

THE
LOOKING AFTER EACH OTHER
FED

The Fed

Social Accounts

1st April 2015 - 31st March
2016

Acknowledgements

We would like to thank all staff, volunteers, board of trustees and external stakeholders, whose contribution has made this inaugural set of social accounts feasible, necessary and appropriate. Thanks go to all of the people who took the time to complete a consultation questionnaire and provided crucial feedback on the services provided by The Fed.

Thanks goes to Alison Chan and Chase Lyndon from the University of Manchester who provided support to the accounting process. The particular help provided by Claire Ibbeson and the team at Salford CVS has been invaluable and has ensured that staff from The Fed were able to undertake and complete the social accounting process competently.

Finally thank you to all of our service users who took the time to respond to our consultation. Their contribution is important.



**“Wonderful organisation - The heart of the Jewish
Community of Manchester”***

*(Comment from one of The Fed's Service users)

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1 Introduction

Why undertake social accounting?

In August 2014 Lucy Edwards from The Fed attended a two day master class in 'Social Accounting and Audit' run by Salford CVS. This session confirmed for The Fed the value in undertaking social accounting and audit. The classes outlined the practical steps involved in undertaking the process of accounting as well as the context within which social accounting has developed.

These accounts cover the period from 1st April 2015 - 31st March 2016. It was decided early on that the accounts would cover the organisation's services and activities for individual resident and service users. Interviews and questionnaires were used as consultation tools. This set of accounts are The Fed's inaugural set of social accounts.

Social enterprise organisations are required to demonstrate the impact of their activities as opposed to relying on the public's assumption that the organisation is simply doing 'good work'. There is an increased demand from a range of stakeholders for organisations both within the third sector and from the private and public sectors, to account for their social, economic and environmental impact, not simply their financial performance. There are several methods that exist that seek to assist organisations to demonstrate their effectiveness and impact. Some of these systems focus on measuring the quality of services provided i.e. the efficiency of the organisations or how well they utilise available resources. However the impact assessment framework that social accounting provides is broader and is concerned with measuring the social or environmental impact of an organisations activity.

Social accounting provides a method whereby organisations can measure the extent to which they live up to the shared values and objectives they have committed themselves to. To ensure that The Fed continues to be accessible and appropriate to the communities served, the organisation has developed systems for monitoring and evaluation. However, in order to improve the effectiveness of services for all stakeholders, the organisation needed to be able to measure the impact that services have on people's lives. The Fed has therefore decided to embark on a programme of social accounting and audit and impact measurement. This involved the following actions;

1. Raising awareness of social accounting and auditing at all levels of the organisation
2. Engaging the organisation and its stakeholders with the social accounting process and producing a draft set of social accounts which reports on the organisation's social performance
3. Auditing the draft social accounts, revising and publishing the final accounts and subsequently embarking on a process of performance improvement
4. Producing audited social accounts on an annual basis and embedding the process within the organisational culture

Social accounting is a process that enables an organisation to assess and demonstrate its social, economic, and environmental benefits and limitations. It is intended that the data gathered via the social accounting process will inform the organisations strategic business plan that is reviewed and produced annually. The social accounting process will enable The Fed to form closer relationships with its stakeholders in order to enhance their involvement with the organisation. Furthermore it is hoped that this set of social accounts will be used as a performance management tool by teams and managers alike.

The process of social accounting and audit is an exciting development for the organisation and will enable us to develop better links with our stakeholders, as well as help to determine

our business strategy for the future. In order to support our social accounting and audit journey we were able to enlist the support of the University of Manchester who agreed to fund two Interns for 8 weeks each to help us with the process. The Interns were able to provide essential resources to assist us with preparing for this first set of accounts.

The organisation has been successful in applying for a third Intern who was with the organisation during the summer of 2016.

2 Background Information

The Fed is one of the North West of England's oldest Jewish charities which has been operating since 1867. We deliver a high quality range of social care services including mental health support, carer's respite breaks, community café, Children's centre, as well as independent living, residential and nursing care, volunteer support, end of life care and dementia support. Together these make up one fantastic charity which is not replicated anywhere else in the UK. Our organisation is diverse, looking after people of all ages, from the whole spectrum of the community. Many of our services are provided free of charge. Across all of our services we look after, on average, 1,000 people every month of all ages, whether individually and in groups, whether they live in our care or their own homes.

Whilst we are a Jewish organisation, many of our services are accessible to people of other faiths or no faith at all.

The organisation is based in Prestwich, Manchester and covers five local authority areas; Trafford, Salford, Manchester, Stockport and Bury.

The Jewish population of Greater Manchester is the largest in the UK outside of London, comprising of 30,000 members (2011 National Census). In terms of the non-orthodox population the census demonstrates significant migration of younger people to London and abroad, leaving an older population who are unsupported on a day to day basis by family members. Many will need residential or nursing home care and are generally admitted to a care home after prolonged efforts to support them at home, after repeated failed discharges from hospital and when other options have been exhausted (Kings Fund 2015). There is no other provision of this kind in the locality.

In line with the experience of many care homes across the country, in recent years we have noted a steep increase in the care needs of residents coming into our care. People are living and being supported in the community for longer, meaning that at the point where they come into our care they are more physically and mentally frail than those we cared for even as little as five years ago.

The Fed is committed to the creation of a dementia friendly community. In doing so we have created an outstanding care environment - the favoured choice for older people needing support, a place where family members and friends enjoy sharing our residents' lives, where children are cared for, and people can drop in and feel part of a vibrant community.

We are in the midst of a substantial programme of remodelling our existing buildings to ensure that they remain fit for purpose. Phase 1 of our refurbishment has now been completed and we held a launch on the 14th of June 2015 to showcase the new buildings. Feedback from residents, staff and families has been overwhelmingly positive and we are thrilled with the results. The buildings are lighter, more modern and easier for our residents to navigate. There is a significantly improved connection to the gardens and outside space. A new range of facilities including a GP surgery, treatment rooms, optician, village shop,

hairdressers and coffee bar have opened and are being well utilised. We have seen an increase in footfall through our building from 700 per week to 1000. There are plans to include a dental surgery on site and this is well underway. In 2011 the organisation was awarded Beacon status of the Gold Standard Framework in palliative care, which helps to ensure people who use the service receive good quality end of life care. We maintained beacon status when we went through a second reaccreditation in 2014. The organisation is due to undergo the reaccreditation again in late 2017.

Out of 66 care homes receiving this accreditation in the North West, Heathlands Village is one of just 16 that have achieved "Beacon Status". This is the highest possible standard. Only one other care home in the whole of Greater Manchester has achieved this level. We are extremely proud of our staff for attaining helping us achieve this!

The changes we have made to our complex are contributing to the health and wellbeing of our residents and we are seeing an increase in visits to the village. We have received excellent feedback from visitors and residents alike about the changes.

Work is now underway for the remodelling of our existing dementia accommodation. The new accommodation will provide a better environment for those living with dementia and will also people with independent access to outside space. We have simultaneously developed our dementia friendly gardens, one of which has a 'seaside' theme. The second garden is a natural woodland garden, where we are focussing more on nature and have bird feeders for residents to enjoy. The dementia gardens are secure spaces where people can wander freely without risk to personal safety. They have been carefully designed by experts and have taken into account the needs of people with dementia.

Our vision is for the care village to be utilised as shared community resource, a place where people carry on living, as opposed to an unfamiliar alien place where older people live and ultimately pass away. We are aiming to relieve the anxiety, confusion and often considerable anger that people with dementia can experience by providing an environment that is safe, familiar and human; an almost-normal home where people are surrounded by things they recognise and by other people with backgrounds, interests and values similar to their own.

The organisation has a clear management structure and employs a Clinical Director as well as several team Managers. There are a number of sub committees who support the work of the staff team, and the role of the Board of Trustees. The structure of our Board of Trustees and sub committees is crucial to the provision of quality and to developing future plans. Both the Board and sub-committee membership comprises individuals who reflect the competences required to run the organisation effectively. These individuals include a consultant in palliative care at The Christie and a senior partner in a local law firm that acts for the Health and Social Services. The sub-committee are Finance, Fundraising, QAC, Medical, Rabbinical and Buildings.

3 Mission, Vision, Values, Organisational Objectives and Activities

Mission

The Fed will be the leading provider of advice, support and care for Jewish people living in Greater Manchester

Vision

The creation and delivery of an outstanding range of health and social care services for people of all ages

Values

- Person-Centred: Focusing on the person and their needs
- Dignity and Respect: embracing people's rights, individuality and choice
- Excellence: always asking ourselves, is this the best that we can do?
- Working together: engaging with everyone to provide the best care and support

Organisational Objectives

Customers

1. Improving customer focus and person centred care
2. Outstanding Services: meeting new standards and improving quality
3. Supporting our staff and volunteers to learn, develop and achieve more

Sustainability

1. Ensuring the effective use of our resources
2. Identifying ways to save money and reduce waste
3. Increasing existing income and developing new sources of income

Communication

1. Improving how we communicate with our customers and service users
2. Improving our internal communication
3. Increasing awareness in the community of the services we offer

Community

1. Developing new and existing services to meet changing needs
2. Working in partnership
3. Providing services to the wider community

The Fed operates as a social enterprise. Its mission is primarily to deliver social benefit (to provide advice, support and care) and any surpluses are reinvested for that purpose, as opposed to being distributed to shareholders and owners.

Services/Activities

Residential and Nursing Care

Our care home, Heathlands Village, in Bury offers a comfortable, homely and Jewish environment for older people with a range of needs including dementia. Round the clock support provides reassurance and a sense of safety. It enables people to live life as fully as possible when they can no longer live in their own home. Of our 180 care home residents, typically 75% have dementia, exhibiting significant confusion and other cognitive impairments. The average age of our residents is 88 years old and many are frail with major care needs. Heathlands Village is divided into six units and is situated in extensive well-

maintained grounds. It is close to the village of Prestwich and there is easy access to public transport and the motorway network.

Heathlands Village also offers short stay or respite care for anything from overnight to a period of a few weeks or months. This includes post hospital rehabilitation, following surgery or ill health. As well as providing accommodation and meals, we offer help with all aspects of personal care. This includes washing and bathing, shaving, dressing, moving around and help with taking medication. Alongside this is a full programme of stimulating and varied activities. Nursing and Residential services are managed by our Clinical Director, who is a RN/RM/RSM (Registered Nurse, Registered Midwife and Registered School Nurse). This is a breakdown of current QCF/NVQ records for care:

- QCF Level 2 in Health & Social Care – 37 – completed
- QCF Level 2 in Health & Social Care – 16 – in progress
- QCF Level 3 in Health & Social Care – 37 – completed
- QCF Level 3 in Health & Social Care – 14 – in progress
- NVQ Level 4 in Health & Social Care – 2 – completed
- NVQ Level 4 Registered Managers Award – 1 – completed
- QCF Level 5 in Leadership & Management – 1 completed
- QCF Level 5 in Leadership & Management – 3 in progress

(QCF = Qualification Credit Framework. It replaced the old NVQ for care)

All staff will have had an induction for their qualification.

Some people chose to come into Heathlands Village as day visitors. Our day services offer care, companionship and stimulating activities and are suitable for people with varying levels of care needs, including people living with dementia. They help to relieve loneliness, inactivity and alleviate the strain on families. They can be combined with other support such as home care and volunteer support to help people to remain in their own home, living as independently as possible.

With the help of our staff, each person who attends day services is helped to plan their time at Heathlands Village in a way that suits them best. Our day services follow a general format, but are also subject to individual choice. There are a variety of activities to take part in including art and crafts, music therapy, exercise classes, baking, quizzes, discussions, visits from local entertainers.

We actively involve all service users in the development of our services. There are resident and relatives forums which meet on a six weekly basis and are attended by residents, families and staff, including our CEO and management team. The forums provide an opportunity for discussions to take place which will lead to improved communication. Furthermore this face to face contact is imperative in ensuring that residents have their voices heard. Many of our projects have service user forums which steer the work carried out. Feedback is captured using face to face contact and questionnaires. All service users, including residents, have the opportunity to complete a regular service review questionnaire as well as to provide informal feedback on an ongoing basis. It is hoped that the social accounting process will compliment the consultation that already takes place.

Moorview Independent Living (Dedicated Homecare Ltd)

Moorview is a supported independent living facility situated within Heathlands Village. It is part of The Fed's range of services. Moorview offers private, unfurnished, single or double occupancy tenancies with the benefit of staff support and all the facilities of Heathlands

Village. A tenancy of Moorview can offer a best solution to older couples who are facing separation due to one person needing 24 hour care. They can both move to Heathlands Village with one spouse receiving residential or nursing care and the other moving into Moorview.

Moorview tenants who need help with personal care and support can purchase this from our dedicated home care domiciliary staff. This can help them with their daily living activities, such as dressing, showering and remembering to take medication. The amount of support a person receives depends on their individual needs and wishes and is flexible if their needs change. The Moorview scheme is regulated by Supporting People, Bury and Dedicated Home Care Ltd is regulated by the Care Quality Commission (CQC).

Nursing Care

A person can spend their last months, weeks or days with us, in an environment where they and their families feel totally supported: physically, emotionally and spiritually. Our mission is to give people as much choice, control and dignity as possible at the end their lives, in a familiar, calm environment where they feel safe, and to avoid unnecessary transfer to hospital. Our staff have the medical and practical capability to provide a seamless path of care right to the end. This reduces trauma not only to the person concerned but also to their family and friends who are comforted by being in a place that they know, with staff they are used to.

What we are able to provide fills a major gap in provision of care which cannot be met in hospital or in the community, and has particular relevance to Jewish patients who need hospice care. As part of the Gold Standards Framework, all those receiving end of life care are asked if they wish to die at home or within the hospice unit. These wishes are followed wherever possible.

We consult with service users, families and our staff in order to continuously improve our services. There are resident and relatives forums which meet on a 6 weekly basis and are attended by residents, families and staff. The forums provide an opportunity for discussions to take place which will lead to improved communication. All stakeholders including visitors can offer feedback about our services which is discussed by our management team and followed up.

Children and Families' Social Work

The Fed offer professional social work assessment and support to children and families in need. Our Children and Families' social workers offer advice and support to parents and children in the short or long-term. They carry out what are known as "children and families assessments". These look at how a child is doing in terms of education, health, learning and getting on with other people. They help to work out the best way of supporting the child and his/her family.

The social worker then puts into effect a plan to support the family. This might include regular practical support from one of our family support workers and/or volunteers, helping a family to obtain the right benefits, other financial aid or recommending attendance at our Stay and Play sessions. Parenting skills courses are conducted from time-to-time to help parents deal with their child's challenging behaviour. These are subject to available funding and are run by our Webster-Stratton trained facilitators. Courses help to give parents confidence and develop coping strategies.

Project Smile

Project Smile provides flexible, home-based one-to-one respite care for children with special needs, children in need and their families. Our professionally trained family support workers help and encourage children to participate in leisure, educational and daily living activities. This enables parents, carers and other family members to have a period of respite from their caring role. This service can be delivered in the home, in our children's centre or another suitable venue. We also offer stay and play group sessions, school holiday play-schemes and an annual respite activity holiday. Our play groups are a great place for kids to come and have fun in a safe, spacious, kosher environment. There are lovely activities including arts, crafts, music, gardening, baking, reading and painting.

This project is registered and approved by CQC (Care Quality Commission) as a 'good' service provider and meets their rigorous standards. The service is also registered and regulated by Ofsted. People who used the services commented that, "Project Smile has provided outstanding care for my child. My child is looked after with compassion and a consideration of their needs. The service they are providing is outstanding in comparison to other care providers we have used." and "The service is very thorough, there is a lot of paperwork involved. The staff are amazing and the managers are very helpful. I have known them for a long time and they always have time for me. They always show an interest and what is best for us."

Time for You Volunteers' Project

Volunteers are an intrinsic part of The Fed. More than 530 volunteers aged 16-65 are involved in numerous aspects of service provision, also helping us out behind the scenes, in administration, in our shops or when holding events. By far the greatest part of their work is involved in improving the lives of the many people whom we help, by providing direct support.

Our 'Time for You' team recruits, trains and carries out DBS checks for all volunteers and carefully places them in situations in which they feel comfortable. They offer volunteers ongoing support and training. Through careful management of our volunteers we ensure that they get most out of their experience and that our service users receive a professional, sensitive and confidential service. Our volunteer services offer support in a variety of ways such as by escorting people to medical appointments and treatment, befriending children with special needs, offering practical support in the home and providing respite to carers by sitting with the person they care for.

Adult Social Work

Our team of qualified social workers and care managers are contracted to work on behalf of Bury, Manchester and Salford Local Authorities. The team also provides support and advice to people living in other areas, including Cheshire, Stockport and Trafford.

Our qualified social workers and community assessment officers carry out what are known as "community care assessments" for adults. These explore the type of support a person needs to help them with their daily life. The aim is to help people live independently for as long as possible in their own homes. The team can set up regular support services including meals on wheels, day-care or home care visits (e.g. to help with showering). They can give advice on welfare benefits disability equipment and accessing financial support.

Our staff liaise with other professionals (e.g. GPs and occupational therapists). They "keep an eye on" people who are most vulnerable or have no family support.

The team also supports family members who are "carers" of the person concerned. They carry out assessments of the carer's own support needs. This might result in arranging

respite care or helping the carer apply for carer's personal budget. If someone can no longer cope at home our team will provide advice on how to choose a care home. They will assist with making the arrangements and, where necessary, will help apply for local authority funding.

The adult social work team supports local authorities in investigating allegations of abuse. It is closely involved in developing services that promote the safeguarding of vulnerable people.

Carers' Project

Carers provide unpaid care by looking after an ill, frail, or disabled family member or friend. The Fed offers support for carers coping with what can be a difficult and isolating situation. Our carers' advice worker provides individual emotional support and practical advice for carers and carries out statutory carer assessments. These identify what services might help to make the caring situation easier to manage.

Carers (informal, unpaid caregivers, often family members) provide unpaid care by looking after an ill, frail or disabled family member or friend. Often carers lose touch with friends and family because of the illness. This can lead to isolation and feelings of loneliness and sometimes depression. According to a recent survey by Carers UK; More than one in eight people aged over 60 is a carer and more than three-quarters (76.3%) of the older carers report that caring has had a negative impact on their physical and mental health (Carers UK 2015). The project aims to engage with a group of people who would otherwise struggle to socialise or attend activities.

One such person is Lily, a 70 year old Carer for her husband Cyril who is 92. Lily has been caring for Cyril for many years since he had his stroke and before contacting the Fed she was facing exhaustion through providing 24 hour care support. Since accessing the Carers Project Lily now has a break for a couple of days per week as Cyril attends the Fed's activity centre. She also comes to the community cafe on a weekly basis where she enjoys scrabble, partaking of a Reiki therapy from our trained volunteers, or simply having a coffee with friends. Lily is now feeling much more positive and has a network of support to help her with her caring role.

The Carers Project offers the chance for carers and those they care for to socialise together and with friends. There is limited provision in the local community for carers to access services where they can attend with the person they care for. The Fed Carers project can support Carers and those they care for at the same time, allowing families to access support together and enjoy a rare opportunity to socialise together, knowing that trained staff are on hand to offer support where necessary. It is a relatively cost effective, preventative method of supporting carers to carry on with their caring role, and allow them the chance to look after their own health and social needs.

Our carefully matched volunteers will sit with or take the person who is being cared for. This enables the carer to have a much needed break from their caring responsibilities. Carers may be entitled to a personal budget. Entitlement to this is subject to completing a local authority carer's assessment, showing the impact that being a carer has on their life. It will also establish if they have additional needs which need to be met.

During the year we provided several social trips and outings to carers and those they care for. Following such a trip carers told us the following;

“Carers need these outings to recharge their batteries to go back to their loved ones they care for. We all need time out and today was exceptional. Thanks once again” with another commenting

“These trips really help you to forget about your responsibilities if only for a short time. The show was very uplifting and I know that we had a good laugh together also”.

For some carers it was the first time in years that they had taken a break from their caring role. Carers formed informal networks with one another resulting in friendships and mutual support. Several members described the group as a ‘lifeline’ without which they could not cope. The Carers Project continues to be well supported and is regularly attended by at least 12 carers and those they care for.

Mental Health Drop In Project

The mental health ‘Drop In’ project began in 1994. It offers people with mental health or emotional difficulties individual support, social opportunities and activities in a friendly, safe and familiar environment. The group of people who attend have a range of illnesses including depression, anxiety, bi-polar disorder, schizophrenia, personality disorder, as well as drug and alcohol issues. The project offers regular evening drop in sessions and monthly “bagel brunches”. Members can meet for a chat and a bite to eat and join in activities such as pool or board-games. There is a full programme of activities including parties and outings to the theatre or to play ten-pin bowling. There are also regular well-being sessions which include massage and laughter therapy. For many people, the only social contact they have with society is through this project.

People attending the mental health drop in project can come together in a safe, supportive and welcoming environment. Members can take part in activities and meet new friends which will result in a strengthened community. The project provides support and training to people with mental health issues and can encourage people with these issues to maintain their own mental health. The development of peer support networks amongst service users will reduce isolation and develop emotional resilience. The project aims to reduce social isolation and loneliness for people with mental health issues, create a stronger community and increase people’s knowledge about local services and support services. There is limited provision of this kind in the area and our members describe the project as a “lifeline” that without which they would struggle. The project was created in direct response to a need identified by our organisation, and it offers a safe place for those with mental health issues or who are lonely/isolated to come together and receive support. Our trained staff and volunteers get to know members and help them to develop support networks.

Last year 58% of attendees felt that attending the project meant they reduced their reliance on NHS services and were less likely to need to see their GP.

South Manchester

The Fed has a branch which is situated in the heart of Hale village and provides support to people living in South Manchester, Trafford, Cheshire and Stockport.

The team aims to help people to continue to live as long as possible in their own homes. They identify the support a person may need to help them with their normal daily living activities and can liaise with the local authority, other departments at The Fed and other voluntary agencies, to set up the necessary support. Services arranged may include: day care, a volunteer shopper, meals-on-wheels and home care visits.

The team liaises with health and other professionals such as advice workers to assist with access to benefits, grants and equipment. They also generally “keep an eye on” people who are most vulnerable and may have no family support.

The team also supports unpaid family members who are looking after a person with a disability or illness. They can arrange for carers to have an assessment of their own needs. This can help to identify how best to support the carer in their caring role, such as by recommending a period of respite care for the cared for person or that the carer applies for a carer’s personal budget.

Outputs from across the organisation

- With capacity reduced during our refurbishment programme, there were on average 126 older people living at Heathlands Village during the accounting period. A total of 32 new residents were admitted on a permanent basis.
- Volunteers and staff information was added to the ‘About me’ display on noticeboards in various residential units, thus improving communication between staff and residents.
- In terms of ensuring that person centred care is delivered we developed a ‘Personal Care Champion’ role who will ensure routine bathing/showering of all residents.
- 80 volunteers were actively involved across Heathlands Village in supporting residents.
- We have developed the activity programme to include activities with a heimische (Jewish/homely) feel. YomTov’s (Jewish festival/Holyday) activities are designed around each YomTov ensure we are holding an activity that is appropriate to the holiday we are celebrating.
- A Saturday Shul group meets at the Heathlands Shul on a weekly basis for services. Following the service members of the Shul have a Kiddish (social gathering after Shul) with residents. There is a social value to this gathering as it provides a weekly opportunity for residents to socialise with members of the Shul.
- In 2015 we ran an art project which provided residents with the opportunity to undertake art therapy sessions funded by the Six Point Foundation.
- Volunteers and staff information was added to the ‘About me’ display this improving communication between staff and residents.
- During the accounting period the children and families social work team received 122 referrals for assessment with 103 open cases a month.
- We provided 4 play-schemes, attended by 55 children.
- We took 19 children on a respite holiday to Llandudno.
- There were 320 attendances at our Mums and Tots group (launched March 2013).
- There were 1,375 attendances at our weekly children’s groups.
- 379 volunteers per month provided a total of 24,372 hours of support:
- 6,882 hours of support was provided to carers in 130 cases a month.
- 1,632 hours of support was provided to children and families in 23 open cases a month.
- 7,621 hours of support was provided to adults in the community in 138 open cases a month.
- Carers support – we had 109 referrals and allocated 97 cases for carers’ needs assessments and support with an average of 20 open cases monthly
- Referrals; Dealt with 1,809 enquiries for advice and support through our referrals and advice duty system –151 referrals monthly.
- Adult social work - Received 312 referrals and allocated 253 cases for individual adult social work assessment and support - 114 open cases monthly.

- Mental health; Attracted 1,406 attendances to our mental health drop in, supporting 72 members.
- South Manchester office dealt with 824 enquiries for advice and support with 203 open cases a month.
- 175 volunteers per month provided a total of nearly 14,788 hours of support.
- 11,615 hours supported people living in the community and a further 3,173 hours supported the running of the organisation. In total volunteers provided 39,160 hours of support across north and south Manchester.

4 Stakeholder Map

The stakeholder map was put together by Lucy Edwards, Trusts, Foundations and Bids Fundraiser following a desktop review of our stakeholders. We recognise the limitations of this exercise, but at the time it was undertaken to facilitate a speedy approach to stakeholders consultation. Future accounting cycles will involve a significantly more detailed evaluation of the various stakeholders who have an interest in our work. The organisation recognises that the key stakeholder groups consulted with during this accounting cycle are customers. Future cycles will focus to a greater degree on external stakeholders such as the Manchester Beth Din (an organisation that seeks to arbitrate in civil disputes and to administer Jewish Family Law).

Key Stakeholders	Other Stakeholders
CEO and Board Of Directors	Users of our services/products Central Cafe users, Mental health drop in users, families supported by support workers, residents, tenants
Board of Trustees	Community Groups/Partner organisations; Community groups such as the mental health drop in, mums and tots, the community cafe, exercise classes, summer play-scheme
Staff and Volunteers	Regulatory Bodies – Charity Commission, Care Quality Commission, Investors in People.
Residents/ Clients	
Funders/ Donors and Philanthropists - Bury, Salford and Manchester Local Authority, charitable trusts and foundations, Individual donors, corporate partners	

5 Scope and Methodology

We based our social accounting process on the Social Accounting Audit methodology developed by the Social Audit Network (SAN). The social accounts we have produced examined the organisations agreed mission, values, objectives and activities. All objectives were included in the evaluation process.

It was recognised that the organisational objectives held by The Fed were written and agreed prior to the social accounting process. It was very difficult to measure the social difference made by our organisations, when using a set of objectives that are not written with social difference in mind. The current objectives do not explicitly define the difference that our organisation seeks to make to people's lives and do not cover social impact that the organisation wants to make. There is some scope to refocus some of the objectives to ensure that they reflect to a greater extent the social difference the organisation wishes to make within the community of Greater Manchester; however this is an ongoing matter. If some objectives could be refocused to ensure they are more person centred this may enable a clear link to be made between the stated objectives and how activities undertaken achieve them.

This set of accounts focussed in the main on what our customers felt about the difference we made to their lives. Future accounting cycles are likely to seek a wider audience and will include a greater level of engagement with external stakeholders such as Rabbis', GP's, Synagogues, and the Beth Din.

All areas of the organisation were covered in this cycle of accounts. The stakeholders covered by this cycle of social accounting included;

- Service users, residents and their families
- Staff and some volunteers
- Board of Trustees
- Commissioners/Funders

In this set of accounts we did not circulate a questionnaire to all of our volunteers. This was overlooked unfortunately and is something we wish to rectify in our next set of social accounts in 2016-2017. The questionnaire is attached as an appendix.

6 Findings from direct consultation

In terms of the numbers of stakeholders who were invited to share their views on how well The Fed is living up to its stated mission, vision, values and objectives, it is difficult to stipulate how many questionnaires were distributed as some people received a link to our electronic questionnaire on survey monkey, whereas others picked up the questionnaire in our community cafe or other venues. We tried hard to include a cross section of stakeholders on this round of accounts including residents, families, staff, trustees and service users. The only group that were missed from this round was volunteers. In future cycles we would circulate a questionnaire during volunteers meetings, via email and at supervision.

The following figures are a rough guide to how many questionnaires were distributed.

- 320 - Staff were given questionnaires both electronically and also in paper form

- 9 - Trustees
- Service users – At least 200 service users were consulted in a variety of ways including written questionnaires left in the cafe and other venues. We spent time in our various community projects asking people their thoughts and helping service users complete the questionnaire. Some service users were given the link electronically to our survey monkey questionnaire. Service users using our children’s services were invited to undertake a questionnaire when visiting our children’s centre or when using our service. Some stakeholders were invited to complete a questionnaire at one of our community groups for example at our carer’s group or community cafe project.
- 10 questionnaires were given out electronically to funders and commissioners.

In total we distributed approximately 539 questionnaires. 298 people returned a questionnaire to us either as a hard copy or electronically via Survey Monkey. Only 2 trustees completed a social accounting questionnaire. There was a response rate of 55% for this set of accounts.

On an ongoing basis we gather feedback from stakeholders via our ‘have your say’ forms. These can be completed online or in paper form and either handed in at reception, to a member of staff or left in our suggestion box, located in next to the ground floor clocking-in machine in reception. It is monitored regularly and the organisation tries to act on any suggestions made.

Our mission

Mission; The Fed will be the leading provider of advice, support and care for Jewish people living in Greater Manchester

Numbers of people who responded	% who answered each question	Answer
75	25% of respondents	We are focusing on the right mission
3	1% of respondents	I don’t know
5	1.5% of respondents	We are focusing on the wrong mission
215	72% of respondents	Opted not to answer this question

Vision

Numbers of people who responded	% who answered each question	Answer
63	21% of respondents	We are performing well against our vision
37	12% of respondents	We are ‘good’ in this area
11	3.5% of respondents	We are ‘ok’ in this area
187	62% of respondents	Opted not to answer this question

Values

Person Centred – focusing on the person and their needs

Numbers of people	% who answered	Answer
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who responded	each question	
88	29% of respondents	We are 'very good' at focusing on the person and their needs.
46	15% of respondents	We are 'good' at focusing on the person and their needs
8	2% of respondents	We are 'OK' at focusing on the person and their needs
1	0.3% of respondents	We are 'poor' at focusing on people's rights, individuality and choice.
155	52% of respondents	Opted not to answer this question

Dignity and respect: Embracing people's rights, individuality and choice

Numbers of people who responded	% who answered each question	Answer
83	27% of respondents	We are 'very good' at embracing people's rights, individuality and choice.
46	15% of respondents	We are 'good' at embracing people's rights, individuality and choice.
9	3% of respondents	We are 'OK' at embracing people's rights, individuality and choice.
160	53% of respondents	Opted not to answer this question

Excellence; Always asking ourselves, is this the best that we can do?

Numbers of people who responded	% who answered each question	Answer
43	14% of respondents	We are 'very good' at achieving excellence.
22	7% of respondents	We are 'very good' at achieving excellence
10	3% of respondents	We are 'good' at achieving excellence
4	1% of respondents	Do not know
219	73% of respondents	Opted not to answer this question

Working together; engaging with everyone to provide the best care and support

Numbers of people who responded	% who answered each question	Answer
70	23% of respondents	We are 'very good' at providing the best care and support
41	13% of respondents	We are 'good' at providing

		the best care and support
14	4.5% of respondents	We are 'OK' at providing the best care and support
172	58% of respondents	Opted not to answer this question

Organisational Objectives

Customers

Improving customer focus and person centred care

Numbers of people who responded	% who answered each question	Answer
81	27% of respondents	We are 'very good' at putting customers needs first
48	16% of respondents	We are 'good' at putting customers needs first
9	3% of respondents	We are 'ok' at putting customers needs first
3	1% of respondents	Do not know
157	52% of respondents	Opted not to answer this question

Outstanding services: meeting new standards and improving quality

Numbers of people who responded	% who answered each question	Answer
104	35% of respondents	We meet the standards they would expect
53	17% of respondents	We are 'good' at meeting standards
5	2% of respondents	We are 'ok' at meeting standards
3	1% of respondents	Do not know
133	45% of respondents	Opted not to answer this question

Supporting our staff and volunteers to learn, develop and achieve more

Numbers of people who responded	% who answered each question	Answer
36	12% of respondents	We offer a 'very good' standard of training and support
46	15% of respondents	We offer a 'good' standard of training and support
4	1% of respondents	We are 'ok' in this area
3	1% of respondents	Do not know
209	70% of respondents	Opted not to answer this question

Sustainability
Ensuring the efficient use of our resources

Numbers of people who responded	% who answered each question	Answer
33	11% of respondents	We ensure 'very good' use of our resources
27	2% of respondents	We ensure 'good' use of our resources
7	2% of respondents	We are 'ok' in this area
9	3% of respondents	Do not know
222	74% of respondents	Opted not to answer this question

Increasing existing income and developing new sources of income

Numbers of people who responded	% who answered each question	Answer
30	10% of respondents	We are 'very good' at being creative about generating income
20	6% of respondents	We are 'good' at being creative about generating income
10	3% of respondents	We are 'ok' in this area
12	4% of respondents	Do not know
226	76% of respondents	Opted not to answer this question

Identifying ways to save money and reduce waste

Numbers of people who responded	% who answered each question	Answer
25	8% of respondents	We are 'very good' at reducing waste and saving money
17	6% of respondents	We are 'good' at reducing waste and saving money
17	6% of respondents	We are 'ok' in this area
16	5% of respondents	Do not know
223	76% of respondents	Opted not to answer this question

Communication
Improving how we communicate with our customers and service users

Numbers of people who responded	% who answered each question	Answer
45	15% of respondents	We are 'very good' at communicating with our

		stakeholders
62	20% of respondents	We are 'good' at communicating with our stakeholders
14	5% of respondents	We are 'ok' in this area
6	2% of respondents	Do not know
171	57% of respondents	Opted not to answer this question

Improving our internal communication

Numbers of people who responded	% who answered each question	Answer
48	16% of respondents	We are 'very good' at communication
46	15% of respondents	We are 'good' at communication
16	5% of respondents	We are 'ok' in this area
2	0.6% of respondents	We are 'poor' in this area
9	3% of respondents	Do not know
177	59% of respondents	Opted not to answer this question

Increasing awareness in the community of the services we offer

Numbers of people who responded	% who answered each question	Answer
23	7% of respondents	We are 'very good' in this area
34	11% of respondents	We are 'good' in this area
19	6% of respondents	We are 'ok' in this area
2	0.6% of respondents	We are 'poor' in this area
3	1% of respondents	Do not know
217	73% of respondents	Opted not to answer this question

Community

Developing new and existing services to meet changing needs

Numbers of people who responded	% who answered each question	Answer
47	15% of respondents	We are 'very good' in this area
34	11% of respondents	We are 'good' in this area
7	2% of respondents	We are 'ok' in this area
16	5% of respondents	Do not know
194	65% of respondents	Opted not to answer this question

Working in partnership

Numbers of people who responded	% who answered each question	Answer
26	8% of respondents	We are 'very good' in this area
31	10% of respondents	We are 'good' in this area
9	3% of respondents	We are 'ok' in this area
13	4% of respondents	Do not know
219	73% of respondents	Opted not to answer this question

Providing services to the wider community

Numbers of people who responded	% who answered each question	Answer
30	10% of respondents	We are 'very good' in this area
25	8% of respondents	We are 'good' in this area
6	2% of respondents	We are 'ok' in this area
15	5% of respondents	Do not know
222	74% of respondents	Opted not to answer this question

Qualitative Comments from all stakeholders

Where comments have been put into this set of accounts, they have been selected as representative views. Not all of the comments collected from stakeholders are included in this year's accounts. From analysis of the qualitative data the following key themes have emerged;

- It seems important to many of our stakeholders that we are a Jewish organisation; this is mentioned many times.
- Transport to and from activities is a big issue for people – some respondents suggest that we deliver services from other community based settings especially children's services.
- Services in south Manchester valued by service users
- Food gets mixed reviews. Some say it's brilliant – others say it's awful. Hard to gauge a clear picture.
- Customer services are highly commended by many stakeholders
- Carers project enabling many people to stay in employment
- Cross section of people using Fed services – some are religious. Others are not.
- Volunteer support is literally helping carers to leave the house – without this they would not be able to access respite.
- Reduction of loneliness is mentioned many times
- Overwhelmingly positive comments throughout. Very few complaints.
- Many respondents declined to answer most of the questions in the questionnaire.
- The Fed is credited as being a caring organisation the words 'love' and 'care' are mentioned many times
- The Fed appears to offer a great deal of security to people
- The emotional support offered to people is mentioned several times
- The fact our teams regularly phone people to check in with this is highly valued
- People use the word 'safe' over and over again as well as the word 'family'

Qualitative comments included;

Quality of care

- I would like to thank and compliment the care teams supporting my family member for the love and care they always show to him.
- I have spoken highly of the team because even staff that were coming in only for training took the effort to visit my family member in her room whilst onsite and she was being treated with such dignity.
- I have thanked the care team for the care provided and really appreciated the special moment when I arrived to find a carer reading aloud to my family member when she was lying down, not fully conscious, towards the end of her life.
- Have always found staff be extremely helpful, professional and welcoming.
- I cannot praise highly enough the care and compassion shown to my Mum at all times. The staff are second to none and I was always happy knowing Mum was in safe and caring hands.
- All staff were very good and caring. Even staff from different departments came to see us during our difficult time. Even the cleaner and members of the activity team and customer service staff showed they cared. I cannot fault anything. Alan was very happy here and the family and I appreciate all you did for us.
- Not only was the support excellent, the love that was shown by all to my mother and myself was wonderful. Thanks to all.
- The Fed is a wonderful organisation. The care and support given to services is excellent and goes beyond the call of duty. I would contact The Fed in future if I needed any help.
- The Fed has made a difference by meaning that we feel that we are not alone and the help and support we get is second to none. Made our home situation much easier to manage.

Volunteer Support

- The volunteer I have is a total gem... I could not have asked for anyone better.
- Interaction between staff and visitors is excellent and shows a caring ethos that is evident throughout the whole of the Fed.
- The Fed is an excellent organisation that truly makes a difference in the community, and I am proud to be part of the volunteer programme.
- The attention of Andrea Allinson was first class - she is an asset to Heathlands. I was not happy with the person on duty during night. Most important factor when considering Heathlands was the religious aspect.

Jewish Life

- The Fed has made a difference because they have given me a better understanding of what help and assistance is available to me. I feel that it's important to receive support from a Jewish organisation because as an observant Jew I feel more confident that a Jewish organisation would understand my needs.
- I feel that it's important to receive support from a Jewish organisation because as we are Jewish, it just feels comfortable to turn to a Jewish organisation.
- The Fed has made a difference by meaning that I felt I had support and someone to "lean on." I feel that it's important to receive support from a Jewish organisation because I felt comfortable with people with a similar culture. Children's Service

Children's Services

- By our son going to the Friday group we have a tremendously relaxed couple of hours - we are so grateful. We feel it is important to receive support from a Jewish organisation because they understand us immediately. I don't feel that there was anything The Fed could have done better or differently. I was very satisfied with the services provided. I would contact The Fed in future for help.
- The Friday group is a saviour for us. I'm very interested in holiday play schemes. Thursday evenings I'm quite desperate for after school. I'm not sure if this could ever come into question but I dream of a group on Shabbos mornings. The Hershel Weiss centre is much more local and easy to get to for us. Somewhere local where they could play and be supervised especially on these loooong Shabbos days [would be great]. We would ideally like there to be sensory input; playing; and some structure to the sessions. Thank you so much for whenever our son comes to you!!! The Friday group is also a massive help for us. It's important to us to receive help from a Jewish organisation - we need someone who understands our culture and needs and our family dynamics.
- We would ideally like the group to offer painting; play dough; and plasticine time. The Fed have been amazing and helpful and we are extremely grateful that our son has such an enjoyable time at the session. Thank you for everything.
- Friday group is a lifeline to me and my family. It's time for me to be with my other children whilst knowing (child's name) is being looked after in a culturally appropriate environment - and has so much fun! She puts on her Friday group clothes and says "After school is Friday group" and she is so excited and comes home to us happy. This sets the whole family up for Shabbos and makes my (child's name) a manageable and happy child.

The Fed as an employer

- A great organisation with great staff! Don't think I have ever worked in an organisation where so many of the staff are so passionate about the cause.
- The Fed and its staff have been a pleasure to work with and we are looking forward to a continued successful working partnership.
- The Fed is an outstanding asset to the Manchester community and offers vital services to those in need, leading the way and giving the best example to countless other communities around the country, and the world. Long may it continue and develop as it provides a vital service to the Jewish community of Greater Manchester!
- The Fed is a good employer and has a commitment to staff training. It's an amazing place to work as well as it helps people in and out of the community.
- Incredible work force, incredible ethos.
- Wonderful organisation. The heart of the Jewish Community of Manchester

7 Environmental Impact

Whilst The Fed does not have a specific environmental objective, it has an environmental policy and this is put into practice by our team of Directors. The results of our internal eco-audit are as follows;

- There is an environmental policy in place.
- All computers and monitors are switched off when not in use
- The photocopier and some printers are new and have power saving shut down modes.
- Double sided printing is carried out where possible and scrap pads are made.
- Waste paper is recycled.
- Spent fluorescent tubes are segregated and old computers are recycled or disposed of at the local waste disposal centre.

- There are good levels of natural light in the majority of rooms, reducing the need of lighting.
- Local shops and trades are used when possible.
- There is no environmental emphasis in purchasing.
- Recycled office and toilet paper, 'green' energy, less harsh cleaning materials and Fair Trade products are not purchased.

We are currently waiting for the results of 3 day audit by the British Safety Council who are examining our commitment to health and safety.

8 Economic Impact

Salaries Paid

Our salaries paid for 2015-16 (a 16 month period from 01.12.2015 – 31.03.2016) were £7,153,946 for all staff employed by The Fed.

Volunteers

The Fed has over 530 volunteers ranging between the ages of 16-95 years old. It is estimated that over 2,000 hours of volunteering were provided by our team of volunteers during 2015-16.

Employees and new job opportunities

The total number of people employed by the organisation is 330 as of March 2016. This includes full time and part time roles. One new job has been created in the last twelve months which is the creation of a Chief Operating Officer.

Ethical Purchasing Policy

The Fed does not have an ethical purchasing policy. There is research underway into purchasing 'kosher fair-trade' products and the organisation is exploring ways of trading with other social enterprises.

Purchasing Policy

The Fed do not have a local purchasing policy but does buy products such as meat, fish, and dairy from local kosher suppliers within the area. We aim to spend with local suppliers wherever possible and are increasingly purchasing local goods and services.

Training

The Fed provides 57 different training courses to staff, volunteers and the board of trustees. The Fed spends an estimated £38,000 a year on training. Many of the courses are for qualifications such as NVQ and QCF diplomas. The Fed pays for certificates and registration.

9 Compliance Reports

Our policies are reviewed on an annual basis in line with current guidelines, mainly those from the Care Quality Commission, our key Inspectorate. Any new policies are discussed at our Clinical Meetings, chaired by our Clinical Director, Karen Johnson, and attended by all

team Managers/Group Leaders. The new policies are discussed, and action plans are formulated in terms of how the policies are to be implemented. After the clinical meetings the information is taken to team meetings and actions are undertaken. The policies are signed off by our relevant Directors. Policies are reviewed once new policies are issued by CQC or in the event of an incident which highlights the need for a review. All policies are reviewed on at least an annual basis.

Our organisation follows policies, procedures and guidance that are in line with Local Authority guidelines, as well as those issued by the Clinical Commissioning Group (CCG). The various policies are updated via a variety of sources for example subscriptions to HCPC (Health and Care Professions Council) for social work.

Regular staff briefings and training sessions take place across the organisation to ensure that all staff are kept up to date with changes to policies and procedures. All staff for whom the above guideline are relevant and are briefed on a regular basis through training and ongoing briefing sheets.

We have an induction programme in place for all staff whether permanent or temporary, full-time or part-time. All employees have equal rights to training, promotion and other aspects of career development. All staff receive training relevant to specific work areas to develop their skills. There is an annual staff appraisal scheme in place. To support our appraisal process, it is our policy to conduct supervisions at least every 2 months to continuously develop our staff and maintain communication between staff and Managers.

Staff are all individually supervised which includes development and progress of the service; this helps to form evaluation and is fed into the review. Our staff are qualified and we are registered with relevant professional bodies i.e. HCPC for social work.

There are regular reviews of care practice across the organisation to ensure that care is carried out with dignity and respect and we use an electronic care monitoring system, CareSys, to ensure that all care records are kept up to date and completed correctly in accordance with good practice.

The organisation was awarded Investors in People for the first time on 25th May 2012. We were re-assessed and awarded our new certificate 3rd June 2015. We will be due reassessment again in 3 years time.

The latest Care Quality Commission (CQC) report for Heathlands Village was published on the 24 March 2016 and service was rated as 'good'. The subsequent report is available at the following link; <http://www.cqc.org.uk/location/1-120757658>. Project Smile and Care at Home were inspected on the 31 December 2015 and also rated as 'good'. Copies of all of our compliance reports are available on request.

10 Financial Information

See attached annual accounts.

11 Achievements and issues for action

Overall the responses have been positive, with the majority of stakeholders indicating that The Fed meets their needs and services are delivered professionally by caring staff. Commissioners who took part in this social accounting cycle have been equally positive in

their responses and generally feel that the objectives outlined by the organisation are right for the organisation as well as their own needs. In terms of our achievements; these include;

- Nordoff Robbins – music therapy project for people with dementia. This project has been immensely positive for residents living with dementia.
- We have developed a new community cafe which is bringing in customers.
- Dementia action plan; a new plan has been formulated stating how the organisation will strive to be dementia friendly.
- We have designed and developed a new dementia friendly garden.
- The Fed was chosen as the Sainsbury's Heaton Park local charity of the year and benefited from a year of fundraising activity as a result.
- Beacon status for GSF for second time round- residential areas using GSF/ more advance care planning over the whole site.
- The refurbishment of the activity room means it is now a bright well used area.
- The Fed has developed an active partnership with Bury Council under their 'I Will If You Will' initiative. This is a Sport England funded programme to get women and girls active. We have run a movement to music class for women with dementia; a women only dance class, a carers group and a group for women with mental health issues.
- Holocaust education training; this was funded by the Six Point Foundation and was run in partnership with Shalvata in London. Over 100 staff undertook Holocaust education training.
- The organisation has developed forums to encourage open feedback from our residents, relatives and staff.
- We were awarded our IIP the first time around on 25th May 2012. We were reassessed and awarded our new certificate 3rd June 2015. We will be due reassessment again in 3 years time.
- A new Cheetham Hill charity shop was opened.

12 Strengths and weaknesses of the social accounting process

Clearly social accounting and audit is an organisational change process. The exercise was invaluable for The Fed. Almost immediately, changes were made at an operational level. The final report highlights areas for improvement and these will be incorporated into the next year's strategic business plan. The social accounting process was useful in pointing out areas of improvement and in focusing trustees and staff's vision for the organisation. It assisted the organisation to focus on its value base, key objectives and on what makes the enterprise 'different'. The auditing of the accounts has arguably brought a sense of credibility to the information gathered during the consultation process, as it was conducted independently. The feedback from staff, and other stakeholders was honest and constructive and this has allowed the organisation to work towards identifying what its successes and failures were.

13 Plans for next cycle

The organisation plans to undertake social accounting and audit on an annual basis. When the accounts are carried out next year, staff will need to ensure that the questions asked on the questionnaires, clearly correlate with the organisations mission, values, objectives and activities.

In essence The Fed would like to continue to consult on all of the agreed objectives, as well as the mission and values. The process has been an extremely interesting journey and staff have learnt a good deal about the social benefit of work carried out but also achieved some clarity about the organisations mission. In future accounting cycles it is hoped that the board of trustees would be more engaged in the accounting process (the consultation response

rates were disappointing). There was also some cynicism about social accounting at the beginning of the accounting process from some staff on the team. They were worried that the accounting process duplicated work that was already undertaken. Hopefully the production of the accounts this year may have enabled those staff to develop an understanding of why social accounting is important and the benefits it can bring.

In the next cycle of accounts much more emphasis will be placed on undertaking consultation with the volunteers who support our service, of whom there are 530. This was overlooked in this cycle.

- The SMT will consider including some objectives which are person centred within our overall organisational objectives.
- Objectives set for the mental health drop in
- Team plans completed for all services
- Continuation funding secured for projects.
- Consultation with children undertaken which enables us to clearly demonstrate what children think of our services
- Continuation of Jewish Wellbeing programme once the Six Point Foundation funding expires.
- We would like to measure the effects of the new eco boiler that was installed recently. The boiler provides us with gas and hot water and also generates free electricity which we can then use for the rest of our site. Future accounting cycles will aim to measure the economic impact of this.

It is clear that many people declined to answer some or all of the questions in the social accounting questionnaire. It is unclear as to why this is the case. In future accounting cycles we will place greater emphasis on focus groups and on assisting people to fill in the questionnaire. It is hoped that this will elicit a greater response rate.

In terms of the stakeholder consultation for the next cycle we will carry out wider consultation with external groups. This will include talking to the Manchester Beth Din. In order to get a greater response rate from our trustees we will task one trustee with the role of Social Accounting champion, and ask them to circulate the questionnaire to their peers.

14 Plans for dialogue with stakeholders and for publication and disclosure.

The accounts are going to be audited and published in March 2017 and copies will be made available to members and other stakeholders after this time. A copy of the full social accounts will be circulated to a wide range of key stakeholders including staff and trustees. Copies of the summary will be circulated and full copies will be made available on request. The summary of the accounts will be posted on The Fed's website, as well as the Social Audit Network website. Copies of the full set of accounts will be made available on request for a small administration fee. The social accounts will be discussed at the next SMT meetings and Board meetings, and the actions identified will be followed up. Copies of the summary will be sent to our key funders and commissioners.

15 Appendices

Please see attached;