

THE DIFFERENCE WE MADE 2018/19



Caring for our
Community

WELCOME

The delivery of social care and welfare services has never been as challenging, and we find ourselves having to provide support during a period of huge change - both political and economic.

After 10 years of austerity most people are more than familiar with this message, but we cannot afford to be complacent.

The uncertainty of the country's political future has had a significant impact on social care, especially in terms of workforce and funding. Both of these have been under pressure and have impacted on our services. As an organisation we have been riding the waves that these challenges present, yet, despite the difficulties, have continued to evolve and develop what we do. Managing change is something that is

now deeply ingrained in our organisation's DNA.

It is a tribute to our staff and volunteers that we have achieved so much during such difficult times, supporting people in the community and at Heathlands Village, to feel safe, valued and cared for.

Bernie Yaffe took on his new role as Chairman in November 2018, taking over the reins from Mark Adlestone OBE DL who had successfully steered the organisation from the point of merger in 2009, to where we are today. We will always be grateful for Mark's inspirational leadership and his continued support as a member of our Board of Trustees.

The opening of Beach House in June 2018, was followed by the refurbishment of the new Dr



Simon Jenkins Nursing Unit in October and the relocation of some residential care beds to our Wolfson Unit in November. With the help of Simon's family, we were very proud to dedicate our nursing unit to his memory. As a trustee, Simon was a key influence on improving the health, care and support of people at Heathlands Village.

Our 'D2A' – Discharge to Assess - partnership with Bury Council and the NHS started in November 2018. This supports local people to move out of hospital and return home. The project has proved to be a huge success and by September 2019 we had helped over 140 people, preventing over 5,000 nights of hospital beds from being blocked. This has allowed the NHS to focus precious resources on caring for people in crisis.

Our Community Services have continued to support people across Greater Manchester, helping both children and adults alike. Busy play-schemes, a vibrant mental health project, a responsive advice

and information service and an award-winning volunteer project make The Fed an organisation to be truly proud of. Our My Voice project which helps to record the stories of Holocaust survivors has received international recognition for its work and is an example of the positive impact our services have on the lives of people in the Manchester community and beyond.

Despite the uncertainty and financial challenges, our focus for the year ahead remains that of providing outstanding advice, support and care services to people of all ages, particularly those struggling to cope with dementia, mental health problems, disability, old age or chronic loneliness.

Our ambitions could not be achieved without the wonderful support of our staff, volunteers, donors and Board members. It is their commitment, generosity and hard work that provides the bedrock upon which this amazing organisation is founded.



Mark Cunningham
Chief Executive



Bernard M Yaffe
Chairman

COMMUNITY ADVICE & SUPPORT TEAM

This year saw the introduction of a new title for our All Age Service which 'does what it says on the tin': our 'Community Advice and Support Team' (CAST) is made up of a community assessment officer and helpline advisor, social workers, support workers and a play leader. They looked after individual and family casework, carrying a hefty workload throughout the year.

Whilst some enquiries led to a quick piece of advice or short-term intervention, many

occupied the team on a long-term basis and involved a number of complex issues, affecting several people from the same family, and requiring great skill, expertise and knowledge.

Whatever the complexity of need, people were assured professional assistance, which was sensitive to their cultural and religious needs, and provided an adaptable 'wrap-around' service combining one-to-one and group support. Importantly, we offered what the community most valued.

2,734

enquiries for advice
and support

5%

increase in enquiries
compared to 2017-18

"THE FED WERE THERE FOR US FROM THE WORD GO! THEY'VE HELPED ME TO GET A CARER'S ASSESSMENT; APPLY FOR BENEFITS INCLUDING DLA AND A BLUE BADGE. OUR CHILD ATTENDS THE FED'S SUNDAY STAY & PLAY SESSIONS WHICH GIVES US MUCH NEEDED RESPITE AND [OUR CHILD] FUN [IN A] STIMULATING ENVIRONMENT."

Parent of child with complex needs, supported by CAST

"I HELPED A GENTLEMAN WITH MENTAL HEALTH NEEDS TO GET THE CORRECT BENEFITS AND FIND SUITABLE ACCOMMODATION, SO THAT HE WASN'T MADE HOMELESS. WHEN WE SAW THE PROPERTY HE COULD NOT BELIEVE IT WAS REALLY FOR HIM!"

Shelley Lewis, Senior Practitioner, CAST



492

referrals to CAST

7%

increase in referrals
compared to 2017-18

"WHEN YOU FIRST MET US WE WERE TRULY IN CRISIS. YOU HAVE BEEN THERE FOR US EVERY STEP OF THE WAY.

WE CANNOT EVEN BEGIN TO THINK WHERE WE WOULD BE WITHOUT YOUR SUPPORT."

Parent of child with complex
needs, supported by CAST

ADULT'S GROUPS & ACTIVITIES

Our quest to reduce social isolation and loneliness in the community continued to be a key organisational aim this year.

Alienation may be due to many things - mental ill-health, caring responsibilities, divorce, redundancy, bereavement or relocation. We addressed it by offering people regular, friendly hospitality in a safe, supportive environment.

Here troubles were shared, friendships were forged over a meal, and advice and support were received - with a good dose of fun thrown in.

'Peer' support was available for people caring for a loved one via a variety of groups; training opportunities, outings and activities.

Our Purple Room Community Cafe took place on Wednesday afternoons along with twice weekly evening Drop In sessions and monthly bagel brunches.

243
community
group sessions



The Drop In offered wide-ranging activities with mindfulness, drama and sports nights, film nights, a Samaritans' visit, pilates sessions, 'Drum Circle', theatre trips, 'chair-obics', 'big' birthday parties, festival celebrations and our annual summer BBQ.

Most importantly, we provided people who found themselves on the periphery of the community, with a warm 'home-from-home', friendship and access to new, varied experiences, with staff and volunteers always on hand, to encourage and support.



3,924

hours of friendship
and support for members
of our mental health
'Drop In' service

2,354

individual attendances
at our community groups

"I WOULD JUST BE HOME
ALONE. I COME TO HAVE
HUMAN CONTACT."

"THE COMMUNITY
CAFÉ REALLY HELPS
AS I SUFFER FROM
DEPRESSION AND
WANT TO HAVE SOME
COMPANY EVERY
WEEK."



CHILDREN'S GROUPS & ACTIVITIES



Heathlands Village is home to The Fed's Children's Centre, which throughout the year, provided a gorgeous venue for a range of activities. We held twice weekly Project Smile Play & Learn groups and holiday play-schemes for children and young people with additional needs, as well as biweekly Mums 'n' Tots groups for the whole community. It was also used as a contact centre for supervised visits between parents and children, and for one-to-one play and learning sessions.

Key to all of this was providing youngsters with a safe, homely, well resourced place where they could relax, explore, let off steam, enjoy new experiences, practice social and life skills and build lasting friendships - because

children can be lonely too. Meanwhile their parents and other family members were able to take a breather and have time to themselves.

We also held a very successful activity day, opening our doors to families from the community who were not necessarily service-users, and increased our intergenerational activities bringing together the oldest and youngest people in our care - with notable rewards.

163

attendances at
our play-schemes

"IT'S THE ONLY THING HE DOES SOCIALLY, AND HE HAS MADE A FRIEND. TO HAVE A FRIENDSHIP IS AMAZING. HE IS IN AN ENVIRONMENT THAT HE FITS INTO AND HE LOVES IT."



2,394

hours of support and
respite via Project Smile
Play & Learn groups

94 

Mums 'n' Tots groups
attended on average by
9 mums & 12 tots

"WE COULD NOT HAVE
MANAGED WITHOUT
THE PLAY-SCHEME AS A
FAMILY. THE FED HAVE
SAVED OUR SANITY"

VOLUNTEERING

Volunteering hours increased to 28,800 in the last year, with 350 volunteers providing on average 82 hours of their time - about 1.6 hours a week. This perfectly reflects our maxim: 'Just an hour or two of your time can make a massive difference to someone's life.'

That hour or two can mean the difference between a person sitting, day after day, staring at their own four walls, or being able to look forward to going out shopping or for lunch with their volunteer, or joining a group 'coffee-stop' with other clients and volunteers.

Whilst providing friendship is a hugely important function of our volunteering service, many other essential voluntary roles were fulfilled throughout the year - helping to run our charity shop, our village shop,

group activities for children and adults, supporting our Heritage Lottery funded My Voice project, escorting people to stressful medical appointments and taking calls in our CAST office.

Focal points of the year included a trip to Yad Vashem, Jerusalem (The World Holocaust Remembrance Center) by representatives of our My Voice project, who attended the 10th International Conference on Holocaust Education, and a Holocaust Memorial Day (HMD) event, partnered with the Council of Christians and Jews.

This year saw a reinvigoration of our south Manchester service with greater focus on forging links with south-based shuls and communal bodies, and an increased accent on recruitment and activities in this area of the community.

"THE WEEKLY
SUPPORT IS A
LIFESAVER, I AM
SO GRATEFUL THAT
SOMEONE CARES."





Volunteers helped run
our play-schemes

"THE KIDS ABSOLUTELY ADORE HIM - HE IS THE HIGHLIGHT OF THE WEEK. HE IS SO PATIENT AND FUN. THEY PLAY HIDE & SEEK AND ALL SORTS OF GAMES. HE BRINGS SPECIAL ENERGY IN TO THE HOUSE."

270

average no.
of clients receiving a
service per month



A late My Voice story-teller's great
grandchildren spoke on HMD

350

average no.
of volunteers active
per month

29k

volunteer hours
over 12 months

"I CAN'T POINT TO ANY ONE PARTICULAR ACHIEVEMENT OF VOLUNTEERING@THEFED THIS YEAR. IT WAS THE SIMPLE FACT THAT WE MADE A DIFFERENCE TO THE LIVES OF SO MANY LONELY PEOPLE, LIVING FAR AND WIDE ACROSS NORTH AND SOUTH MANCHESTER - THE SHEER VOLUME OF PEOPLE WE HELPED - THAT'S WHAT MAKES ME PROUD."

Juliette Pearce
Volunteer Services Manager

MOORVIEW

SUPPORTED INDEPENDENT LIVING

Moorview is an independent living facility situated within Heathlands Village, providing 31 tenancies of privately rented accommodation for people aged 55+.

It offers a 'halfway house' solution to people who may be struggling with living in their own home; need support to maintain their independence, but do not require round-the-clock care.

At Moorview they can receive as much practical support and personal care as needed, whilst

enjoying a communal life and the benefits of the wonderful facilities and activities at Heathlands Village.

Our housing support team provided approximately 6,400 hours of general support - 4,000 hours of low level and 2,400 hours of high level support.

On top of this, over 6,000 hours of personal care were provided to 25 tenants, during more than 12,000 visits by our care team.

This year Moorview was voted Team of The Year. Well done!



"THE GIRLS HERE ARE SO NICE – EVERYONE GOES OUT OF THEIR WAY TO BE HELPFUL. IT'S REALLY A WONDERFUL PLACE."

Doreen Furman, Moorview tenant

6,400

hours of general support

6,000

hours of personal care

"I'M DELIGHTED TO HAVE TAKEN OVER THE RUNNING OF MOORVIEW AND THE FED'S 2018 'TEAM OF THE YEAR'. THERE'S A LOVELY FRIENDLY SENSE OF COMMUNITY.

THE TEAM'S BRILLIANT WORK WAS ACKNOWLEDGED IN MARCH BY THE CARE QUALITY COMMISSION WHO RATED THE SERVICE "GOOD" IN ALL AREAS.

KEEPING PEOPLE LIVING AT MOORVIEW AS SOCIALLY INVOLVED AS POSSIBLE, IS ONE OF MY PET PROJECTS, SO I'VE INCREASED OUR TRIPS AND ACTIVITIES. WE BEEN OUT FOR A KOSHER CHINESE, TEN PIN BOWLING, TO THE HALLÉ ORCHESTRA - AND TO THE LAKES"

Lucian O'Neill, Moorview Manager



RESIDENTIAL CARE



Residential care at Heathlands Village involves so much more than merely providing personal care, helping with medication, meal-times and moving around. Those are a given.

Outstanding care means letting people know they are loved, respected and valued - and giving them choice - offering them as many opportunities as possible to do the things they enjoy.

We achieved this via a varied, vibrant activity programme, enhanced by investing in two permanent 'Motiview' bikes. These are known for their positive effect on the overall wellbeing of older people, particularly those living with dementia. They provide a gentle, effective and immersive exercise experience, using large-screen travel footage, street sounds and music.

"WE ARE VERY EXCITED AT... WORKING WITH THE FED... AN INNOVATIVE HEALTH AND SOCIAL CARE PROVIDER THAT IS NOT AFRAID TO BE CREATIVE AND TEST OUT NEW WAYS... TO ENHANCE SERVICE USERS' LIVES."

Gabi Hesk, Lecturer in Social Work and Practice Learning, Salford University

The year also saw the opening of Beach House, our new residential dementia household adjoining the Seaside Garden. This beautiful state-of-the-art care environment is home to 20 people living with advanced dementia and makes use of the latest care setting design ideas and technologies.

In March we announced our appointment as a National Teaching Care Home, partnering Salford University in helping to promote a holistic care approach across a wide range of university disciplines including Social Work, Nursing, Occupational Therapy, Drama, Podiatry and Digital Services.

“NOTHING MAJOR HAPPENED THIS WEEKEND... JUST THE FED DOING WHAT YOU DO BEST, SHARING KINDNESS AND LOVE TO YOUR RESIDENTS AND THEIR FAMILIES.”

Relative of resident on Beach House



The Jewish Theatre Group Choir helped us celebrate residents' 100th and 106th birthdays

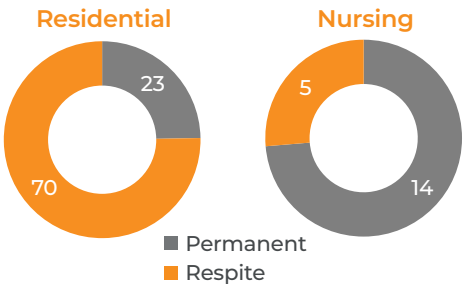
“BEACH HOUSE IS SIMPLY INSPIRING - SEEING THE TRANSFORMATION FROM AN OLD RESIDENTIAL AREA INTO AN EXCITING, GROUND-BREAKING PLACE TO LIVE.”

Robert Marks
Communications Officer



Opening of Beach House

NEW ADMISSIONS



89



average no. of
occupied residential
care beds

NURSING AND END-OF-LIFE CARE

The department's year was marked in September by relocation from the main building at Heathlands Village to upgraded surroundings in Eventhall House.

The refurbished, 29-bedded unit was named after Dr Simon Jenkins MBE - a much-loved former Vice-Chairman of The Fed and, in his latter years, a resident of our nursing department.

In December we launched our Discharge to Assess Unit (D2A) accommodating 19 NHS-funded beds. Here we look after people from the wider community who are well enough to leave hospital, while arrangements are made for them to be cared for at home.

To year end we cared for 70 people providing 2,319 nights' care at a fraction of in-hospital care costs.



Singer-songwriter Lisa Stansfield at a Nordoff Robbins music therapy session held on Oakwood - our nursing dementia household

42

average no. of
occupied nursing
care beds



"I CANNOT FIND WORDS
ADEQUATE ENOUGH TO EXPRESS
MY THANKS TO THE WONDERFUL
STAFF AT HEATHLANDS WHO
TOOK SUCH LOVING CARE OF HER
OVER THE PAST FIVE YEARS."

2,319

nights of care provided on D2A

"IT ISN'T POSSIBLE
TO SAY HOW
MUCH MUM AND
I OWE TO YOU...
THE KINDNESS
AND COMPASSION
GIVEN TO HER OVER
THE LAST THREE
WEEKS HAVE BEEN
OUTSTANDING."

Relative, D2A resident

"I WAS VERY
MOVED BY NAMING
OUR NEW NURSING
UNIT AFTER SIMON
JENKINS. HE WAS A
LOVELY MAN WHO I
HAD THE PRIVILEGE
OF GETTING TO
KNOW OVER A
NUMBER OF YEARS
AND RESPECTED
GREATLY.

HE MADE A HUGE
CONTRIBUTION
TO NURSING CARE
FOR THE JEWISH
COMMUNITY."

Mark Cunningham
Chief Executive



OUR BUS



We held some wonderful activities which brought little ones from King David Nursery together with people living at Heathlands



Thanks to a very kind donation our Heathlands Village residents and tenants all received flowers for Rosh Hashanah



Heathlands resident, Muriel Cobb, gave Head Chef, Mike Hyde, a pre-Pesach 'heimishe' cookery lesson



Bury Mayor, Jane Black, handed out certificates at our Motitech Road World for Seniors 2018 finale



Mark Adlestone OBE DL (L) stepped down as our Chairman after 10 years, and Leslie Kay retired from the board after over 60 years' service - for which he was awarded the British Empire Medal in June

Y YEAR...



We held a fun-filled treasure-hunt in the front garden attracting pirates of all ages!

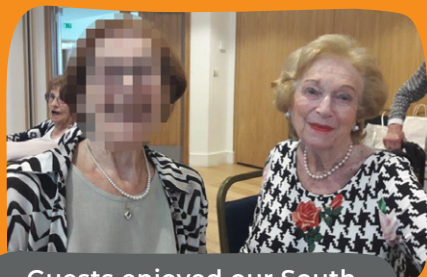


Our popular Mums 'n' Tots group held 94 sessions



Our Central Cafe welcomed many visitors from across the generations

Coordinator Karon Anderson's table-top sale raised over £1,200 for residents' activities



Guests enjoyed our South Manchester Coffee Stop at Shaare Sedek Synagogue, Hale



On Mitzvah Day Heathlands Residents visited Bury & Whitefield Jewish Primary for a play and lunch



We held a Volunteers Week garden party to celebrate our volunteers and thank them for being wonderful



My Voice's Juliette Pearce (L) meets Head of Teacher Training Seminars, Nurit Davidson, at the 10th International Conference on Holocaust Education at Yad Vashem, Jerusalem



Young people at one of our summer play-schemes, loved the sports day on the front lawn at Heathlands



Chief Nursing Officer, Professor Jane Cummings, visited Heathlands Village and gamely had a go on a Motiview bike



Two old pals who had not seen each other for over thirty years were reunited at a Friday discussion group at Heathlands



My Voice story-teller, Leonard Kaufmann, read from his life-story at a Fed Holocaust Memorial Day event in partnership with The Council for Christians and Jews



Heathlands Village residents were delighted by a visit from a mobile farm - an Ambition for Ageing Event



We invited parents and children from the whole community to the Summer Activity Day in our Children's Centre



We ran Project Smile Play & Learn groups twice a week for children with special needs



We once again celebrated being accredited with the Investors In People Award

BEACH HOUSE

Forgive us this little bit of showing off with some beautiful views of our new dementia household. [Photos by our architects - Day Architects]



The main corridor with residents' individually coloured front doors and memory-boxes



The 'milky' and 'meaty' kitchens



View from the main lounge to Seaside Garden



The main lounge area



The 'break-out' area

TREASURER'S REPORT



It is my great pleasure to report on The Fed's financial position for the year ended 31 March 2019.

Over the 12 month period our operating income increased by 5% to just over £6.7 million. This was largely attributable to the opening of Beach House - our new specialist residential dementia care household which accepted its first residents in August 2018, and has remained consistently fully occupied.

At the same time, we have been challenged once again by significant growth in our wages costs, mainly owing to a further increment to the National Living Wage combined with a tightening labour market. This necessitated our increasing salaries for certain specific roles to address the difficulties in attracting new staff.

Thankfully, the reorganisation of our community care services together with other operating efficiencies, enabled us nonetheless to reduce our operating expenses by 1% to £8.3 million. This in turn led to a reduction in our operational deficit to just under £1.6 million, from £1.96 million in the previous year.

Our total voluntary income for the year remained unchanged at £1.86 million.

Reinvestment in our infrastructure totalled £0.85 million and was, to a large extent, dominated by the costs of developing Beach House. The knock-on effect was to reduce our reserves by £0.6 million for the year.

Post 31 March 2019, we have concentrated on other smaller capital projects – the rebuilding of the community mortuary and the redevelopment of our under-used staff restaurant to provide new NHS office facilities, with an injection of associated rental income for the charity.


Excitingly, we have also secured funding for an extension to accommodation at Beach House, in line with our ongoing aim of upgrading our services and facilities for the Manchester Jewish community.

A handwritten signature in black ink, appearing to read 'M. Sciamia'.

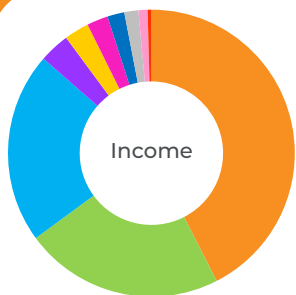
Michael Sciamia
Treasurer

THE YEAR'S FINANCES

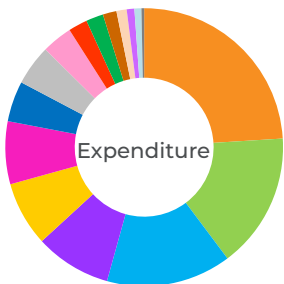
£,000's	Year to 31 March 2019	Year to 31 March 2018	% change
Operational Income	6,726	6,417	5
Expenditure	(8,322)	(8,376)	-1
Operational (Deficit)	(1,596)	(1,959)	-19
Fundraising Income	1,162	1,403	-17
Income from Capital Appeal	693	440	58
Total Voluntary Income	1,855	1,843	1
Reinvestment in Infrastructure	(845)	(1,129)	-25
Net Movement in the Year	(586)	(1,245)	-53



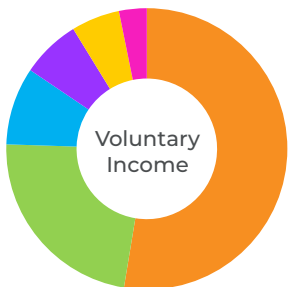
Fed electrician, Phil Costin, climbed to Everest Base Camp raising over £1,000



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



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



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



7 brave sponsored skydivers, including Tami Jeffries (L) and Debbie Miller, raised £8,000

OUR APPEAL DINNER

In January, 400 loyal supporters gathered at The Point at Lancashire Cricket Club for our biennial dinner. The packed-out event was hosted by BBC news

presenter Samantha Simmonds, with guest speaker Clare Balding, OBE who delighted everyone with her warmth, wit and down-to-earth charm.



87p in every pound we receive directly helps people in need



FUNDRAISING HIGHLIGHTS

Some nearly died on stage doing stand-up, some rode, some phoned, some ran, some swam... and some drank gin! All in aid of The Fed.



THE GOOD WE ARE DOING

We don't believe we can simply rely on the public assumption that we are 'doing good'. In the same way that we measure and publicise our financial performance we believe we have a duty to account for our social and environmental impact too.

So for the third time, we invited our stakeholders to tell us what they thought about The Fed

and to what extent they agreed (or perhaps did not) that we had achieved our vision, purpose, values and objectives.

Their responses were very encouraging and we are pleased to share some extracts here. To obtain a full set of our Social Accounts 2018-2019, please contact our Marketing and Communications Department.

OUR VISION

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

To what extent do you agree that The Fed fulfils its vision?

97%

OUR PURPOSE

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

To what extent do you agree that The Fed fulfils its purpose?

97%

To what extent do you agree that The Fed focuses its efforts on the right purpose?

92%

OUR VALUES - C.R.E.W.

To what extent do you agree that The Fed has lived up to the following values?

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



A photograph showing a man in a blue shirt and tie (Mark Cunningham) presenting a certificate to a woman with glasses and pigtails (Hannah Levy). The woman is holding a small teddy bear. They are both smiling. The background is a solid grey.

Chief Executive, Mark Cunningham
presents employee Hannah Levy with
certificate for outstanding work

OUR OBJECTIVES

1. SUSTAINABILITY



94%

agreed that we provide a high standard of residential and community-based services

82%

agreed that we try to develop and maintain a well-trained and motivated workforce



59%

agreed that we identify ways to save money and reduce waste



84%

agreed that we ensure the effective use of our resources

2. COMMUNICATION



76%

agreed that we communicate proactively with colleagues, in a timely manner

89%

agreed that we try to increase awareness in the community of the services we offer



3. CUSTOMERS



93%

agreed that we support staff and volunteers to learn, develop and achieve more



98%

agreed that we provide outstanding, caring and compassionate services



95%

agreed that we focus on
developing responsive, safe
and high-quality services

4. COMMUNITY

85%

agree that we work in partnership
with other Jewish, statutory and
voluntary organisations



85%

agree that we develop new
and existing services to meet
changing needs



87%

agree that we provide
services to the wider
community

STAFF FEEDBACK

In addition we asked our staff team to tell us what they thought about working for The Fed.



92%

said they enjoyed
their job



97%

said they were
proud of the services they
helped to provide



86%

said they knew what was
happening in the organisation and
what our future plans were

76%

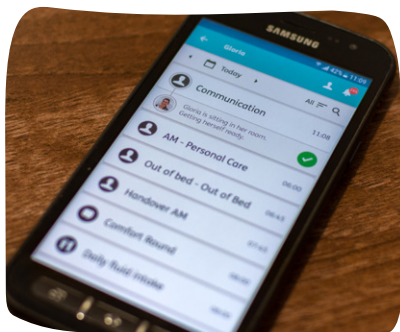
said they agreed that The Fed
listened to them and made
changes to improve things



OUR PLANS FOR 2019-20

BUILDINGS

1. Review the delivery of our care services and dining options
2. Sustain a high standard of maintenance of our facilities
3. Refurbish the ground and first floor communal areas
4. Refurbish our communal mortuary
5. Develop our well-being centre and supported living design proposals



SERVICES

1. Develop ideas for new well-being and respite care services
2. Further develop opportunities and activities which enrich and enhance Jewish life for the people we support
3. Review and improve our operations and care services
4. Develop our community services to reflect the changing needs of the population we support
5. Explore ways to improve services through the introduction of new technology
6. Develop our partnership work with local councils and the NHS

STANDARDS

1. Ensure we meet Health & Safety Standards and highlight individual responsibility
2. Work towards a CQC rating of "outstanding" for all of our registered services
3. Maintain our OFSTED registration, "Excellent" rating with Bury Council and five star food hygiene rating
4. Ensure all of our staff are aware of the organisation's policies and procedures
5. Maintain our Investors in People accreditation
6. Maintain our Gold Standard Framework (GSF) Platinum accreditation for end-of-life care



PEOPLE

1. Improve employee recruitment, retention and sickness levels
2. Support our employees and volunteers to achieve more
3. Ensure we ask the people we support for feedback and involve them in our decision-making and plans
4. Reduce social isolation and loneliness
5. Improve the health and well-being of the people we support, our employees and volunteers



COMMUNITY

1. Raise our profile through robust marketing and communication strategies
2. Provide advice and support to help keep vulnerable adults and children safe
3. Explore opportunities in relation to the integration of NHS and social services
4. Develop our expertise as a dementia care specialist and teaching care home

A FINANCIALLY STRONG AND SAFE ORGANISATION

1. Maintain high occupancy levels across our village services
2. Develop our fundraising strategy and improve engagement with donors
3. Improve our income through new areas of service delivery and partnerships
4. Reduce waste and seek cost savings and efficiencies

WHO'S WHO AT THE FED?

Chairman

Bernard M Yaffe

Vice Chairman

David Eventhall

Treasurer

Michael Sciamia

Honorary Secretary

Michael Sciamia

Board Members

Mark Adlestone OBE DL

Julie Besbrode

Rachel Davies

Debbie Hamburger

Howard Joseph

Honorary Patrons

Chief Rabbi Ephraim Mirvis

Lady Beryl Steinberg

Chief Executive

Mark Cunningham

www.thefed.org.uk



INVESTORS
IN PEOPLE

Accredited
Until 2021



The Fed, Heathlands Village, Manchester M25 9SB | info@thefed.org.uk | 0161 772 4800

Registered Charity No: 1117126 | Company Ltd by Guarantee: 5858766

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