residents really well. It also means looking after our colleagues; about different teams pulling together to achieve a common goal; supporting each other to put on a great event or ensure a service runs smoothly; it's about helping our employees develop and fulfil their potential; it's about accommodating professional colleagues and partner organisations so that as Aristotle said,

**"The whole becomes greater than the sum of its parts".**

Below are a few of the compliments we received in the last 16 months which demonstrate how we have embodied our strap-line of "looking after each other".

## Village Services

"I am hugely impressed with the refurbishments and improvements... and even more with the ambience and atmosphere...there is an air of happiness and vitality amongst the residents which is a reflection of, and a credit to, the input of carers and other staff."

Fed volunteer at Heathlands Village

"From the day Paula arrived in Heathlands Village to the day she died nothing was too much to ask for."

**Family member re end-of-life care**

"All in all I do not think we could have had a better service in a 5\* hotel."

**Resident re respite care**

"The guys really enjoy working at Heathlands Village. They are treated as part of the catering team and love wearing the uniforms and being included."

**Langdon Community Employment Coordinator**

"The FMS team were terrific. They emptied the Purple Room and rearranged the furniture twice a day, on both days. Nothing is ever too much trouble for them."

**Activities Team member re support from porters in preparing Chanukah parties.**

## Community Services

"I was in a violent marriage and nervous about getting The Fed involved, but Pam has always been there no matter when;

going to all lengths to help me and my family get every kind of support. I would have felt very alone without her by my side."

**Service-user to Children & Families Team member**

"I thank you with all my heart for all the time you have had for me and all the very hard work you have had as a result of all my chaos and, most of all, for never ever belittling me."

**Service-user to Adult Team social worker**

"It is the attitude of all of you. Everything you do is with a good heart."

**Service-user to Time For You volunteer coordinator**

"Bella and I cannot say a big enough "thank you" to you for your outstanding kindness, patience, dedication and professionalism."

**Older service-user to Adult Social Work Team Manager**

"Thank you for giving me the opportunity of doing my NVQ. I am so incredibly proud of myself. I could not have done it without my team leader's support. Even when she was busy she never made me feel rushed."

**Staff member to Training & Development Manager**

"Project Smile is so amazing not only for myself...but for my son to have that special 1-on-1 time with someone he is really so fond of. I love that I can leave him and he is so happy."

**Parent/carer of child receiving Project Smile respite support**

"Some glasses are too fragile or heavy to carry alone. You help us carry our special glass, Reuven. We would never be able to carry him alone, every day, if not for all the special people giving our arms a rest."

**Parent/carer of child receiving Project Smile respite support**

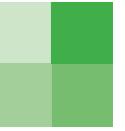
"Thank you for all your support as I sought to engage Shulamis in psychological therapy. Sessions can be very difficult to negotiate; especially where there are cultural differences...your help has been invaluable."

**Clinical Psychologist to Children & Families Team social worker**

"I visit an elderly man every week. It's like talking to a pal. You cannot put into words the look on his face when I turn up, and whenever I leave it's with a warm feeling inside. Thank you for giving me the opportunity to help."

**Community volunteer to Time For You volunteer coordinator**

# Our amazing new building





# The facts and the stats

## Village Services

### Residential, nursing and end-of-life care

With our capacity increased compared to 2012/3, due to progress and completion of Phase 1 of our building work, the average monthly occupancy of Heathlands Village increased from 126 residents to **135**.

We admitted **169** residents making **54** permanent and **115** temporary respite placements.



### Moorview Supported Independent Living

Occupancy of Moorview remained at 95% with an average of **30** tenants and a waiting list of **60%**. Tenants received different levels of personal care and general support totalling respectively **4,530** and **9,180** hours.

## Community Services

### Volunteer Support (Time For You)

Our Time For You Project coordinators supervised, on average **412** volunteers per month. **31,063** hours of support were given to carers, children and adults in the community;

residents of Heathlands Village and to help with the general running of the organisation and Charity Box shops, split as below:

Adults	<b>10,016</b>
Carers	<b>9,099</b>
Heathlands	<b>6,993</b>
Organisation	<b>4,954</b>
Children	<b>1,673</b>

### REFERRALS & ADVICE

We dealt with **4,304** enquiries for advice and support through our duty system, averaging **269** per month.

### ADULT SERVICES

#### Social Work Team

**559** referrals were made to our Adult Social Work Team, with **512** cases allocated to individual social workers. Active cases averaged **146** per month peaking at **163** in June 2014.

#### Carers' Services

**147** referrals were made of which **133** resulted in allocation for Carers' Advice and Assessment. We held **32** carers' events, including outings, well-being, exercise and educational sessions.

### The Drop In

The Drop In attracted **2,554** attendances or approximately **160** per month with an average membership of **81** members.



### Care at Home

This fledgling service opened in **August 2014**. Over its first eight months, on average **99** hours of support were provided per month to **6** clients.

### The Purple Room Community Cafe

This new service opened in **April 2014**. Since its inception it received **837** visits, averaging **16** attendances per week. The cafe often included health-related or other advice sessions.

### South Manchester Branch Office

The office received **1,216** new enquiries for support, averaging **76** per month. On average **192** volunteers a month provided support to people living in the community, amounting to

**14,807 hours.**

A further **1,643** hours helped to run the Urmston Charity Box Shop.

## CHILDREN AND FAMILIES SERVICES

### Social Work Team

There were a total of **158** referrals for support, advice and assessment by the team. The average monthly number of active cases was **110**.



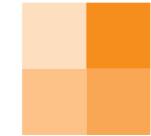
### Project Smile

Our respite service for children with special needs provided **8,892** hours support, averaging **551** hours of support each month, to **34** children.

Our various children's groups recorded **887** attendances; our Mums 'n' Tots group received **532** and there were **175** at our four play-schemes. **15** children attended our annual children's respite holiday.



# Treasurer's Report



**Following a change of year-end from November to March, I am pleased to report on The Fed's financial health for the 16 month period ending 31 March 2015.**

We have set out our actual statutory reported figures in the Statement of Financial Activities, on page 16 but in order to provide a true period-on-period comparison, have calculated the percentage change over 16 rather than 12 months.

The major transformation of our Heathlands Village site has evidently begun to reap its rewards, demonstrated by our stronger financial performance. Our Total Operational Income came out at £6.9m - an eight percent increase overall. We attribute this to a combination of raised occupancy levels at our care home, a greater proportion of privately-paying residents, and increased contributions to costs made by families of our publicly funded residents.

But looking after more residents caused a knock-on increase

in our operating costs, with a substantially greater amount of spending on staffing and food, not to mention generalised overhead inflation. However through outstandingly prudent financial control, our comparable expenditure for the period was up just 4%. This in turn reduced our Operational Deficit to £3.3m - 3% better than our 2012/3 figures.

As always, we relied on our community's loyal financial support to help minimise the impact of this deficit and keep all of our services running but, in addition, we called on many to help fund our ongoing capital expenditure programme.

This represented one of the most significant, if not the greatest financial challenge of our near 150 year history. That being so, it was especially gratifying that our Total Voluntary Income of



£4.4m meant that we were not only able to meet our deficit, but also produce a £1.2m surplus, ring-fenced for our capital works.

Together with funds accumulated in 2012/3 for the same purpose, this allowed us to invest £4.2m in completing Phase 1 of our refurbishment programme, bringing the total invested in improving Heathlands Village, since the 2009 merger of The "old" Fed and the "old" Heathlands Village, to £10m.

On completion of the works, we were legally required to revalue our assets and the Statement of Financial Activities consequently reflects a non-cash adjustment of £3.7m. This represents historic expenditure that has not in fact added any value to, or extended, the life of the building.

Since the year-end, our occupancy levels have remained elevated and, as ever, we continuously strive to deliver the highest standards of service possible. But associated costs, along with



the Government's recent proposals for introduction of the 'living wage' and the ongoing reduction, in real terms, in Local Authority funding for social care, will keep our finances under constant pressure.

Over the course of the remainder of the current financial year, we will be looking for ways to offset these burdens by making as many further savings as possible, though without compromising our ideals. At the same time we will be aiming to create ways of generating income by making maximum use of our enhanced facilities.

Thanking all of our supporters for their continuing loyalty.

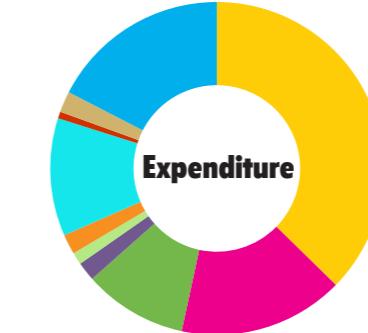
*Bernard M. Yaffe*

**Bernard Yaffe, Treasurer**



# Financial Activities

£,000's	16 months to 31.3.2015	12 months to 30.11.2013	% change (over 16 months)
Income from Local Authorities	3,193	2,333	3
Income from Residents	2,943	1,865	18
Community Projects Income	783	612	(4)
<b>Total Operational Income</b>	<b>6,919</b>	<b>4,810</b>	<b>8</b>
<b>Total Expenditure</b>	<b>10,195</b>	<b>7,338</b>	<b>(4)</b>
<b>Operational Surplus/(Deficit)</b>	<b>(3,276)</b>	<b>(2,528)</b>	<b>3</b>
Donations and Gifts	1,546	1,305	(11)
Legacies	1,540	273	423
Income from Trusts & Capital Appeal	1,322	2,130	(53)
<b>Total Voluntary Income</b>	<b>4,408</b>	<b>3,708</b>	<b>(11)</b>
Investment Income	112	124	(32)
<b>Total Cash Surplus/(Deficit)</b>	<b>1,244</b>	<b>1,304</b>	<b>(28)</b>
Realised Gains and Losses	138	149	(31)
Revaluation of Historic Cost of Assets	(3,692)	0	
<b>Net Movement for the Year</b>	<b>(2,310)</b>	<b>1,453</b>	



Local Authorities  
Residents  
Community Projects  
Donations & Gifts  
Legacies  
Trusts & Capital Appeal  
Investment Income

28%  
26%  
7%  
14%  
13%  
11%  
1%

Nursing & Medical  
Catering  
Housekeeping  
Laundry  
Maintenance  
Customer Services  
Community Projects  
Religious Amenities  
Fundraising  
Governance & Support

37%  
16%  
10%  
2%  
1%  
2%  
12%  
1%  
2%  
17%

Dinner & Canvassing  
General Donations  
Legacies  
Events  
Appeals

26%  
5%  
60%  
4%  
5%

\*excluding income from Trusts & Capital Appeal

# Our Aims for 2015/6

## Buildings

- Developing plans for new build Extra Care housing
- Refurbishment of Evenhall House first floor
- Completing the central heating work in the main building
- Refining the plans for the Dementia Houses and beginning work on the gardens

## Services

- Developing our day and respite care options and activity programme
- Increasing provision of home care services for adults and children
- Improving Heathlands Village services in key areas of catering, hospitality and housekeeping
- Developing new Village services: coffee shop, village shop, laundry and meals
- Developing a new Dementia Strategy

## Standards

- Ensuring we meet CQC inspection standards
- Maintaining our compliance and "excellent" rating with Bury Local Authority
- Completing work on HR database and National compliance
- Improving and updating our policies and procedures
- Renewing our Investors in People accreditation
- Maintaining our Gold Standard Framework (GSF) accreditation for end-of-life care

## People

- Improving staff recruitment, retention and sickness levels
- Supporting our staff and volunteers to achieve more
- Improving service user involvement

## Community

- Implementing the changes from the new Care Act 2014
- Raising our profile through a robust marketing and communication strategy
- Contributing to strategic discussions at local and national level
- Exploring opportunities in relation to devolution and integration of NHS and social services

## Financially strong

- Increasing occupancy levels in residential and nursing care
- Identifying new opportunities to improve voluntary income
- Improving our income through existing and new areas of service delivery
- Reducing waste and costs

