

Making our Strategy a Reality

- Key areas of work 2023/24

People and Workforce

- Improve employee recruitment, retention, and sickness levels.
- Support our workforce to achieve more.
- Involve the people we support in developing our services.
- Improve and sustain the health and well-being of the people we support, including our workforce and volunteers.
- Introduce more effective digital solutions to manage and support our staff and services.

Community Services

- Continue to raise our profile through robust marketing and communication strategies and ensure we explore and utilise new technology and platforms as much as possible.
- Provide advice and support to help keep vulnerable adults and children safe.
- Explore opportunities in relation to changes affecting health and social care.
- Develop our volunteering offer to build our next generation of Fed volunteers.
- Work in partnership with other communal organisations to respond to changing welfare needs, helping to develop safe, well governed, and responsive services.
- Develop our project based services to children with additional needs, people with mental health problems, unpaid carers and holocaust survivors
- Maintain our role as a key partner in the delivery of Greater Manchester wide commissioned health and care services.

Standards Quality and Safety

- Ensure we meet health and safety standards and reinforce individual responsibility.
- Work towards a CQC rating of Outstanding for all registered services.
- Maintain our OFSTED registration, quality rating and five-star food hygiene rating.
- Ensure people are aware of The Fed's policies and procedures and these are fit for purpose.
- Ensure all our services are safe for service users, volunteers and our workforce.

Finance, Fundraising and Governance

- Continue to build on our fundraising and engagement strategy with donors.
- Improve our income through new areas of service delivery and partnership.
- Reduce waste, seek efficiencies, and empower budget holders to manage proactively.
- Review current finance roles and systems.
- Develop our digital plans and infrastructure.
- Develop and improve the auditing and management of risks at a governance level.

Operational Services

- Completion of major roof refurbishment.
- Sustain a high standard of maintenance and health and safety.
- Replacement of windows and flooring in key areas
- Replacement and upgrade of furniture in shared communal areas
- Improve our Wi-Fi infrastructure and phone systems.
- Maintain quality and responsiveness of operational services and support

Village Services

- Continue to develop opportunities and activities that enrich, enhance, and celebrate Jewish life.
- Review our Village care services in line with changing demands.
- Further develop our person-centred focus on care services.
- Ensure high levels of occupancy within care households.
- Maintain our partnership work with local councils and the NHS.
- Ensure our supported living scheme, Moorview, remains responsive to people's needs and has high occupancy.
- Implement new electronic care planning and medication systems.

SEPTEMBER 2023 UPDATE

Toward 2030

The Fed's Vision & Strategy 2023-2024



Our vision

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

Our purpose

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

Our values

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



Messages from our Chief Executive and Directors



Welcome to the Fed's planning document for 2023/24.

For many years we have used this format to support the whole organisation to understand our ambitions and plans for the 12

months ahead. Over the previous year we have managed the legacy of the challenges left by coronavirus. Despite the restrictions created by numerous variants and waves of infections, we responded to the growing need for short stay care, the increased volume of referrals to our community services and supported hospital discharges.

2023 sees us facing new challenges with higher running costs,

demographic changes, and demand for different services.

We know that the most effective way we can respond to the needs of our community, is through the skills, experience, and knowledge of a well-trained and supported workforce of both paid staff and volunteers. To underpin our plans, we will continue to invest in our amazing volunteers and maintain our commitment to the Real Living Wage.

To continue our support of one in seven Jewish homes and play a substantial role in helping the wider community, we will have to work together as a team to save more money, raise more money and earn more money - always, achieving more through partnership and teamwork.



Mark Cunningham
Chief Executive

Strategic Priorities 2023-2026

- To be the social care provider & volunteer organisation of choice, renowned for quality, innovation, compassion, and care.
- To generate the greatest possible impact for the community from our available resources.
- To collaborate with the local community & key partners to develop the services needed for the future.
- To ensure our services are sustainable, essential, effective, and financially strong.
- To celebrate our identity as a Jewish social care provider and the heritage of the people we support.
- To ensure a high level of awareness & understanding of the services, care & support we provide.
- To aim to be the employer of choice for talented people who share our values & have the skills to deliver our ambitions.



Community Services

An exciting year beckons for Community Services. The Volunteer, CAST and Moorview Teams are all facing increased demand for services and we will be exploring new ways to respond. This involves new case management systems, developing the Next Generation and My Voice projects, developing the services we provide across both North and South Manchester and maintaining our mental health and children's services.

Bernie Garner
Director of Community Services



Village Services

The growing need for nursing and complex dementia care has required adjustments to how we deliver care. The people we look after, come to us later in life, with far more complex needs. We have to respond to future changes whilst maintaining the quality of our care.

We will focus on our continued journey towards achieving an outstanding rating with CQC, investing in introducing a new care planning and recording software system and a move back to electronic medication management. Central to all our plans is a commitment to putting the person we care for first, improved communication and maintaining a safe, caring, supportive home.

Karen Johnson
Director of Clinical Services



Operational Services

It takes a huge amount of teamwork to ensure that our Village campus that provides an outstanding place to live and work, which is safe, clean, modern, and inspiring.

Our focus for the year ahead is to deliver exceptional catering and hospitality services, developing our IT and support systems and tackling several significant building projects including floor repairs and a major refurbishment of the main roof. We will continue to review our Health & Safety systems and ensure that our housekeeping and laundry services meet our customer's needs. Providing excellent customer service also remains a key theme of what we hope to achieve in the year ahead.

Sheila Heywood-Holt
Director of Operations



Fundraising & Marketing

Fundraising and marketing play a vital role in helping to sustain the organisation and ensure our services continue. The Fed is a charity and does not make a profit. We must fundraise to bridge the gap between what we earn and what it costs to deliver support. Our team has helped raise significant funds through innovative, engaging events and campaigns, helping more people understand who the Fed is and what we do. This coming year we must raise £1.8m to ensure our life changing work continues.

Raphi Bloom
Director of Fundraising & Marketing

What Underpins our Objectives in 2023/24

Caring

- Treating people with compassion, kindness, dignity and respect.
- Improving the quality of our services and customer care.
- Ensuring all our service users, employees, visitors and volunteers are protected from abuse and avoidable harm.
- Enhancing our systems of safe work and ensuring we are safe and compliant.

Safe

Responsive

- Organising services so that they meet the existing and changing needs of the people we support and care for.
- Ensuring our services put the individual first and at the centre of what we do.

Effective

- Ensuring that people's care and support makes a positive difference to their lives and promotes choice.
- Reviewing the services we provide to ensure that we make best use of our resources and achieve the best outcomes for service users and our workforce.

Well-led

- Ensuring that the leadership, management and governance of the organisation is robust and promotes the delivery of high-quality care and supports learning and innovation.
- Ensuring that we have the best possible workforce with the right values, skills and knowledge.
- Ensuring that our finance and fundraising strategies are clear and support our sustainability and ambitions.