

THE DIFFERENCE *we made*



2023-24

THE FEDERATION OF JEWISH SERVICES

INTRODUCTION

From Mark & Bernie

It has been a turbulent, challenging year for The Fed, but we held steady, managing to maintain vital services as effectively and sustainably as possible.

Central Government funding for Discharge to Assess (D2A) beds shrank as pressure on hospital beds due to COVID diminished resulting, at the start of the year, in local councils and care boards commissioning fewer such beds from us. However, the opportunity arose for us to create a 15-bed complex dementia discharge assessment service for people requiring skilled, experienced support enabling them to return home or be transferred to a suitable alternative setting. Sadly, despite being well-received the service was not re-commissioned beyond its initial 12 months.

Additionally, our D2A centre was vacated in stages, eventually closing at the end of May, eight D2A beds being absorbed into our main care provision for the rest of the year. This resulted in redundancies, although most employees were re-deployed, significantly reducing our bill for agency staff.

In July we celebrated a £250,000 award from the National Lottery Heritage Fund to underpin the future work of our My Voice Project, with an emphasis on using the My Voice Collection as a Holocaust educational resource.

The impact made and outcomes delivered by our community services teams were

remarkable. Demand for support from our Community Advice and Support Team (CAST) was consistently high and grew steadily, with increasingly complex and prolonged casework - a trend expected to continue.

South Manchester service delivery was impressive thanks to the consolidation of the team and funding from the Feinmann Trust. Our social work services embedded further and with greater efficacy, and some very positive outcomes.

Our much-valued Volunteer Services delivered an outstanding level of support across a wide geographic footprint despite increased competition for volunteers. Numbers remained steady but the hours they provided decreased.

Following the October 7 terrorist attack in Israel we were mindful of the profound impact on many stakeholders and the need for enhanced security at Heathlands Village.

In December, our Board of Trustees and senior managers discussed our priorities for the coming year and long-term future. Key challenges were acknowledged including the likely loss of the contracts mentioned above and the probable outcome of a general election, and implications for health and social care policy. We planned for an expected cut in commissioned services, the transfer of all care into Heathlands Village's main building and a reduction in workforce. Our expectations were correct.



Excitingly the Board endorsed the undertaking of a site survey of the Village, to investigate its development potential, with feasibility studies and architectural designs to support The Fed's mission and ambitions through until 2050.

Following our emergence from COVID we moved away from our traditional biennial 500 plus person fundraising dinner to a series of smaller, more intimate events. We opted for the smaller dinner format this year which proved extremely successful - costing less yet raising more.

Mark Cunningham
Chief Executive

In 2024-25 The Fed faces new challenges with continued demographic changes and demand for services. Our most effective response is through investment in the skills, experience and knowledge of a well-trained and supported workforce.

To continue to provide support to one in seven Jewish homes while playing a sizeable role in helping the wider community, we must maintain our commitment to collaboration and partnership, while striving for excellence and prioritising the needs of the vulnerable people who turn to us for support.

Bernie Yaffe
Chairman



OUR VISION, *purpose & values*



The Fed's vision

is of a community where people can live life to the full, feeling safe, valued and cared for.

The Fed's purpose

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

The Fed's values are to be:

Caring - to show kindness, understanding and compassion,

Respectful - to focus on each person's needs, dignity and choice,

Excellent - to deliver outstanding advice, support and care,

and to **Work Together** - to achieve more through partnership and team work.



You don't have to go to heaven to see angels, because they're here.

- Family Member of a Person
Being Cared For by The Fed

COMMUNITY ADVICE & *support team (CAST)*

The Fed's community services department comprises of two teams – our Community Advice and Support Team (CAST) and our Volunteer Services Team. They work independently while cross-referring and collaborating to attain the best possible support for people. Remarkably, the teams benefit the lives of people living in one in seven Jewish households across Greater Manchester and the surrounding areas.

Our helpline provided access to support from the department for anyone in need of help for themselves or a loved one, or professionals seeking to refer clients. This year it managed 2,947 enquiries and referrals.

The CAST team's manager, five registered social workers - including two senior practitioners - and two community support workers offered a broad scope of support for people of all ages.

They carried out formal assessments and care planning in conjunction with colleagues in statutory services.

Helpline enquiries generated 544 referrals for ongoing social work support. The team handled 108 complex cases and, continuing the 2022-23 trend, significantly more people required support associated with highly problematic, complex situations. These involved serious mental ill-health, family carers or single parents at the end of their tether, and support in coping with dementia, cancer or sudden bereavement.

2,947

enquiries for advice
and support

544

referrals to
caseworkers

108

complex cases
handled by the team

Casework remained at a very high level and, as the year progressed, this was markedly influenced by the impact of the cost-of-living crisis, which resulted in a spike in referrals relating to people's difficulty meeting increased utility and food costs.

Management of the team's capacity to accept new cases was a continual challenge, requiring an ongoing triage process to ensure that people with the greatest needs were prioritised for support. Thankfully the pressure was eased by the recruitment of two new team members and development of the skills of existing staff.



We are in awe of the support you've provided and cannot praise the social worker enough.

We understand the lengths and effort she has gone to, to help save our friend's life.

- Friends of a CAST Client

CAST provides stability when you hit a bad stage in your life. The staff ... are fantastic human beings.

- CAST Client



They told me that their social worker has been to see them and said "She is brilliant; absolutely superb!! Please thank her from the bottom of my heart for all she is doing for us".

- Volunteer Coordinator

ADULT GROUPS

& activities

Community groups for adults are a vital element of Fed services which target one of our main goals – to combat social isolation. They are aimed at people who are struggling with their mental health or emotional difficulties: perhaps going through a major life change such as divorce, separation or the death of a loved one, or trying to cope with the ongoing stress of looking after a loved one or living a very isolated life.

The groups are open to all, apart from the Mental Wellbeing Group which requires a preliminary assessment and a mental health diagnosis.

They are as much about offering social opportunities as providing access to professional advice and support, and helping people maintain good mental health, through regular social interaction and a varied programme including theatre trips, days-out and speakers.

People generally get-together in our Community Centre which furnishes a friendly, safe and supportive space for people to meet up, have a meal, and take part in whatever is going on. Since the pandemic this service also includes a twice weekly walking group.

There were 2,619 attendances at 308 sessions of the following groups:

- Bagels & Banter
- Carers
- Chatty Cafe
- Male Carers
- Mental Wellbeing
- Walk 'n' Talk Sessions
- Pilates Sessions



308

group
sessions held

2,619

individual
attendances at our
community groups



This session is a lifeline.
Without it I can go the
whole day and not talk to
another person.

- Chatty Cafe Group Attendee



When I have a break like this I
go home refreshed and ready
to face things again

I don't go out much due to
caring – I decided at the last
minute to come! I had a lovely
time away from the stresses
at home and really feel like
I've had a break.

- Members of The
Carers' Group



CHILDREN'S

groups & activities

As well as community groups for adults, The Fed also offered groups for children. Under the umbrella of Project Smile we provided *Play & Learn* regular twice weekly sessions for children with additional needs, or classified as 'in need', plus school holiday play-camps several times a year.

Additionally, we held our Mums 'n' Tots playgroup which was open to all young mothers and their pre-schoolers from the wider Jewish community – while also welcoming dads, grandparents and childminders and their charges.

All services were based in our purpose-built excellently resourced children's centre with sessions guided by experienced play-leaders who, aided by paid staff and volunteers, devised, prepared and supervised a programme of activities tailored to the age, ability and care needs of the children attending.

The Project Smile team enabled children

to experience new, exciting and engaging activities and entertainment, which they could not otherwise have enjoyed due to their high level of need. Crucially, the sessions gave them opportunities to form friendships - sometimes for the first time in their lives - while their parents and families were able to benefit from much-needed respite.

Importantly the Mums 'n' Tots sessions provided an access route to The Fed's support services for young mums who might be struggling perhaps with postnatal depression, preventing them falling through the safety net.

Throughout the year there were 2,944 attendances at our:

- Mums 'n' Tots group
- Project Smile Play & Learn sessions
- School holiday play camps

2,944

attendances at
children's groups



A massive thank you for the holiday camp that my daughter attended. She had the best time - I've never seen her more willing and enthusiastic to go somewhere! The staff must have been amazing.

- Parent of a Project Smile Holiday Play Camp Attendee



We as a family cannot thank you enough. Our son has had an amazing time. He's come home every evening, happy, talking nonstop about his friends and the activities he's completed.

He isn't able to attend any other play schemes as they cannot meet his needs. The Fed meets all his needs, and he wants me to put his name down for the next play scheme!

- Parent of a Project Smile Holiday Play Camp Attendee



VOLUNTEER

services

Volunteer services were continuously in high demand throughout the year. Our primary focus continued to be on supporting vulnerable, isolated and lonely members of the community – many of whom have no family living near, or available to support them. The Fed becomes their family. Scores of compliments were received expressing the high value people placed on the service, and its effectiveness in improving their lives.

However, the project faced far greater competition from other communal organisations for volunteer time. Combined with other factors, such as family commitments, this affected the number of hours that individual volunteers were able to offer. But despite this challenge, recruitment levels were positive, and under the leadership of its newly recruited

manager, the project succeeded in delivering an outstanding 40,000 hours of volunteer support - as compared to 35,000 in the previous year - across a wide geographic footprint.

As reduced access to public services continued, the reliance on professionally run volunteer services such as The Fed's increased. As was the case last year, the project received many referrals that required skilled, closely supervised support for example for people with severe mental health needs or struggling other complex or difficult issues such as serious parental illness, or advanced dementia.

Other initiatives included running our 'Next Gen' scheme, for young volunteers aged 16 to 40, and a health-related information service.

There were approximately **560** registered volunteers during the year with a monthly average of **512** active volunteers. Many could only offer only occasional support while others provided regular hours. Together they undertook **1,409** shopping sessions, **897** telephone befriending sessions, **222** medical escort visits and **3,831** in-person befriending sessions.



40,000

hours of support
provided by
volunteers



The Fed are my independence. I truly would be lost without you ... especially for all the medical and dental appointments.

Your caring, selfless and invaluable support is truly remarkable, and I feel blessed to have that around me.

- Client of Volunteer Services Department



The Fed is like family that I know I can call on. Carers can become very isolated, but by having a volunteer and coming to Coffee Stops, both me and my husband made new friends.

- Client of Volunteer Services Department

MY VOICE project



My Voice is a standalone project within The Fed that supports Holocaust survivors and refugees in recording their life stories. These are put in writing and published, each volume tastefully designed and enhanced with photographs, and meticulously preserving the storyteller's authentic voice. The books provide both a legacy for the survivor, their family and wider community and precious resources for anyone seeking firsthand accounts of this period in history.

In 2021 the project received royal recognition when it was honoured with the Queen's Award for Voluntary Service.

In addition to its central purpose the My Voice team regularly monitored the welfare of the storytellers, providing emotional and practical support as required.

Its important work was again made possible through the dedication of its professional team and a distinct group of 50 specially trained volunteers who provide practical help and support with the process.

This year the project secured watershed funding from the Heritage Lottery fund of some £250,000. This exciting award enabled the project to move into a new area of activity with greater emphasis on developing connections with the academic world and providing vital original resources for Holocaust Education. This area of work will also entail commissioning video portraits of storytellers which will include them reading from their books, and supporting them in speaking at in-person events.

In a second milestone development the project expanded geographically to offer a service to survivors based in the Greater London area.

15

books
published or
in progress

(from April 2023 - March 2024)

3,620

volunteer hours
devoted to the
project





To 'witness' Ike sharing his experience was truly incredible ... To see local school children experience and ask such amazing questions at their age was equally compelling. Ike is the hero in so many ways, as you said ... the whole event is something that will stay with me for many years.

Seeing The Fed's My Voice legacy project get funding from The National Lottery Heritage Fund is a work highlight of 2023. The My Voice staff and volunteers are so dedicated and approach safeguarding heritage with such humanity and care for all involved. It was a privilege to be a small part of their journey...

- Shanna Lennon, North Engagement Manager,
at The National Lottery Heritage Fund

**My.
Voice**

MOORVIEW

community

Moorview is a community of Jewish people aged 55 and over who live independently in their own rented homes - a mix of studio, one bedroom and two-bedroom flats. Tenants can access emotional and practical support and personal care from our care team. Support can be as little as a couple of pop-in visits a day to check how someone is, to visits several times a day for personal care or reassurance, prompting to take medication, go to a social or entertainment activity or attend an appointment

This service is increasingly popular for older people, offering a halfway point between residential care and living alone in the community. Its beauty is in its flexible support and the offer of companionship, privacy and security.

Moorview has 31 private properties plus two communal lounges, a laundry and an assisted bathroom. Tenants run their own activity programme with events onsite as well as outings. The year saw an expansion of the range of activities on offer and the appointment of an activity coordinator.

A new service was developed this year known as 'Bliss' - a paid bathing service, available to tenants and members of the community alike, and making use of a newly refurbished tropical-themed assisted bathroom.

Thankfully, all of the flats were occupied throughout the vast majority of the year following a lower-than-normal level of occupancy the previous year when the service slowly recovered from the effects of the pandemic. The service provided support and accommodation to on average 29 people per month, achieving 100% occupancy by July 2023.

The scheme maintained its overall rating of 'Good' following its Care Quality Commission (CQC) inspection.



It's so difficult living 200 miles away but I feel so happy and reassured that Mum is being so wonderfully cared for at Moorview.

- Adult Child Of Moorview Tenant



“

My anxiety has gone, confidence returned, socialising with new friends... my children and their families are no longer worried and stressed, knowing I am well, happy, safe, eating properly, putting on weight and back to my 'old self'.

- Moorview Tenant

“

I wanted to thank you for the new home you have made for me. I have lived here just about a year and it gets more comfortable every day. You have a great team!

- Moorview Tenant

29

average number
of Moorview
tenants

6,411

hours of general
support

4,901

hours of personal
care



VILLAGE

services

Our Heathlands Village site in Prestwich accommodates our care home for older people - rated overall as 'Good' by the Care Quality Commission (CQC) - and principally serves the Jewish community while also welcoming people who are not of the Jewish faith.

The site also provides a base for The Fed's community services for Jewish people of all ages, plus our administrative departments, and supported independent community, Moorview.

What is less known is that the village also houses a local team of district nurses and social workers, and several Jewish charities

namely Chai Cancer Care, Manchester Jewish Representative Council and Camp Simcha, as well as providing free mortuary services for the Jewish community.

During 2023-24, Heathlands Village care home provided a range of residential and nursing care services across its various households, both on a permanent and respite basis. These included general residential care, specialised residential care for people living with dementia, general and expert end-of-life nursing (hospice) care, and specialised nursing care for people living with dementia. Additionally it provided a discharge to assess service for both the Jewish and wider community.

People who could afford to, paid their own care costs in full. Others whose means were less than the 'capital threshold' had their costs met by their Local Authority and NHS. The contractual rates paid by the statutory bodies fell significantly short of the actual cost of care, and residents' families were required to make up the shortfall.

On average throughout the year 130 people at any time were cared for at Heathlands Village, the majority, 65%, living with dementia. Our occupancy levels healthily ranged between 92% and 97%, with predominantly more private paying customers.

Where an individual was publicly funded and had no family - or no one with the means to contribute toward their care costs - as part of its charitable purpose, The Fed subsidised the difference between the actual cost of care and the contract rate.



The moment I walked into Heathlands the feeling of care and love descended on me - every single member of the nursing staff was kind and caring and loving in their attention towards me...

I appreciate it from the bottom of my heart. The food is good; my medication is always given to me without my need to ask. Bless you all.

- Resident receiving Nursing Care

130

average
no. of
residents

65%

residents
living with
dementia

27

average no. of
residents requiring
charitable support

£640,000

cost to The Fed
of subsidising care



Following the trend of recent years we have seen a marked increase in the care needs of people coming into our care: they are significantly older and more frail, often with more than one health condition frequently including dementia, and they live at Heathlands Village for a shorter period of time.

Reflecting this change, we worked towards reducing our residential care beds and consolidating both residential dementia and nursing dementia care services into our main building, while 'mothballing' households in our Eventhall House annexe. Similarly, we decided to utilise Wolfson

household for both nursing and residential care to address the demand for more high need residential beds.

As we continue to pursue our ambition to achieve an overall rating of 'Outstanding' by the CQC, this year we introduced Carevision. New handheld devices were distributed to care staff enabling them to input more accurate and timely records of care 'on the go'. This freed up valuable time for staff to spend with residents, rather than in front of computers updating care records.



The dedication and compassion of the staff at Heathlands have been nothing short of extraordinary.

They not only looked after our mum with the utmost professionalism but also embraced her as part of their family, making her feel cherished and loved every step of the way.

- Child Of A Former Resident



I should like to extend my heartfelt thanks for the exceptional care and support you have given to my mum, at such an important time in her life, as she transitions from living independently at home to moving to residential care.

- Child of a Resident



There are no words to describe how much she was loved and cared for by all the staff on the Beach House unit. They were all so kind throughout her stay, making sure that she was fully involved in activities. The staff there were incredible, especially in her final days - coming in on their days off...and supplying endless drinks, sandwiches and hugs. They all deserve a special award for kindness and compassion.

- Child of a Former Resident

MILESTONES & achievements

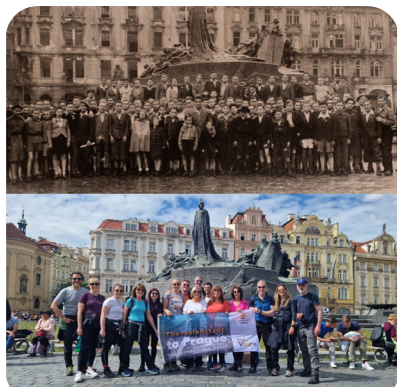
Once more we achieved an overall Care Quality Commission (CQC) rating of 'Good' both for residential and nursing services, and our Moorview Supported Living Community.

We succeeded in maintaining our commitment to pay the Real Living Wage (RLW) so that our salaries reflected the true cost of living faced by our employees. Regrettably, this may not be permanently sustainable without the introduction of a fairer mechanism for state-funded care.

The occupancy level in our Moorview Supported Living Community made an outstanding recovery from its pandemic low, reaching 100%, and evidencing the high demand in the community for this type of provision.

In October we embarked on a six-month project to replace the entire roof on our main building. This required a hefty but very necessary, not to mention, timely financial investment, given the prolonged bout of extremely wet weather that followed its completion.





Many thanks for an outstanding programme. Our daughter has thoroughly enjoyed being part of this; it's been an eye opener - learning and understanding so much - and she's already asking about volunteering once the sessions are over!

- Parent of Bar-Bat Mitzvah Programme Attendee



FUNDRAISING

highlights

A record year for voluntary income - achieving a very healthy £2.94 million - culminated in a series of more intimate fundraising 'Dinners With A Difference' in March, adopting the smaller-scale format we successfully employed two years earlier, post-pandemic. Once again, the events proved immensely popular incurring reduced costs yet achieving an increase in monies donated or pledged - to be accounted for over the next two years.

Apart from the high spot of the dinners, our fundraising calendar was busy with large-scale and smaller events – notably lunches with both Foundation 92 and Mustard Tree, two charity partners from the wider community – importantly enabling us to raise The Fed's profile and expand our reach.

Group fundraisers, such as our annual Three

Peaks Challenge in the Lake District, attracted lots of support as did several individuals who bravely opted to take on private challenges for The Fed, particularly Fran and Eddie Edwards who scaled fundraising heights to raise over £17,000 with an intrepid trek to Everest base camp.

We continued to invest in major and mid-level donor engagement and stewardship, to ensure their understanding of the challenges we faced and the positive impact of their support on our work and, consequently, on the lives of the people we served.

Overall, it was a great year. We had some major successes in our trust and foundation applications which contributed to key funding. We also continued to nurture teenagers, who will become our future



leaders and supporters, through various schemes such as our Bar-Bat Mitzvah and Teen Volunteering projects. Additionally we also attracted and engaged more young working donors via our Next Gen Scheme.



£2.94m

voluntary income
raised

OUR PLANS

for 2024-25

Our Workforce

Our most pressing aim in the coming year is to position The Fed as an employer of choice, attracting and retaining the most skilled people in the social care marketplace. Much will depend on what level of service we can deliver, and the affordability of the size and quality of workforce we will need.

A reduction in the size of our workforce is unavoidable, generating a substantial workload for our HR Team. We will need to explore the practicality of creating new generic job roles with broader responsibilities, demanding blended skills.



Community Services

Investment in qualified and/or experienced workers in our Community Advice and Support Team (CAST) continues to be justified as, alongside traditional social work with older people, we face sustained growth in referrals - across North and South Manchester - for support for children and young people affected by complex care and/or safeguarding issues. Managing CAST's caseload capacity is critical if we are to respond appropriately to the increase in such cases, and others which call for the prolonged, intensive involvement of our workers and an increased focus on advocacy.

Our Volunteer Services Team plays a crucial role in realising our vision and purpose. An influx of new talent, alongside key promotions, has renewed its vigour and refreshed its direction – both vital in maintaining the level of volunteer recruitment required to meet demand, in a landscape of diminishing access to public services. This in turn makes our continued focus on projects which attract younger people to The Fed, and into particularly volunteering, imperative.

Repairs, Refurbishment & Security

We anticipate the completion of our major roof works and forest play area this year, and commencement of refurbishing the dining and lounge areas of certain households, thanks to some generous specific donations.

The emphasis on security will continue with most of the required work being funded by the Community Security Trust (CST).



Village Services

Our Moorview Supported Living Community is aiming for an 'Outstanding' rating at its next Care Quality Commission inspection. Some personnel changes are anticipated with a renewed emphasis on ensuring that all support is funded or paid for. Management of this service requires skilled, delicate balance; minimising gaps and making appropriate placements are crucial.

Finally, the alignment of Heathlands Village care services with the commissioning intentions of the NHS/Integrated Care Board (ICB) and the community's needs, while keeping an eye on our future, is a knotty task requiring sensitive management and, unfortunately, the reconfiguration of several care households. Above all, we will seek to minimise any disruption to those we are privileged to care for and those who provide their care round the clock.



WHO'S *who*

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Vice Chairman

David Eventhall

Treasurer

Michael Sciamia

Honorary Secretary

Michael Sciamia

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Sheila Heywood-Holt

Karen Johnson

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Caring for our
Community



The Queen's Award
for Voluntary Service



With thanks to National Lottery Players

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