

THE FED

Making our Mark
2016/17

WELCOME



The past year has been as fast moving as ever with numerous challenges, largely financial in nature. Notably, we have felt the impact of the second year increases to the National Living Wage, combined with Local Authority fee uplifts which failed to reflect the true cost of providing care.

The issues affecting us are common to most providers and exacerbated by difficulties with recruitment and retention plus increased regulation and compliance requirements. Growing uncertainty and increased costs relating to our social work contracts led to a decision to restructure our community services. The introduction of our new "All Age" community service at the beginning of 2017, allows us to continue to support and advocate for the most vulnerable people in our community.

The highlight of the year has to be the enormous honour bestowed on our amazing volunteer teams, in both north and south Manchester, as their wonderful work was recognised by the Queen's Award for Voluntary Service. What more fitting tribute to the dedication of our 400 volunteers who deliver over 50,000 hours of support every

ed Volunteer Managers, Diane Richardson and Juliette Pearce, with the Vice Lord Lieutenant of Manchester, Mrs Edith Conn, and former Fed CEO, Karen Phillips MBE DL, at our Volunteer Party to celebrate the Queens' Award.

year? They epitomize our vision to create and deliver outstanding health and social care services for people of all ages.

The Central Cafe remained a popular social venue for residents, their families and staff and for local people. Boosted by the opening of the Seaside Garden, it has undoubtedly contributed to a record footfall of almost 1,000 visitors a week to Heathlands Village.

At the heart of the Village lies our vibrant Shul, attracting a growing local congregation and, importantly, enabling our residents and tenants to practice and celebrate their faith, reinforcing Heathlands Village's identity as a Jewish home.

One of our greatest assets is a staff team that delivers outstanding care and support. We have introduced health and other staff benefits and maintained pay enhancements for qualifications despite the difficult financial climate.

As the year drew to a close we formulated our plans for developing our long awaited specialist residential dementia

household. Work on this began in September 2017.

And the year concluded with a change of leadership, as we bade farewell and expressed enormous gratitude to our outgoing CEO of more than 20 years, Karen Phillips MBE DL. Karen's driving force has been behind so many of our achievements. Together we hope to continue in the same vein and ensure the success of this wonderful organisation for many years to come.



Mark Adlestone OBE DL
Chairman

Mark Cunningham
Chief Executive

CELEBRATING OUR

We asked our Middle Management Team and Directors to look back over the year and tell us what stands out as something they are really proud of.



Juliette Pearce, Time For You Project Manager

"Top of my list is receiving the Queen's Award for Voluntary Service. This is equivalent to an MBE for a voluntary organisation.



It speaks volumes about the dedication, professionalism and care not just of our amazing volunteers but the wonderful team who support them."

Jo Ingber, Human Resources Manager

"The Fed believes in looking after the people who work for us. I'm very proud that we introduced new Health Benefits which help our employees pay for things like dental costs, physiotherapy or new glasses."

ACHIEVEMENTS

Joyce Khan, Marketing Manager

"I'm thrilled that the My Voice Project, which we run jointly with the Association of Jewish Refugees, won the Volunteer Team of the Year Award at the Manchester Community Awards.

Publishing the survivors' life-stories is such a wonderful testament to the positive lives they have built literally from the ashes."



Shelley Lewis, Senior Practitioner - All Age team

"Our summer programme of play-schemes and days out for children with additional needs received fantastic positive feedback from parents."

Wendy McMahon, Finance Manager

"I worked with Lucy Edwards, our Bid Writer, on a Children in Need bid - a massive, very detailed piece of process. In the past we've been rejected but this time our efforts paid off. We've been awarded £89,000 which has funded two members of staff for three years."



AND EVEN MORE

Sara Ogden-Thomson, All Age Service Manager

"I think one of our finest achievements was the building of our Seaside Garden. It's a wonderful space for residents and visitors, evoking memories of holidays and day-trips. The opening afternoon, complete with donkey-rides, was such fun."



Bernie Garner, Director of Community Services

"Sometimes it's smaller scale things which make me proud. We introduced a new social programme for Moorview and the tenants themselves come up with the ideas. The coffee afternoons have been a huge hit and very entertaining!"

Alison Lightfoot, Quality Assurance and Development Manager

"I'm really proud that we invested in a simulation room for staff training with a mannequin, bed, hoist and other equipment. It's dramatically enhanced the learning experience and means new starters begin work far better prepared."



Carol White, Operations Manager

"In the last year we had roughly 36,000 non-staff visitors of all ages to Heathlands Village - workmen, delivery drivers, medical professionals, relatives, people coming to the Central Cafe, the Purple Room Community Cafe, the Children's Centre, the Shul or to access other community services or events. Not a single visitor reported having an accident. That's a real credit to the teams maintaining and monitoring safety standards."



Rochelle Broman, Fundraising Manager

"It's been very satisfying to see how we've grown our social media presence this year. We've had some fab fundraising and other events being celebrated on Facebook and Twitter and loads of engagement from our friends."

Mark Cunningham, Chief Executive

"I was delighted that we completed our refurbishment of Eventhall House and opened Oakwood - a small domestic-style living area where we look after people living with dementia, who need specialised nursing care.

The design makes it a lot easier for people to go outdoors independently. This makes an enormous difference to their wellbeing. It made my heart sing!"

Karen Johnson, Director of Clinical Services

"For me it has to be achieving 4 "goods" and one "outstanding" following the CQC's inspection of Heathlands Village."



LOOKING AFTER

Over the year we received a range of compliments from people who experienced our services. Here's a flavour of the wonderful feedback we enjoyed hearing.

Time For You Volunteer Service

"I try to be independent but it is getting more difficult. He was so very helpful. I am feeling very relaxed like I haven't felt for months and months and months. Just to know there is someone like him there ..."

- 93 year old lady living alone

"I haven't had such a wonderful day for years."

- Couple, both with mobility issues, taken out to a supermarket

My Voice Project

"She has done an amazing job of accurately portraying my mum's life ... with sincerity, clarity and humour. The book is fabulous and beautifully illustrated too."

- Daughter of Holocaust survivor whose story was prepared by the project

Residential Care, Customer Services, Catering and Hospitality Teams

"They all have great patience and good manners and really relate to her as an individual. This makes all the difference living in a place which is not one's home, but which becomes home."

- Family of resident who celebrated her 100th birthday at Heathlands Village

Drop In and Community Cafe

"I'm a retired financial adviser. My wife was taken from me in 2014. I am still devastated. I go to the Drop In on a Tuesday and Thursday and have a lovely meal and am not alone. It has changed my life for the better. I cannot praise The Fed enough. I know I can face the future."

- Member



EACH OTHER

Children and Family Service

"I received a letter confirming agreement to pay for the children to go to camp. I burst into tears. I am truly grateful for the big part you played in making this happen. There are angels in the form of very special people such as yourself who are helping me hold tight."

- Mother of 2 children with autism and ADHD, herself facing an operation to remove a growth

Residential Care Team

"Those ladies ...they are like gifts from G-d."

- Family of lady with dementia

Nursing and End of Life Team

"There really aren't words to describe how grateful we are for the compassionate, thorough and sensitive care you gave Dad in his last weeks. He said to me, "It's the people who make the place" and he meant all of you ... we were able to rest easy, knowing ... he was in the best possible hands. Although we are devastated to lose him, it really comforts us to know how well he was looked after."

- Relative of resident

Community Services - Winter Family Day trip

"A life-saver. Highlight of the holidays."

- Service-user

"The first time all the family have been on an outing together this year."

- Service-user

Care at Home

"It was fantastic being able to go to the evening celebrations without having to worry or feel guilty that I'd been out too long. And also not having to start with helping her to get to bed as soon as I walked through the door."

- Family carer for elderly mother



SNAPSHOTS OF



Natasha and Mark run the
Manchester 10K

May 2016



Fed Fundraisers walk
The Big One

May 2016



King David Pupils
entertain residents ...

June 2016



... on Care Home
Open Day

June 2016

2016 - 17



Volunteer Managers at Royal Garden Party

June 2016



Lord Mayor of Manchester Visits The Fed

August 2016



Benny raises money for The Fed

August 2016



Young Israeli Ambassadors serenade

July 2016

SNAPSHOTS OF



*Heathlands first crop
of vegetables*

August 2016



*Eventhall House
Reception Refurb*

September 2016



Pets At Home Visit

September 2016



Job Fair

October 2016

2016 - 17



*The Charity Box
reopens after flooding*

November 2016



*Fed Friday preps in
Fundraising office*

February 2017



*Purim Shpielers
in the Sunny Lounge*

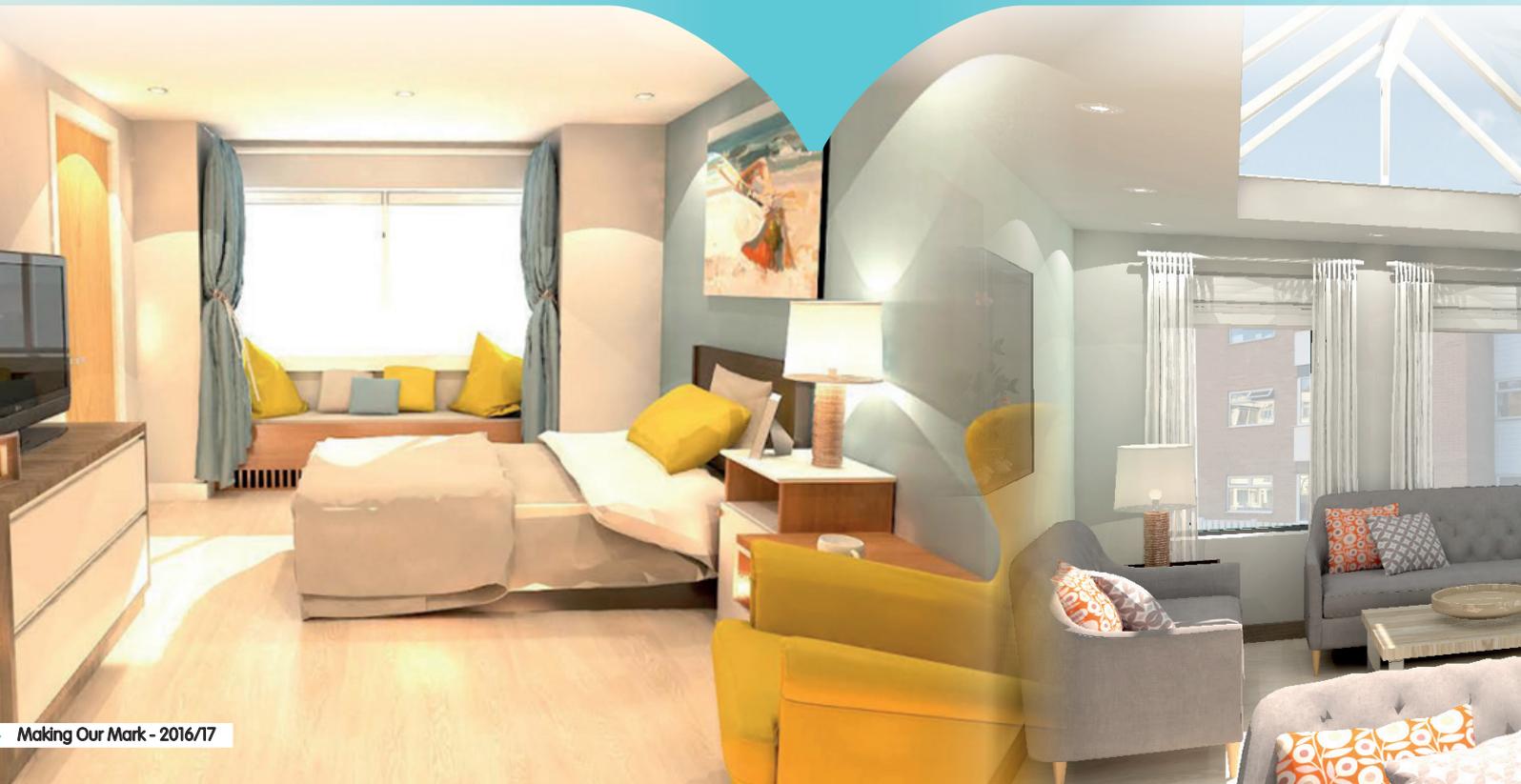
March 2017



Brownies Visit

February 2017

OUR NEW



DEVELOPMENT



Here we present a selection of the architects' visuals depicting the proposed new residential accommodation at Heathlands Village, for people living with dementia.

Development work began in September 2017 with completion scheduled for Spring 2018.

The accent throughout is on homeliness, light-filled spaces and state-of-the-art safety features.



THE FACTS AND

Heathlands Village S

Residential, nursing and end-of-life care

During the year there was fluctuation in the number of available rooms due to the closure, reopening, redevelopment and expansion of some living areas.

We made **78** admissions of new residents - 26 permanently and 52 for respite care. Of the permanent residents, **50%** were privately paying and **50%** publicly funded. Of people staying temporarily, **80%** were privately paying and **20%** publicly funded.

Our average occupancy throughout the year was **130** residents - **94** people receiving residential care and **36** people receiving nursing care - including specialist dementia nursing.

Community S

Referrals and Advice

Our Referrals and Advice Officer dealt with just under **3,000** enquiries for advice and support via our duty system, averaging about **250** enquiries per month.

Adult Social Work

315 referrals were made to our Adult Services Team and at any one time, each full-time worker carried a caseload of **25 to 30** clients.

Carers' Services

106 referrals were made for individual support from our Carers' Advice Workers. Our programme of carers' events included a Health and Wellbeing Group, "It's All About You"; a Carers' Forum; a Male Carer's Group and a Peer Support Group.

The Purple Room Community Cafe

Our weekly cafe offered **50** sessions and received **672** individual attendances.

Children and Family Services

53 referrals were made to the team resulting in **43** cases requiring ongoing family support or social work input.

The Drop In

The Drop In offered twice weekly evening sessions plus a monthly brunch and received **1,230** individual attendances.

THE STATS

Women's, Children's and Family Groups

- We ran **41** Sunday Groups and **49** Friday Groups for children with special needs, with an average of **6** and **11** children attending each group respectively.
- We held **5** play-scheme weeks for children with special needs.
- We ran **17** Mums 'n' Tots sessions with **429** individual child attendances.
- Our Blue Planet Aquarium Winter Day-trip attracted **49** participants.
- Our "I Will if You Will" Pilates sessions attracted over **40** individual women throughout the year.

Project Smile

Our respite service for children with special needs provided **5,077** hours of support to **34** children per month on average.

South Manchester Office

On average **80** people were actively involved in volunteering in south Manchester every month. Together they gave **10,360** hours of their time. **7** community outreach talks were given; **14** coffee-stops were held with **25** clients attending on average and **6** shop drops helped restock our charity shops.

Time For You

On average **300** people were actively involved in volunteering in north Manchester each month. Together they gave **30,162** hours of their time, divided into different service areas: Adults: **9,690**, Carers: **8,781**, Heathlands Village: **6,661**, Organisational support: **4,240**, Children and Families: **730** and our monthly Coffee Stops attracted on average **25** service-users.

Moorview

Our Supported Living Facility has **31** available properties occupied by **32** tenants in a variety of accommodation types: studios, 1 bedroom flats or apartments and premium apartments.

Our tenants received **8,762** hours of support.

Throughout the year our average occupancy was **91.7 %**

Care At Home

This service provided a total **10,317** hours of care and on average supported **65** service-users each month.



TREASURER'S

I am delighted to report on The Fed's financial position for the year ended 31st March 2017.

Despite numerous headwinds, our overall Operational Income increased by 7% to £6.1m, buoyed by improved occupancy rates at Heathlands Village, with a higher weighting of privately funded residents and continued increases in contributions by the families of those funded by Local Authorities.

As referred to in our Chairman and CEO's "Welcome" to this report, the additional uplift in the National Living Wage contributed to greater overheads. In addition, and ahead of the restructuring of our Community Services team, we completed the implementation of our Care At Home service.

Given its partial roll-out last year, this resulted in a 10% increase in spending in this area. However, with persistent vigilance over our cost management, the net result was an increase in Total Expenditure of 3% to £7.9m - an exceptional result given the cost pressures facing the team. With income rising at a higher rate than costs during the year, our resultant Operational Deficit reduced by 8% to £1.7m. This fell well in line with our strategy and follows a reduction in 2015-16 of 5%.

The Fed continually strives to ensure that its facilities and infrastructure are fit for purpose to meet the needs of its community service-users and care home residents. To this end, during 2016-17 we invested essential funds to enhance our main site at Heathlands Village - £1.2m being expended on fire stopping protection, the final phase of our central heating upgrade and general improvement of rooms.

None of this would have been achievable without the wonderful generosity of our donors, to whom we



REPORT

owe a huge thank you. Donor funding generally offset our Operating Deficit and provided the means for the refurbishment work outlined above.

For the year, our total Voluntary Income from all sources, including donations, legacies, sponsorship and event income, came in at £2.7m. This was £429k, or 14%, less than 2015-16, primarily due to that being an exceptional year following receipt of a large legacy. As a result, it was necessary to supplement available resources from reserves, in order to defray our overall costs.

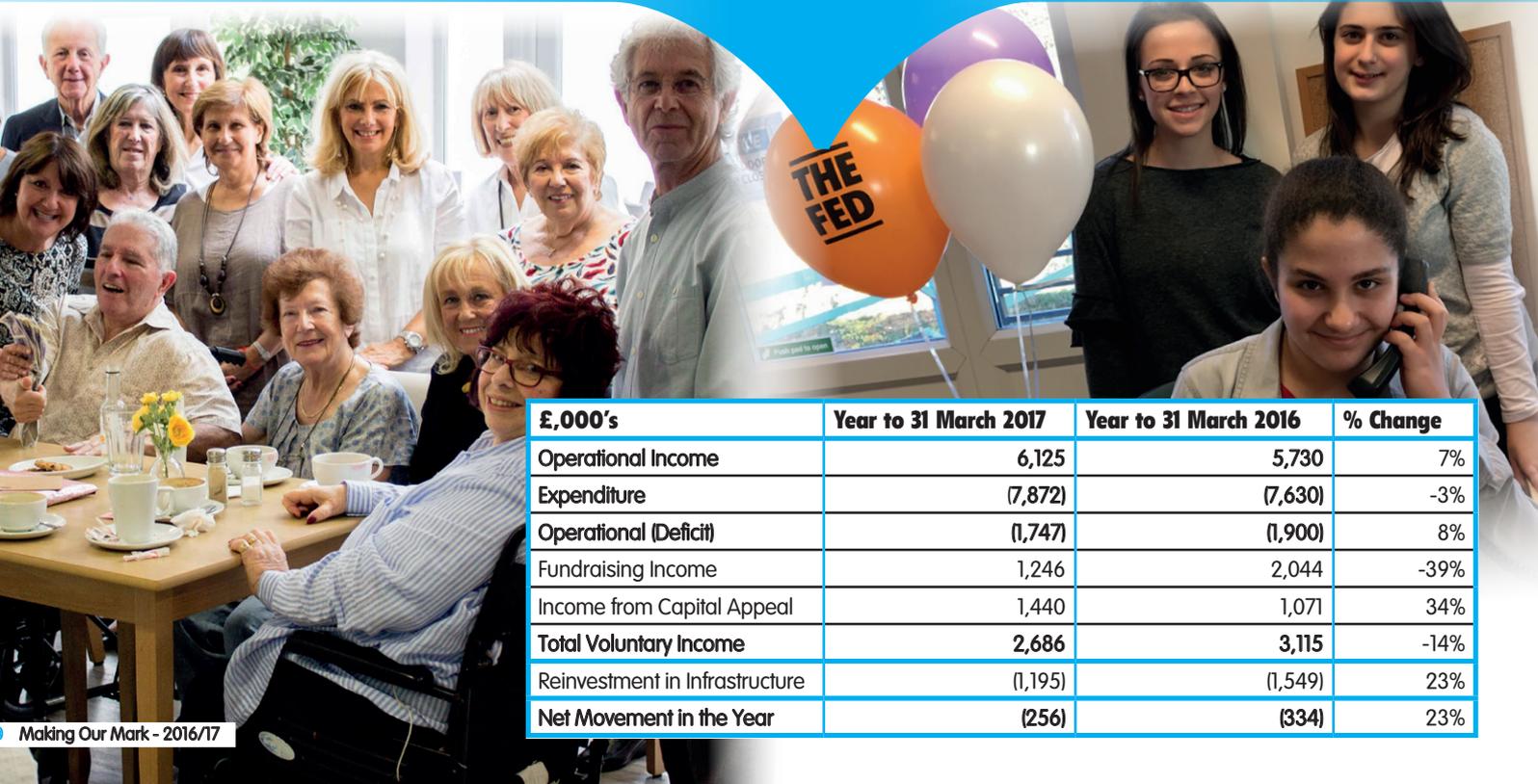
Subsequent to the year end, we are delighted to have had plans approved for our new 20 bedded Dementia House. This will meet the growing communal needs for this type of specialist care environment. However we face the persistent challenge of inadequate funding by Local Authorities to meet anywhere near the true cost of supporting Heathlands Village residents.

The main demand on us over the balance of the current year will be to maximise our income generation opportunities, filling vacant rooms where possible as well as maintaining a tight grip on costs and resultant cashflow.

Bernard M. Yerge

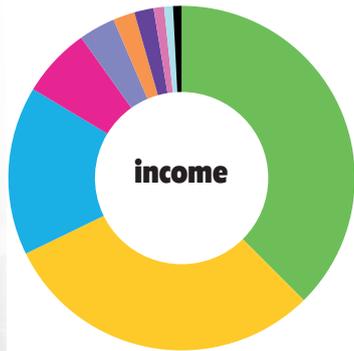


FINANCIAL



£,000's	Year to 31 March 2017	Year to 31 March 2016	% Change
Operational Income	6,125	5,730	7%
Expenditure	(7,872)	(7,630)	-3%
Operational (Deficit)	(1,747)	(1,900)	8%
Fundraising Income	1,246	2,044	-39%
Income from Capital Appeal	1,440	1,071	34%
Total Voluntary Income	2,686	3,115	-14%
Reinvestment in Infrastructure	(1,195)	(1,549)	23%
Net Movement in the Year	(256)	(334)	23%

HIGHLIGHTS



- Residential
- Voluntary Income
- Nursing
- Community Services
- Moorview House
- Catering
- Charity Shops
- Other
- Supporting People
- Investment Income



- Residential
- Community Services
- Governance & Admin
- Overheads
- Fundraising & Marketing
- Wellbeing
- Laundry
- Other - Physio & Moorview
- Religious Amenities
- Catering
- Nursing
- FMS & Maintenance
- Housekeeping
- Customer Services
- Charity Shops
- Supporting People



- Dinner & Canvassing
- Legacies
- Appeals
- General Donations
- Events

THE VALUE WE'VE

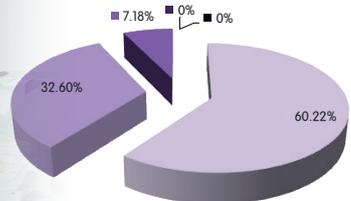
We are delighted to share a few highlights from our Social Accounts. A full set of Social Accounts for 2016-17, based on feedback from a range of stakeholders, can be made available on request.

These help tell the story of “the good we are doing” and show how well we measure up to our values and objectives.

MISSION

The Fed will be the leading provider of advice, support and care for Jewish people living in Greater Manchester.

To what extent do you agree that The Fed has fulfilled this mission in the past year?



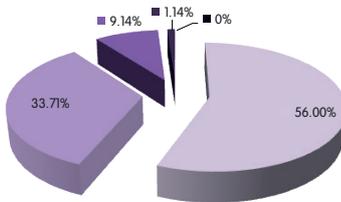
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VISION

The creation and delivery of an outstanding range of health and social care services for people of all ages.

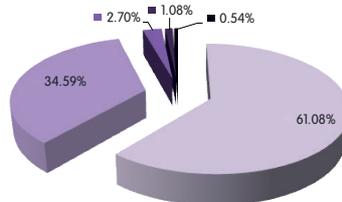
To what extent do you agree that The Fed has fulfilled this vision in the past year?



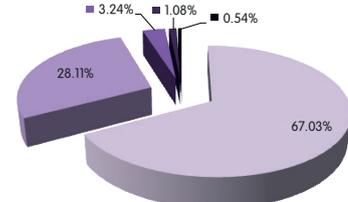
VALUES

To what extent does The Fed live up to the following stated value?

Person-centered: Focusing on the person and their needs



Dignity and respect: Embracing people's rights, individuality and choice



KEY:

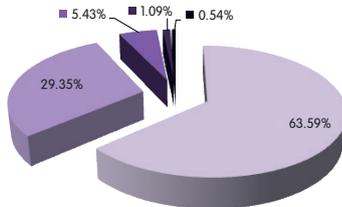
- Strongly Agree
- Agree
- Neither Agree or Disagree
- Disagree
- Strongly Disagree

THE VALUE WE'VE

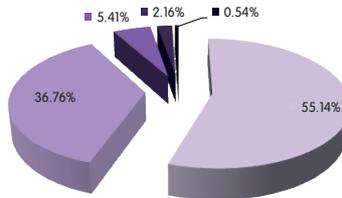
VALUES

To what extent does The Fed live up to the following stated value?

Excellence: Always asking ourselves, is this the best that we can do?



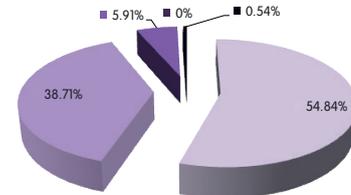
Working together: engaging with everyone to provide the best care and support



OBJECTIVES

To what extent do you agree The Fed fulfils the following objectives?

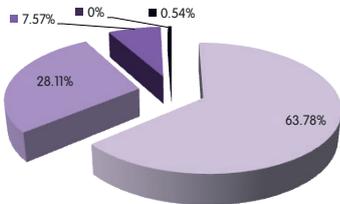
Provides outstanding person-centred services



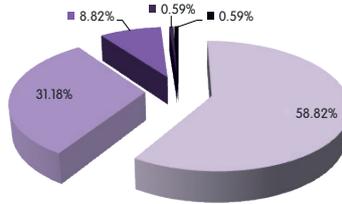
ADDED



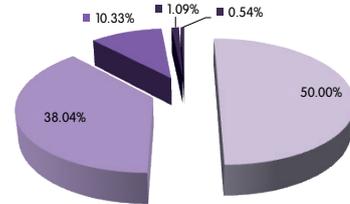
Constantly strives to improve quality and exceed expectations



Supporting its staff and volunteers to learn, develop and achieve more



Develop new and existing services to meet changing needs



KEY: Strongly Agree Agree Neither Agree or Disagree Disagree Strongly Disagree

OUR AIMS

Buildings

1. Maintaining and improving facilities for staff and residents
2. Replacing the central heating boilers in Eventhall House
3. Refurbishing part of the main building ground floor to create a new dementia care facility

Services

1. Exploring new ideas for day and respite care options and residents' activity programme
2. Increasing capacity of home care services for adults and children
3. Further developing services and activities which enrich and facilitate Jewish life
4. Reviewing, monitoring and continuing to improve our operational and care services
5. Developing our community services to reflect the changes in social care

Standards

1. Ensuring we meet Health & Safety Standards and improve awareness
2. Working towards achieving a CQC rating of "outstanding" for all of our registered services
3. Maintaining our compliance and "Excellent" rating with Bury
4. Ensuring all of our staff are aware of the organisation's policies and procedures
5. Maintaining our Investors in People accreditation
6. Maintaining our Gold Standard Framework (GSF) accreditation for end-of-life care

People

1. Improving staff recruitment, retention and sickness levels
2. Supporting our staff and volunteers to achieve more
3. Ensuring we continually ask our service-users and relatives for feedback and involve them in the decision-making process
4. Reducing social isolation and loneliness

FOR 2017/18

Community

1. Raising our profile through robust marketing and communication strategies
2. Improving people's well-being and keeping them safe
3. Exploring opportunities in relation to devolution and integration of NHS and social services
4. Developing our commitment to social accounting

Financially strong

1. Maintaining high occupancy levels in residential and nursing care
2. Identifying new opportunities to improve voluntary income
3. Improving our income through new areas of service delivery and partnerships
4. Reducing waste and costs

Who's who at The Fed?

Chairman

Mark Adlestone OBE DL

Vice-Chairman

David Eventhall

Treasurer

John Yaffe BA(Hons)

FCA

Board Members

Julie Besbrode

Debbie Hamburger

Howard Joseph

Leslie Kay

Michael Sciamia

Chief Executive

Mark Cunningham



THE
PROJECT SMILE PLAY & LEARN
FED

THE
HEATHLANDS VILLAGE
FED

THE
SOUTH MANCHESTER
FED

THE
TIME FOR YOU
FED

THE
CARE AT HOME
FED

THE
THE DROP IN
FED

THE
MOORVIEW
FED

YOURFED
YOURWILL

Do something wonderful

Thank you x

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