

WELCOME

Dear Friend

Back in 2009, after merger of the 'old' Fed and Heathlands Village, we established our vision and set out where we wanted to be by 2020. It seemed then like a date far away in our future. Yet here we are, rapidly moving towards the end of the decade and proud to say, that throughout the last nine years, we have held fast and true to that vision no matter what we have faced.

April 2017 heralded a change 'at the top' as we bid farewell to our longstanding CEO, Karen Phillips MBE DL. However, the strength in depth we enjoy, in terms of the skills, experience and commitment of our trustees and senior management team, kept us on track in achieving our key objectives for the past year.

Some issues affecting the organisation remained constant: lack of funding for social care; growing political uncertainty; rising wage costs associated with the national living wage - converging to

create an extremely challenging climate within which to operate.

We made significant changes within our Community Services department, taking the decision to move away from long-term contractual relationships with Local Councils in delivering assessment work. This has freed us to focus our resources on the type of support the community needs and values most from The Fed.

We merged our adult social work team and children and families' social work team into one All Age Service, which has since been renamed 'CAST' - our Community Advice and Support Team.

By adapting and re-prioritising a number of projects we believe we have strengthened our position and created opportunities for more flexible, responsive service delivery and re-growth.

Our plans for a 21st century care facility for people living with dementia, took a major step forward this year as we

began work on the creation of Beach House. Three years in the planning, there was a palpable sense of excitement when the builders moved in, in October 2017. Beach House opened in June 2018.

This new residential household is designed for people affected by advanced dementia, representing some of the most vulnerable within our care. It offers bright, uplifting and engaging spaces which will enhance people's wellbeing and quality of life, aided by some very clever care technology.

Beach House connects to our Seaside Sensory Garden and its opening has largely completed the jigsaw of the programme of refurbishment we began in 2013, to future-proof Heathlands Village for this and for future generations.

Our vision and plans for the year would have come to nothing were it not for our passionate and devoted staff and volunteers whose contribution, hard work and dedication is the envy of many



organisations. They are truly The Fed's greatest asset.

Our Community Services are poised to introduce a number of new initiatives that will keep pace with the growing demands for support for people living in their own homes but faced with mental health difficulties, desperate loneliness and dementia.

Mark Adlestone OBE DL
Chairman

Mark Cunningham
Chief Executive

Finally, we cannot end this introduction without a huge thank you to our wonderful supporters, our wonderful staff and our wonderful board members, for their affection for The Fed and for their commitment and generosity which underpin all of our work.

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ALL AGE TEAM

This year we merged our adult social work service with our children and families service and streamlined it to create an All Age Team* with five members of staff doing casework, (three part-time), a play leader and an administrator.

The team provides advice, guidance, information and support to people of any age. This includes families in crisis or looking after children with disabilities or additional needs, carers of people living with dementia, people with mental health problems, learning difficulties, sensory impairment or terminal illness. We're by their side.

We hold people's hands when they are dealing with the Local Council or NHS; we speak up on their behalf; we make arrangements for services such as home-care, volunteer support and respite. We are there for them in the long term and in times of emergency.

*Since renamed 'CAST' - Community Advice and Support Team

'You showed so much care and dedication to each member of my family. You gave me loads of advice and strength during this trying period. I found you a solid support in all those meetings.'

Parent of family supported
by our All Age Team

460
referrals to our 'all age team'



- Adults and Carers (direct)
- Smile Groups and Play Schemes
- Adults and Carers (statutory)
- Children and Families

'You and your colleagues have always been there. The new oven, which will be delivered tomorrow, is the latest in all your help. My first cake will be for you and everyone else at The Fed.'

Parent of family supported
by our All Age Team



2,600

enquiries for advice and support
to our Referrals and Advice Officer

'Merging our Social Work teams into one has allowed the service to evolve, and be more creative with cases.'

Helen Craggs,
Social Worker, All Age Team

GROUPS AND ACTIVITIES FOR ADULTS

Doing what we could to reduce social isolation and loneliness was one of our key aims this year.

Much of this was achieved through our various groups for adults.

We opened our doors to the community every Wednesday afternoon for our Purple Room Community Cafe where people also had access to a member of The Fed team for support and advice.

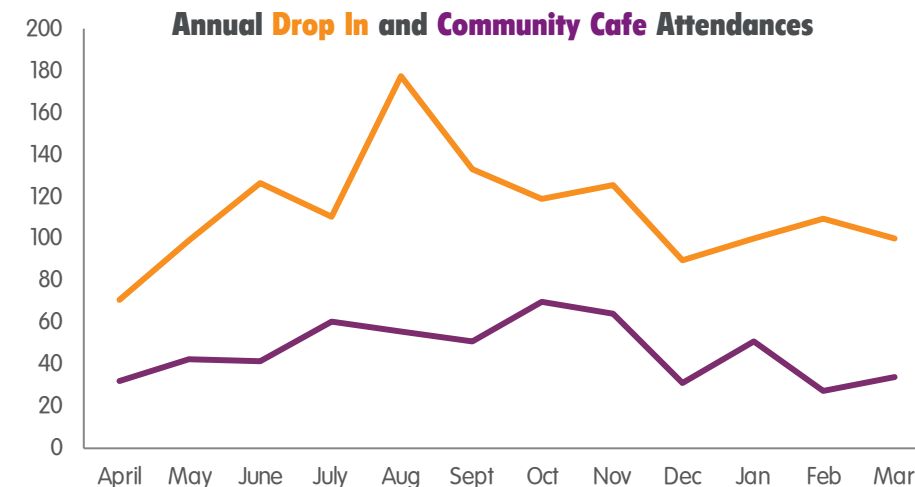
Our twice weekly Drop In and monthly bagel brunch provided a safe, warm 'home from home' and lots of fun for around 70 isolated, vulnerable people.

We offered support to carers through a variety of carers' groups; a dedicated respite bed at Heathlands Village; training opportunities, outings and activities.



'The Drop In is a very important service for the community. Recently we have increased activities, brought in new members of staff and it's going really well. The numbers have increased.'

Sue Lenord,
Community Assessment Officer,
All Age Team



5
monthly
groups supporting
carers

The vast range of social opportunities and educational activities offered to our Drop In members was second to none and for some, represented their only experience of Jewish life. Here are a few examples:

- Birthday and Purim parties, an annual barbeque, a communal seder, film and bowling nights, 'Picnic in the Park', theatre and day trips
- Themed evenings with international cuisine: Italian, Chinese and Mexican
- Health promotions sessions: Exercise for Mental Wellbeing, Nutritionist, Chair-robics, Breathing and Relaxation
- Israeli Dancing, Welfare Rights Surgery, Samaritans session, Massage and Singing for the Soul

For unpaid family carers we ran five groups each month:

Coffee and Cake at The Central Cafe; Carers' Events Programme; Carers' Peer Support Group; Carers' Forum; Male Carers' Group*.

*See final page tribute.

GROUPS AND ACTIVITIES FOR CHILDREN

Our wonderfully resourced Children's Centre at Heathlands Village kept a busy timetable through the year.

Children and young people with additional needs were welcomed to our regular Friday and Sunday Project Smile Play and Learn groups and play-scheme days during school holidays.

In addition, the centre provided a lovely private space for parents and children to enjoy supervised contact visits.

And we also hosted local families at our weekly Mums 'n' Tots groups and to join us on two community day trips.

We couldn't have helped as many children and families without the long-term support of Jewish Child's Day.

'The play-scheme ... is a great help for me, as I am working through the holidays (and) the Friday Group is amazing ... we know she is looked after and we can be busy.'

Parent of child with disabilities



2,679
hours of support
and respite via
'Smile' groups

60
Mums 'n' Tots groups
with 9 Mums & 13 tots
attending on
average

157
attendances at
our play-schemes

In addition to our group activities our workers provided family support to individual children with special needs, both at home and in our Children's Centre. This provided vital hours of respite to parents and siblings and lots of fun and stimulation for the child in our care.

'I am so proud that this year we held so many intergenerational events.'

I witnessed residents and tenants living at Heathlands Village and the children that use The Fed's services, become really animated and laughing together naturally during these activities. Everyone appeared to find their child within!'

Sara Ogden Thomson
Manager, All Age Service

VOLUNTEER SERVICES

Our volunteers gave a staggering 28,500 hours of their time this year and were key in our battle against loneliness and social isolation.

Many of those hours were dedicated to supporting individuals and families in the community: befriending people, helping them with their shopping or escorting them to medical appointments. They also helped run:

- our 'My Voice' project which supports Holocaust Survivors and Refugees to relate how they rebuilt their lives 'from the ashes', through individual life-story books
- activities at Heathlands Village and our Children's Centre
- our mental health Drop In and Community Cafe
- our coffee shop and charity shop

They answered phones, stuffed envelopes and a whole lot more.

We simply couldn't have done it without them.



'The relationship they have is just beautiful and so wonderfully matched. I am feeling very emotional and just had to ring your office to tell you what a fantastic job you are doing.'

Relative of older person,
living in the community and supported by our volunteer services

380

average number of volunteers per month

28.5k

volunteer hours this year

The monetary value of this support is almost £250,000; the true value is priceless.

£1¼m



And we can't overlook the massive benefits that volunteering brings, not only to the people we support, but to the volunteers themselves.

'I don't think I could have predicted just how much good it would do my grandma. Volunteering, in her words, "gives me a reason to get out of bed in the morning."'

Grandaughter of volunteer

MOORVIEW

Moorview is our supported living facility situated at Heathlands Village. It offers people aged 55+ privately rented homes with as much care and support as they need to live independently.



'Mum thinks there is nowhere in the country like Moorview and Heathlands ... and says she's a very lucky lady.'

Relative of Moorview tenant



People living at Moorview can enjoy all the activities and facilities on offer at Heathlands Village as well as having their own lounge and running their own social programme.

This year 31 tenants received 'general support' from our housing support team, such as help with paying the bills or making appointments and 21 tenants also received personal care from our 'Care at Home' team.



6,396
hours of
general support

5,474
hours of
personal care

• SNAPSHOTS OF THE YEAR •



Dementia Awareness Training for Volunteers

Professional dancers entertain residents

Rosh Hashanah flowers for residents and tenants

Mexican Night at The Drop In

Yad Vashem visit to 'My Voice' project

Unilad film residents for online advert

Children's Chanukah Party with tenants and residents

'Elsie and Tom' - staff training

Residents and tenants perform their Summer Concert at Heathlands Village

Intergenerational Activity Day

OUR VISION, PURPOSE AND VALUES

In 2018 our staff and service users came together to update our vision, purpose and values. Nearly a decade since their last revision it was time to bring them in line with how we had evolved and define them in plainer English, ensuring everyone working for us; supported by us and supporting us can clearly understand what we stand for. We reconsidered:

- our ideals and aspirations
- what we want to achieve for the community we exist to support
- what principles guide every aspect of our work



OUR VISION

A community where people can live life to the full, feeling safe, valued and cared for

OUR PURPOSE

To provide outstanding advice, support and care services to people of all ages living in the Jewish and local community

OUR VALUES - C.R.E.W.

CARING: showing kindness, understanding and compassion

RESPECT: focusing on each person's needs, dignity and choice

EXCELLENCE: delivering outstanding advice, support and care

WORKING TOGETHER: achieving more through partnership and team work

WHO'S WHO AT THE FED?

Chairman
Mark Adlestone
OBE DL

Vice-Chairman
David Eventhall

Treasurer
Bernard M Yaffe
BA(Hons)FCA

Board Members
Julie Besbrode
Debbie Hamburger
Howard Joseph
Leslie Kay
BEM
Michael Sciana

Chief Executive
Mark Cunningham

• SNAPSHOTS OF THE YEAR •



Play Scheme in our Children's Centre



Enjoying a concert at Heathlands Village



Sister Indira Dooloo receives our Simon Jenkins Nursing Award



Fed Staff get Fire Training.



Fed Fundraisers prepare for our 'Over the Edge' abseil challenge



Shop Drop - collecting donated goods for 'The Charity Box' - our charity shop



Helen Stein presents her 'My Voice' book to Mayor Andy Burnham



Summer play-scheme

RESIDENTIAL CARE



At Heathlands Village our skilled social care staff gave people help with personal care and taking medication; helped them get around from place to place; made sure they attended activities, remembered mealtimes and appointments.

And importantly they stopped for a chat, a joke and a hug.

They ensured the people they looked after felt loved and safe and gave their families peace of mind.

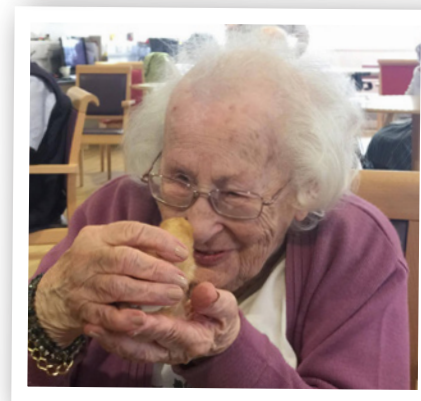
'It is a place that saves lives - not just the residents, but those of us that care deeply for our relatives too. I can go to bed at night, safe in the knowledge that when I wake up my lovely mum will also wake up safely and cared for.'

Relative of Resident

New Admissions



■ Respite
■ Permanent



95

average number of people
in residential care

'It no longer feels as though he is in a 'care home' but instead it feels as though he is part of a warm and inclusive community.'

Relative of Resident

'We've created a vibrant, engaging environment for the residents and tenants of Heathlands Village and through all the change and challenges faced, it's still commented many times by visitors what a welcoming, homely feel the Village has.'

Alison Lightfoot,
Quality Assurance & Development Manager

NURSING AND END-OF-LIFE CARE



This year Heathlands Village was extremely proud to be certified a 'Platinum' Status home for end-of-life care under the Gold Standards Framework, not only in our nursing department but across the whole of our care village.

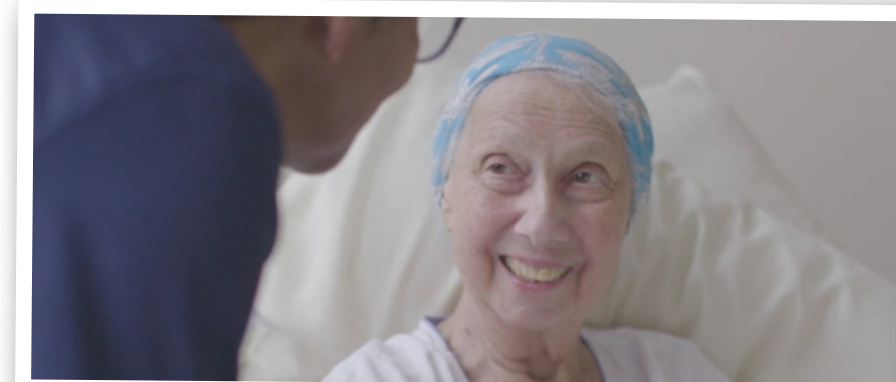
This magnificent achievement reflects the immense dedication, care and skill of our nursing and care staff, backed up by a wonderful team of housekeepers, laundry, catering and hospitality staff, porters and handy-men.

'The love, care and attention my Grandma received from the team at Eventhall House was incredible. The staff have been like an extended family to us all over recent days. They cried with us and hugged us as if we were their own.'

Grandchild of resident receiving end-of-life care

36

average number of people
in nursing care



'I could not ask for more caring, present, kind, supportive and communicative staff than those who care for my mother. I am certain she is exactly where she needs to be. In fact, were she to be moved it would be detrimental to her well-being.'

Relative of resident of specialist nursing dementia unit

'I am most proud of the GSF Platinum Award. We have kept this high standard up for the past 6 years. This is due to excellent team work and staff supporting each other across all the clinical areas. I am so proud of them all.'

Sue Cleary, Clinical Manager

ACTIVITIES, SPIRITUAL LIFE AND FOOD!

Caring for people at Heathlands Village is not just about keeping them safe, warm, washed and dressed - it's about helping them enjoy life as fully as possible - feeding minds; souls and stomachs - offering a busy activity schedule, a vibrant spiritual life and delicious choice of meal options.

Our dedicated activity team produced a jam-packed programme of dance displays, concerts, parties, festive celebrations, animal-petting sessions, art and crafts, music appreciation and table-tennis. The list goes on and on.

Our catering team not only produced meals three times a day, plus snacks in between for residents and tenants, but kept our staff restaurant and popular Central Cafe supplied six days a week, held gourmet Chef's Nights, and catered for large gatherings at special events such as our communal Pesach (Passover) seder, Simchas Torah celebrations and private functions for residents and families.



'Please thank the chefs and all the catering team for a delicious, beautifully presented lunch. To cater for so many people to such a high standard with attentive, polite waiting staff is a real credit to them and something top hotels would struggle to achieve.'

Relative of resident of Heathlands Village

'I can't begin to truly describe my feelings, watching the concert on Wednesday. Deeply moving.'

Your activity staff put so much into the lives of the residents each and every day, but the concert was over and above the normal call of duty!'

Relative of resident of Heathlands Village

'The service in shul (synagogue) had a fantastic atmosphere – a really inclusive event with many generations taking part.'

Relative of resident of Heathlands Village



Our purpose built shul (synagogue) - the heart of spiritual life at Heathlands Village - ran twice daily services all year round, with Shabbos (Sabbath) morning prayers attracting up to fifty congregants plus children to join our residents and tenants.

TREASURER'S REPORT

I am delighted to report on The Fed's financial position for the year ending 31st March 2018.

Despite the very difficult commercial trading environment during our ongoing refurbishment programme, we were very pleased to see our Operating Income improve by £294k, or 5%, to £6.4m. This increase was attributable to increased occupancy levels and a higher percentage of privately funded residents.

However, higher occupancy inevitably led to an increase in variable costs, largely driven by the greater complexity of certain residents' needs, necessitating the employment of additional staff.

This, together with the continuing challenge of absorbing mandatory cost increases, such as the National Living Wage, pensions auto-enrolment and apprenticeship levy, resulted in our Total Expenditure increasing by £504k, 6% up on last year.

Despite having enjoyed reductions over the last few years, this led to an overall deteriorating increase in our Operating Deficit of £210k to £1.96m, compared to £1.75m in 2017.

Our Total Voluntary Income came in at £2m, which was 25% lower than in 2016-17 and chiefly due to the higher level of Capital inflow in that year, ahead of work on Beach House, our state-of-the-art residential dementia facility.

The organisation continued to invest in its infrastructure and during the year, £1.1m of costs were expended, primarily in respect of Beach House. This amount had been pledged separately by a number of very generous donors, and ring-fenced from our day-to-day operational income.

Post year-end, as you will have read earlier, we celebrated the opening of Beach House. Subsequent to this we embarked on relocating several living

areas within Heathlands Village. The dual aim of this was to enhance the environment for delivery of nursing and end-of-life care and make optimal use of space to allow for increased occupancy and enhanced revenue and cash-flow.

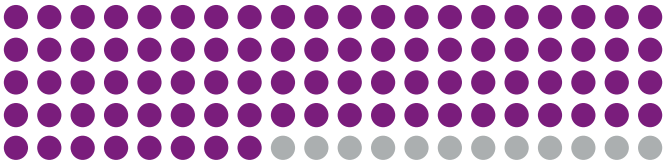
The year will see us consolidate these changes into the everyday life of the Village and maximise the benefits of our wonderful new facilities.

Bernard M. Yorge

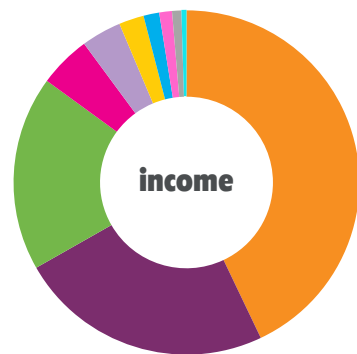


FINANCIAL HIGHLIGHTS

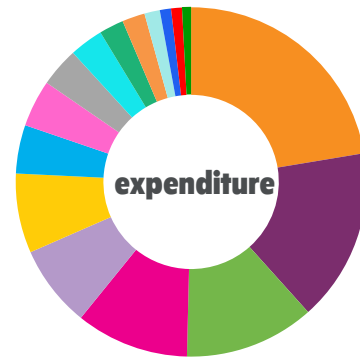
| £,000's | Year to 31 March '18 | Year to 31 March '17 | % Change |
|--------------------------------|----------------------|----------------------|----------|
| Operational Income | 6,419 | 6,125 | 5% |
| Expenditure | (8,376) | (7,872) | -6% |
| Operational (Deficit) | (1,957) | (1,747) | -12% |
| Fundraising Income | 1,585 | 1,246 | 27% |
| Income from Capital Appeal | 440 | 1,440 | -69% |
| Total Voluntary Income | 2,025 | 2,686 | -25% |
| Reinvestment in Infrastructure | (1,129) | (1,195) | 6% |
| Net Movement in the Year | (1,061) | (256) | -314% |



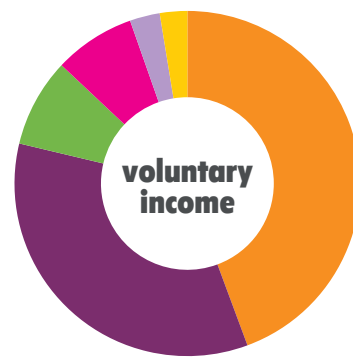
88p in every pound we spend directly helps people in need



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



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



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

FUNDRAISING HIGHLIGHTS



'Sparklers' cheque presentation



Caring Sunday Telethon



Over the Edge Adrenaline Challenge

Almost
£39.5k
raised through
events excluding our
appeal dinner



The Fed 150 Anniversary Dinner



Ladies' Lunch 'n' Laughter



London Marathon

OUR PLANS FOR THE YEAR AHEAD



Buildings

1. Maintaining and improving facilities for residents and staff
2. Replacing the central heating and boilers in Eventhall House
3. Completing the refurbishment of ground floor accommodation for people living with dementia
4. Relocating nursing and residential services to optimise care provision



Services

1. Exploring new ideas for day-care and respite care and our activity programme
2. Further developing services and activities which enrich and facilitate Jewish life
3. Reviewing, monitoring and continuing to improve our operational and care services
4. Developing our community services to reflect the changes in social care
5. Exploring ways to improve services through new technology

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) Platinum 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

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

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 the integration of NHS and social services
4. Maintaining our commitment to social accounting



David Clyne



This year we were deeply saddened to lose our friend, David Clyne, pictured above with his daughter.

David was a champion of carers, and volunteered as an Ambassador for Carers UK. He was the founder member of our Male Carers' Group.