



Caring for our
Community

Doing it Differently

2020-21

A Year in Review



Welcome

The last 12 months were characterised by two main drivers - the need to adapt rapidly, and to prioritise working in partnership - both born out of a quest for survival in the face of Covid-19.

Almost every activity had to be rethought, reassessed for risk and, in some instances, totally reinvented.

Many staff were forced to work from home, requiring them to quickly adjust to working at a distance from team-mates and learn new software. The challenges to internal communications and IT were huge.

Colleagues in care and nursing needed to deliver the same loving care to residents of Heathlands Village despite the barrier of stifling PPE, putting aside their fears for themselves and their families. The Village's activity team had to find ways to continue to provide a stimulating, uplifting programme notwithstanding the lack of outside entertainers and volunteer helpers. At the same time, staff had to fill relatives' shoes and provide friendship and companionship to Villagers.

The usual social opportunities at our Drop In, Community Café and Coffee-stops for isolated community clients were suspended, but we addressed this with the launch of Walk 'n' Talk get-togethers in Heaton Park and by moving certain community groups to online platforms.

Our Project Smile Play & Learn sessions

were put on hold, depriving parents and families of much-needed respite from caring for our young service users with special needs, who in turn missed out on being with their friends, having fun and learning life skills. As restrictions eased, we opened up play-pods in our Childrens' Centre limited to six youngsters, with strict safety measures in place. It wasn't ideal but it was something for families desperate for a break.

The list of challenges and changes goes on.

And yet, we got through it. Despite the heart-breaking loss of many treasured people who we had cared for at Heathlands Village, as well as clients and volunteers in the community, The Fed, as an organisation, not only survived but even extended its reach.

What held us in good stead were firm yet flexible foundations which sustained our services, even when the pressure was greater than anything previously experienced in our history.

We responded and we modified. We made mistakes too, as we learnt on the hoof. At times we upset people, but we were doing our best.

As the storm raged, the need to work closely with other organisations became a dominant force - the mutual sharing of skills, knowledge and resources ensuring that those worst affected received



appropriate support. Such alliances allowed us to enhance our offering and made money go further. A positive lesson for all.

In fact, we grew stronger in the last year through collaboration. We developed solid partnerships with sister charities, principally Jewish Care, Nightingale Hammerson and the Jewish Leadership Council, in launching the Emergency Jewish Homes Appeal; we ran a hugely successful campaign with the Hershel Weiss Centre and the Manchester Jewish Community Strategic Group (MJCSG) to supply winter school holiday food vouchers; we linked up with Salford City FC's Foundation 92 to deliver food and toy packages; with Maccabi and Manchester Jewish Community Care to successfully bid for funding to tackle loneliness; partnered Langdon, L'Chaim Foodbank, the Friendship Circle, GIFT and Bowdon shul in other fundraising initiatives and

Mark Cunningham
Chief Executive

developed a new MJCSG communal guide. For all of this we earned praise from leaders within the Jewish and wider world.

As we came face to face with everything that Covid could throw at us The Fed stood firm as the community's safety net.

We reimagined our fundraising strategy, inspiring our supporters with online events, a new major donor magazine, inventive challenges, and straight-talking no-fuss appeals. These added up to a positive result during a 12-month period when we often thought things couldn't get much worse.

It has been a tragic year, but heart-warming too, as we witnessed courage and generosity beyond anything we could have imagined, from every quarter.

And so more than anything we just want to say thank you. Thank you for believing in us and helping us navigate the darkest waters.

Bernie Yaffe
Chairman

Community Advice & Support Team (CAST)

Our helpline, run by CAST's community advisors answered a colossal 3,296 enquiries - a 36% increase on the previous year. The rise stemmed largely from the immediate impact of the pandemic on the lives of people of all ages across our community - whether north or south of the city. Calls came in for one-off advice and support, while many others resulted in new referrals to CAST or their colleagues in the Volunteer Services Department.

Challenging personal situations became increasingly difficult to endure as companionship, practical support, and respite - usually provided through schools, clubs, daycentres, voluntary or paid support and our own community groups - were withdrawn due to national or local lockdowns.

Loneliness intensified; acquiring basic essentials became a huge challenge for those needing to shield; toxic relationships festered; family carers approached the end of their tether - whether looking after a child with complex behavioural issues or care needs, or an older person with advancing dementia.

It was an intensely worrying time for the team of registered social workers, support workers, community advisors and play leaders. How were they to gauge the risk and provide ample support when service users could not be seen in person?

The team adopted a triage system ranking people according to vulnerability, which determined how frequently they would be contacted - where necessary daily. In-person visits were substituted with email, text messages, Zoom and phone calls, some lasting well over an hour.

3296
enquiries for advice
and support

36%
increase in
enquiries on
previous year



CAST team load up for a community distribution

“

Oh, my goodness!
I was just wondering
how these old bones
were going to go
out for my apple
and honey. I'm
telling you I was so
overwhelmed by it.
You have brought a
great deal of pleasure
to an old lady!

Recipient of Rosh Hashanah
gift bag

“

I have no family, but I can see that The Fed are my family. My social worker has been a dream come true. I can only describe her as an angel without wings.

Adult Groups & Activities

Covid-19 had a dramatic impact on our ability to offer services in this area. Regular in-person sessions in our Purple Room community centre were put on hold due to restrictions on socialising. Our mental health Drop In evenings, bagel brunch, Community Café, Carers' Wellbeing sessions, Carers' Coffee Mornings and Carers' Peer Support Groups were all suspended.

Our Male Carers' Group, however, found a new home on Zoom and increased the frequency of its monthly meet-ups to fortnightly, then weekly. In fact, its virtual venue made attendance easier for those finding it difficult to leave the person they cared for, or to arrange for someone to stay with them while they were out of the house. Our Pilates Group also maintained a high-level of participation with many

women more than happy to switch to an online platform.

But where companionship is lacking in a person's life, virtual meetings cannot adequately substitute for in-person get-togethers. For this reason, we launched a brand new service - our 'Walk 'n' Talk' sessions in Heaton Park - which became a popular fortnightly event.

61

community group sessions

439

individual attendances at our community groups

598

hours of support and friendship offered via our community groups

66

It gave me a purpose to get up and out, back to the human race - thank you.

66

Walking really helps with my anxiety.

One of many 'Walk 'n' Talk' sessions in Heaton Park



Children's Groups & Activities

As with our adult community groups and activities, delivery of children's groups and activities was severely curtailed by the constraints on gatherings due to Covid. Our Mums 'n' Tots Group ground to a halt as did our Project Smile Play & Learn sessions. There was huge concern about the impact on the children with special needs whom we support and their families. At the same time these concerns had to be balanced with safety requirements of the vulnerable population of Heathlands Village, where our Children's Centre is also located. Our Summer Activity days also disappeared from our calendar.

Eventually however, in October 2020, to the great relief and delight of families and our staff, we were able to reopen our centre once a week on a Sunday for 'play-pods' of a maximum of six children at a time. We were also able to run our first school holiday play-scheme of the year. Depending on the public health advice at the time, we then continued to offer these services.

Staff maintained contact with affected families while groups were closed, and sent out toys and activity packs as part of our community distributions.



Temperature check before a 'play-pod' begins

“

I'd like to thank you so much for having my son today at the Sunday group. For the past eight months he has not had much school and zero carers.

He is so unstimulated at home, where there is no space for him to run around in a safe way. We have reached the end of our tether. Any hour of help we can get is a real saviour.

Parent of child with special needs, on opening of our 'play-pods'

“

The gifts of toys and activities have been amazing, so thoughtful - they have arrived at the right time. Having fun while in the middle of home tutoring is a blessing.

Parent of child with special needs, while children's groups were suspended

27

attendances at our October and March play-schemes

81

attendances at our Project Smile Play & Learn Sunday 'play-pods'

729

hours of friendship, fun and respite provided via our children's groups

Volunteer Services Department

With strict lockdown measures in place, the Volunteer Services team recognised the urgency of reaching out to every single person on their books. The level of risk had to be assessed in each case: the potential breakdown of a caring situation, a mental health crisis due to isolation, or challenges with simply managing to obtain basic essentials. The service was adapted almost overnight.

The challenges of working remotely from teammates and the restrictions on in-person contact created huge concerns for the staff who train and supervise our legion of volunteers, and who provide regular advice and support to service users.

In the last 12 months, just under 500 people living across Greater Manchester, from the north to south of the city used this service. Of these, 20% were caring for a family member with chronic or degenerative conditions such as Alzheimer's, cancer, ME, bipolar disorder, or Parkinson's Disease.

The team's priority was to maintain frequent contact with people who were most isolated, giving precedence to the highly vulnerable.

Volunteer numbers swelled with the onset of the pandemic as people were furloughed, made redundant or felt moved to contribute to their community. 112 rapidly inducted new recruits joined existing volunteers on our

“

She really is a great lady. I love it. We end each call by singing to each other down the phone!

Volunteer who would regularly phone a service user awaiting a heart operation



Volunteer Services team preparing gift bags

560

average no. of active volunteers (112 new recruits)

27.3k

calls made via our Covid Telephone Service

26.5k

hours of support provided by volunteers

new Covid Telephone Service, regularly phoning people who were housebound and cut off from family and friends. Their support was a lifeline. Those most in need received calls from several volunteers a week and some volunteers contacted multiple people - one lady checked weekly on the wellbeing of a dozen individuals and lifting their spirits with a cheery call.

Other volunteers were charged with carrying out essential shopping for older people and those with poor immunity who had previously managed independently, but now could not risk going out in public.

Coordinating the delivery of 1,365 Shabbos, Yom Tov and food parcels was an epic operation for the team but the heart-warming feedback evidenced the enormous value of this outreach work. Volunteers were moved to tears by the visible joy of those receiving the gifts. People spoke of their gratitude at 'not being forgotten', at 'knowing that somebody cared', and of feeling 'uplifted and comforted'.

“

He has been a beacon of light! They've developed an amazing relationship.

My son's life has gained so much by this friendship. He simply adores him.

Mother speaking of young volunteer's relationship with her son, who had been in a coma

“

I have nothing but admiration for the army of volunteers working tirelessly in my constituency. Will the Prime Minister join me in thanking organisations like The Fed who have done so much to protect the needy and vulnerable in Prestwich, Radcliffe and Whitefield?

Tribute to The Fed's volunteers in Parliament by Christian Wakeford, MP for Bury South

My Voice Project

The Fed's My Voice project is a separate entity within the Volunteer Services Department, with a discrete group of over 50 specially trained volunteers. Their function is to support Holocaust Survivors and Refugees in recording their life-stories and to transcribe and edit these into individual books.

Throughout the year, the project monitored the safety and wellbeing of 31 Survivors. Both staff and volunteers maintained regular phone contact, and provided emotional and practical support, such as shopping.

Within the period, seven books were published and a further eleven reached various stages of production - whether recording, transcribing, editing drafts, photographing artifacts, or designing layout.

A brand-new pilot initiative involved filming two Survivors reading their books with the aim of enhancing the accessibility of their stories for Holocaust Education. Subject to funding being successfully obtained the objective is to offer this opportunity to all storytellers.

“

I am very happy with my book. My story is never going to be forgotten. My great grandson who is 10 told my story in school in America.

My Voice storyteller

“

I was so thrilled how it turned out and I feel such a sense of privilege that I had the chance to facilitate putting his incredible story together. He will forever be in my heart and I am so thankful that he saw the finished book before he passed away.

My Voice
volunteer-befriender

18

books published
or in progress

3750

volunteer hours
devoted to the
project



“

The entire team feel truly honoured to receive such a prestigious award. It gives us great encouragement to take this project forward. We are passionate that Survivors' stories will live on and that their heritage will always be protected. We are privileged to be playing our part in this. We want to thank the former High Sheriff for shining a light on our work.

Volunteer Services Manager, Juliette Pearce, on the announcement in October 2020 that the High Sheriff for Greater Manchester 2019/20 Award for Valuable Services to the Community, was granted to My Voice

Moorview Supported Independent Living

Whereas in normal years our Moorview supported independent living facility enjoys 100% occupancy with all 31 flats filled or close to it, this was an exceptional year. There were long periods when several flats remained vacant. As previous tenants moved into residential care or passed away, the empty properties were not quickly reoccupied by those who had been on our waiting list. People were hesitant to accept the tenancies due to uncertainty around maintaining regular face to face contact with loved ones after having moved in. It was an understandable concern.

The reduction in occupancy accounts for the comparative decrease in contracted hours of general support and personal care, against recent years. However, this does not represent the whole picture. In fact, Moorview staff informally delivered many more hours of general support than those recorded here. This frequently included providing additional support to replace that which tenants, in normal circumstances, would receive from their families. There was far greater reliance on the team to manage medical appointments, provide companionship and emotional support, and make essential deliveries to people's flats. The extra time was subsidised in part by Covid council funding, or managed within hours normally allocated to administration and organisation of activities and outings, which were discontinued due to the pandemic.

“

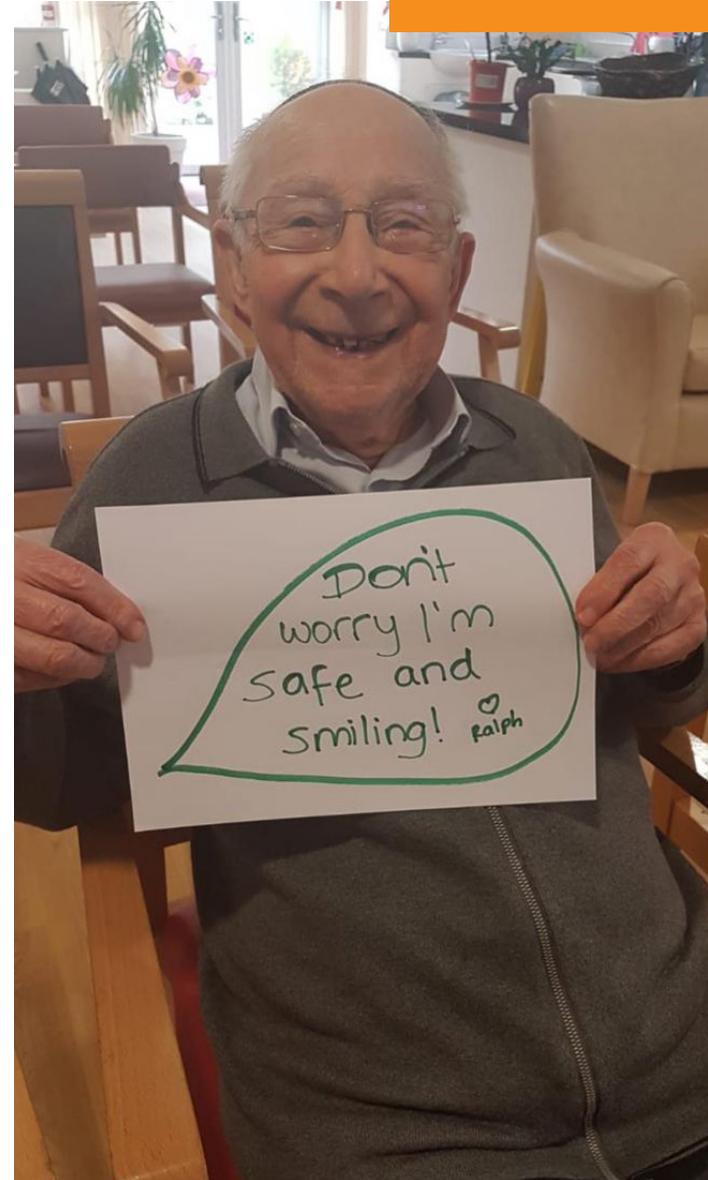
Mum thought the world of your team and I watched in awe on many occasions the manner in which you and your team went above and beyond what was expected to make the life of your tenants as comfortable as possible.

Relative of Moorview tenant

“

I must point out how very wonderful all your staff have been in these trying times. I feel privileged to be living here and appreciate everything that is being done for every person here.

Moorview tenant



5730

hours of general support

5429

hours of personal care

12411

care visits

Residential Care

66

Words cannot express how grateful we are for your team's care of our dear Mum, from the day we were welcomed in December 2015, until last weekend when you also took care of me.

We are delighted by the Care Quality Commission's rating of The Fed as 'Outstanding' for responsiveness and 'Good' overall, together with Bury Council scoring us as excellent. This reflects the wonderful standard of loving care provided by the dedicated care team at Heathlands Village.

Never was this high standard put to greater test than in the past year. Despite all the preventative measures taken, often ahead of official advice, Covid-19 crept its way into our home - causing serious illness among many residents and tragic fatalities. Despite their own fear of catching the virus, and concerns about passing it on to their families, care staff returned day after day, committed to their duty of protecting, reassuring and caring for our precious residents.



Occupancy levels fell drastically due to a combination of the greater-than-usual loss of life due to Covid-19, and a low uptake of new placements. Generally, permanent new admissions took place only when care in the community had totally broken down or was anticipated to do so. Although worryingly at risk, people were choosing to remain in their own homes, for fear of losing in-person contact with loved ones.

Respite admissions were similarly affected, as people were discouraged by the need to self-isolate for two weeks on first coming into Heathlands Village.

Admissions of residents - whether permanent or for respite, publicly funded or privately paying - as good as halved, down to 46 from 99 in the previous year. Our average number of occupied residential beds fell from 87 last year to 70 for this year.

46

residential and nursing admissions

70

average no. of occupied residential beds

66

It is hard to express how grateful I am for the amazing love and care you and every member of your staff at every level continue to give even during these unprecedented times. There is an ethos at Heathlands which permeates everywhere, and I know this comes from the top. I want you and your staff to know the extent to which relatives and friends benefit from this.

Nursing, End of Life & D2A Care

The average number of occupied nursing beds this year was 48. This figure represents residents cared for in a variety of households according to their differing nursing care needs - some physical, some dementia-related, or a combination of both. This number takes into account patients admitted to D2A (our Discharge to Assess Unit), who were funded either by Bury Local Authority (LA) with whom we had a full year's contract, or Trafford LA with whom we were contracted from April to December 2020. The number of beds offered fluctuated over the year.

D2A provided care for 165 people to enable them to return to their own homes with a support package in place. The average length of stay was 46 nights. Based on a commission of 10,297 nights of care this saved the NHS in the region of £3m.

The contraction in the overall population of Heathlands Village due to pandemic-related issues - principally the need for strict infection control, the maintenance of adequate staffing levels, and people's reticence to move into care - prompted the reorganisation of our care households.



“

The ethos of affection and caring detail shows in every level of care in the Simon Jenkins Unit including cleaners, kitchen staff and maintenance people. We are aware of the sacrifices staff make. You all face these things with unfaltering dedication, and we know mum could not be in a better place anywhere.

In October 2020, our Simon Jenkins Nursing Unit was temporarily closed, with its residents newly accommodated in a combined nursing and residential care setting in our Wolfson household.

Similarly, in November 2020, we consolidated some of our dementia care, by transferring residents from our Oakwood dementia nursing care household to Willow Tree House, creating - for a short period - a combined dementia nursing and residential care household.

“

We are grateful beyond words for your loving care of our mother. Even though I'm not there, I can see and feel over Zoom, the large and small things you do ... touching mum's cheek, calling her Joanie, stroking her hair and holding her hand, etc. She has received the care and love from staff as if she was one of their family members. How extraordinary you all are.

48

average no. of occupied nursing and D2A beds

10297

nights of care commissioned in D2A*

165

patients occupying nursing beds in D2A

A Mission of Love

By December 2020, Heathlands Village was amongst the country's first 5% of care homes to begin vaccinating residents against Covid-19. But preserving the mental wellbeing of the people we were caring for was as great a concern as looking after their physical health and safety. Directors, porters, care staff, office managers, housekeepers - everyone, in fact - made it their business to keep people's mood buoyant.

With our usual throng of families, volunteers and entertainers absent from the Village, and with visiting reduced to Zoom calls and sightings of loved-ones through windows, The Fed was on a mission. We hurried to create visiting pods; we called in patio singers; we made people feel loved and special with birthdays celebrated in a big way, and, whenever we could, we made a bit of extra time to stop and chat: we did everything we could do to fill a gaping hole.

And the community played their part, sending our residents bags of love: letters, cards and drawings from schools, craft groups and individuals poured in, reminding them they were missed and not forgotten.



“
She’s been a shoulder for me and many staff and residents alike to cry on and a dear friend to us all. The bond she has built with many residents is wonderful to see.
Social care worker thanking housekeeping colleague



“
I just had my own first pod visit. I haven’t seen her for months and months except on portal. Yes, I cried, as did Mum. But it was so good to see her so closely and so comfortably.
Relative’s comment following ‘pod-visit’

Applauding our Heroes

While NHS staff were applauded nationwide, there was a long delay in recognising the bravery and sacrifices of care home staff - but not by our Board and Senior Management Team. From the word go they gave priority to looking after staff who were facing extraordinary levels of stress day after day after day.

Measures were put in place enabling employees to access psychological support both in the workplace or outside of it, and to let them know that their courage and commitment did not go unnoticed. Team certificates, individual thank you cards, Fed hero badges, treats and more treats... these were not mere tokens but genuine expressions of thanks and appreciation that let staff know that their resolve and commitment had not gone unnoticed.

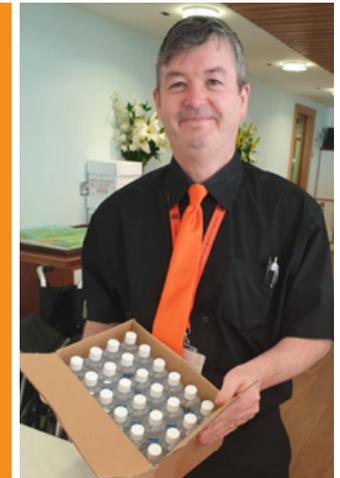
Staff also exhibited exceptional kindness to each other, and encouraged their colleagues to keep going. They were remembered by wonderful local people and businesses, from the Jewish and wider community, who sent in hundreds of packages of PPE and gifts for our teams... and then hundreds more!



“

It's been a privilege to work alongside these wonderful women who have been so dedicated to ensuring the safety of the residents - the amazing level of cleansing and sterilization they have done throughout!

Shift leader speaking about housekeeping colleagues



“

I will not forget how Village life - normally so lively and vibrant - came to an abrupt end. It was like the soul of the Village had disappeared. But what it did do, was bring everyone closer and everyone pulled together to support each other.

Sheila Heywood-Holt,
Director of Operations

Not Forgotten

The Fed's strapline - *Caring for our Community* - sums up our essential purpose in one simple term. To fulfill this mission during a pandemic was far from simple and - as described earlier - it required an immediate and wholesale review of all service delivery.

Amongst our new initiatives, the community services teams mounted several large-scale operations to reach out to every category of community service user.

Doorstep visits and deliveries were made to families of children with special needs, unpaid family carers, and people who would usually attend our mental health Drop In, Community Cafe or Coffee-Stops, or who benefit from time spent with a volunteer befriender.

The road to Heathlands Village became jammed with traffic as volunteers arrived to collect packages to distribute accross Greater Manchester - from Ramsbottom to Bowdon. The message to service users was loud and clear: 'You're not in this alone: The Fed is here for you!'



“
When I drove up to Heathlands this morning in the pouring rain and saw all the cars in convoy and all the bags being loaded, I got quite emotional. It felt so special that there are so many kind and caring people in our community, and organisations like The Fed, that make it all possible.
Volunteer participating in distribution of packages to community service users



“
There is a significant difference about delivering person-focused services remotely. It was a huge learning curve for both our community teams, and they and their managers stepped up heroically to this challenge.
Bernie Garner, Director of Community Services



And a Few Milestones...

So many of our year's planned activities went 'out the window' as Covid struck, making every occasion that *did* go ahead especially momentous.

We were overjoyed when children's voices returned to Heathlands Village with the opening of play-pods and Project Smile Play & Learn sessions; when the High Sheriff of Greater Manchester, Eamonn O'Neal, was able to officially open Willow Tree House; when the Mayor of Greater Manchester, Andy Burnham, and Conservative MP, Christian Wakeford, put aside their political differences and joined forces to film a promotion of The F Word (our 2021 TV Appeal) on our front lawn.

Our Walk 'n' Talk sessions regularly got people out of the house and to meet up and exercise, even when the skies were at their greyest.

We united with the whole country on the National Day of Reflection, to remember so many lives tragically lost to Covid.

And finally, we announced the departure from our board of perhaps our most influential trustee in a generation, as Mark Adlestone OBE DL stepped down from his role. At the same time, he reaffirmed his commitment to The Fed by joining the Chief Rabbi and Lady Beryl Steinberg as one of our Honorary Patrons. We remain indebted to his outstanding support.



“
We managed to finish Willow Tree House during the height of the pandemic. It was a miracle because UPVC windows were hard to get hold of and basic products that we needed like plaster were virtually non-existent!
Sheila Heywood-Holt, Director of Operations



Treasurer's Report & Summary of Accounts

I am pleased to report on The Fed's financial accounts for the year ended 31 March 2021.

In a 12-month period dominated by the trauma of Covid, it is very difficult to explain or compare the figures by reference to previous years.

There have been numerous atypical cost items that need to be highlighted, and at the same time several exceptional income items, resulting from an extraordinary set of circumstances.

During the early months of the financial year, we relied heavily on the HMRC furloughing scheme, resulting in a successful claim of £208k which helped to offset salary costs.

In addition, we received a further £772k by way of Covid-19 grant funding. This helped to absorb the huge rise in the cost of procuring personal protective equipment and other pandemic-related expenses.

There was a significant reduction in refurbishment costs from £816k to £210k following the completion of Willow Tree House in the previous financial year.

Fortunately, due to firm relationships developed with sister charities within the Jewish Leadership Council, The Fed was apportioned a share of the funds raised by the Emergency Homes Appeal. This helped to alleviate the fall in voluntary income experienced due to the cancellation of fundraising events.

The occupancy rate in the residential care department of Heathlands Village dropped significantly during the year, and many practical issues relating to the pandemic made it extremely difficult to re-fill rooms and restore the rate to a healthy financial level.

By contrast, our nursing care department proved to be far more resilient, mainly due to the development of our Discharge to Assess Services provided to Bury and Trafford Local Authorities.

As in previous years, there has been a significant increase in wage costs. This was due to a further rise in the National Living Wage, a shortage of

staff, high levels of sickness due to Covid and difficulties in recruitment. We were forced to become increasingly reliant on expensive recruitment agency staff fees. It is an issue we are seeking to tackle as we move towards implementing the Real Living Wage in the not-too-distant future.

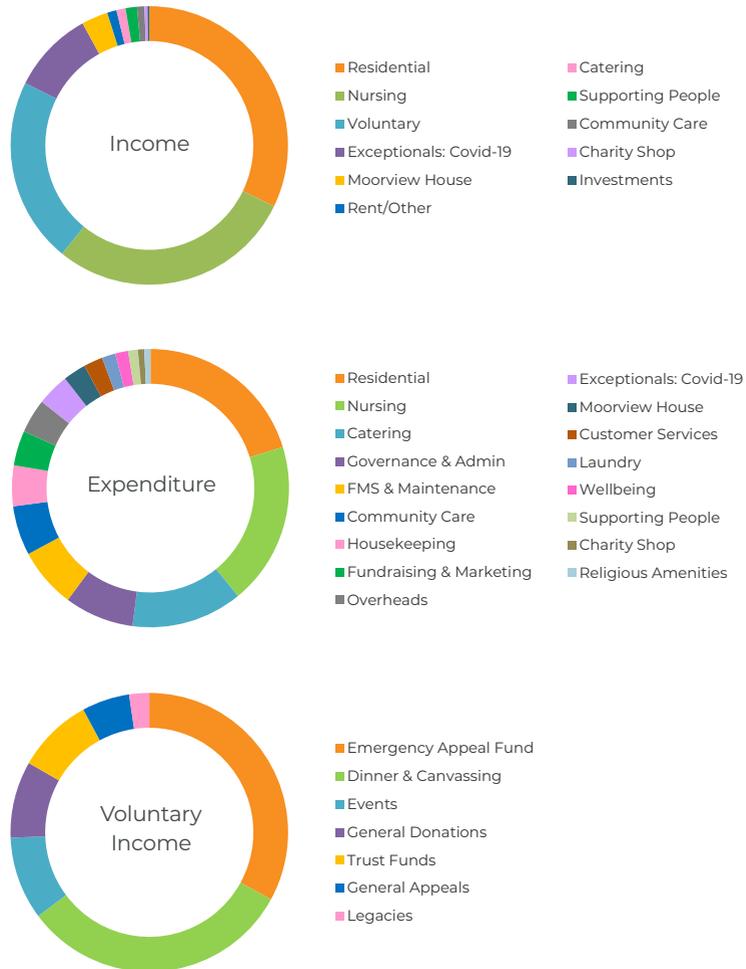
In conclusion, the above factors led to a net financial surplus for the year of £840k which provides a much needed cushion as we look to return to growth, preserve our resilience and resources and cope with the increased demand for our services at Heathlands Village and in the community over the coming years.



Michael Sciama
Treasurer

£,000's	Year to 31 March 2021	Year to 31 March 2020	% change
Operational Income	7,979	7,533	6%
Expenditure	(9,175)	(8,857)	4%
Operational (Deficit)	(1,196)	(1,324)	-10%
Fundraising Income	2,153	1,415	52%
Income from Capital Appeal	93	586	-84%
Total Voluntary Income	2,246	2,001	12%
Refurbishment Costs	(210)	(816)	-74%
Net Movement in the Year	840	(139)	704%

Income & Expenditure Breakdown



Fundraising Highlights

In any year, The Fed's fundraising activities play a vital role in ensuring that our crucial services remain in operation, and that we can continue to support thousands of Jewish people in Greater Manchester.

The impact of Covid-19 demanded a total remodelling of our fundraising strategy. As we were forced to shelve a number of major in-person events, the team needed to come up with a host of innovative, dynamic, yet covid-secure means of achieving our targets.

Moreover, while many charities had to scale back their operations, our own service delivery was extended as more people than ever sought our support. If we failed to engage with and attract support from our donors, people would suffer terribly. It was unthinkable.

We kept in close regular contact with our Benefactors, Patrons and Friends of The Fed through phone-calls and personal emails, ensuring that our key stakeholders were kept up to date with our work and the increased demands for help we were facing.



We intensified our social media presence and general online output so the community could follow our work, and we saw a doubling in both the *number* of donations and the *total amount* donated online compared to the previous year.

We transferred our trek4thefed from Israel to Yorkshire, attracting 54 participants who raised over £55,000. Numerous others were inspired to undertake individual fundraising challenges as well.

We reformulated our annual Fed Friday event, inviting people to support those most in need by funding essential food parcels, whilst also donating to The Fed.

We geared our Rosh Hashanah and Pesach Appeals towards the pandemic.

And people rallied round The Fed. They demonstrated their commitment to us as the community's safety net, and as their local charity.

Their response was phenomenal.

“

Our fundraising plans needed to pivot rapidly. I am immensely proud of how The Fed's Fundraising and Marketing teams responded to this challenge.

Raphi Bloom, Director of Fundraising, Marketing and Communications

£2.25m

raised through
voluntary income

1777

fundraisers or
participants at
virtual event

£156k

raised through
challenges and
virtual events

“

My girls were utterly thrilled. Thank you so much. Since my husband left, we haven't been able to buy Shabbos fruit. This week we are going to be able to get some grapes and maybe even a melon too!!

Recipients of school holiday food vouchers provided via Lunch is not a Luxury campaign



“

I am so proud - and humbled - by our community's amazing response during the most incredibly difficult year.

Raphi Bloom, Director of Fundraising, Marketing and Communications

Our plans for 2021 - 22

Buildings

1. Undertake essential health and safety work.
2. Sustain a high standard of maintenance of our facilities.
3. Complete the refurbishment of key living areas.
4. Undertake the refurbishment of our first-floor residential accommodation.
5. Improve our Wi-Fi infrastructure and phone systems.



Services

1. Develop our community services to reflect changing needs and demands.
2. Review the structure of our care services.
3. Continue to develop opportunities and activities that enrich and enhance Jewish life.
4. Further develop our partnership work with local councils and the NHS.
5. Respond to changing demands for mental health services.
6. Implement a new person-centred keyworker system across our care services.



Standards

1. Ensure we meet health and safety standards and highlight individual responsibility.
2. Achieve a rating of outstanding for all registered services.
3. Maintain our OFSTED registration, quality rating and five-star food hygiene rating with Bury.
4. Ensure all our services are Covid safe for service users, volunteers and our workforce.
5. Ensure people are aware of The Fed's policies and procedures and these are fit for purpose.

People

1. Reduce isolation and loneliness and focus our resources on those who need them most.
2. Improve and sustain the health and well-being of the people we support, our employees and volunteers.
3. Involve the people we support in developing our services.
4. Support our people to achieve more.
5. Improve employee recruitment, retention and sickness levels.
6. Introduce more effective digital solutions to manage and support our staff.



Community

1. Provide advice and support to help keep vulnerable adults and children safe.
2. Develop our expertise as a dementia care specialist and place of learning.
3. Explore opportunities in relation to changes affecting social care.
4. Raise our profile through robust marketing and communication strategies.

A Financially Strong and Safe Organisation

1. Improve occupancy levels across our Village services.
2. Continue to build on our ambitious fundraising and engagement strategy with donors.
3. Improve our income through new areas of service delivery and partnership.
4. Reduce waste and seek cost savings and efficiencies.
5. Develop our digital strategy.

Who's who

Chairman

Bernard M Yaffe

Vice Chairman

David Eventhall

Treasurer

Michael Sciamia

Honorary Secretary

Michael Sciamia

Board Members

Julie Besbrode

Rachel Davies

Debbie Hamburger

Howard Joseph

Racquelle Vallance

Honorary Patrons

Chief Rabbi Ephraim Mirvis

Lady Beryl Steinberg

Mark Adlestone OBE DL

Chief Executive

Mark Cunningham



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