

JEWISH CARE SCOTLAND



The next 5 years

Strategic Plan 2020-2025



Introduction

Our five-year strategic plan sets out the vision and future direction for Jewish Care Scotland in delivering advice and support services to the Jewish community across Scotland. It covers the period from September 2020 to August 2025 and describes the main areas that we will focus on over the coming years, all underpinned by a strong Jewish culture, and rooted in our commitment to supporting connections and building resilience within the community.

This is our first strategy and although it does not cover the details of everything we will do over this time period, it provides a clear route map to where we need to go in order to ensure that our community remains connected and strong for many years to come. As a small charity with a big heart, we have recognised and understood for some time that we need to adapt to the changing nature of our community and the wider social care environment.



Getting to where we are today has not been easy. We have faced and continue to face, extremely challenging times as we try to provide services within increasingly difficult economic environments. Never before have we had to do more for less, which is a trend that is set to continue as we witness funding sources become more competitive or completely disappear. All of this of course is happening at a time when our ability to care for each other and to maintain strong relationships has never been more crucial.

We have therefore over the last three years spent time planning and gathering evidence to produce our new strategic plan which focuses on meeting the wants and needs of the community by moving forward together as one and working in partnership with others for the benefit of the Jewish community across Scotland. I am delighted, excited and proud that we have got to where we are today and I know that together we will ensure that Jewish Care Scotland continues to do what it does best for many years to come.



A handwritten signature in blue ink, reading 'Dr Richard Groden'. The signature is written in a cursive, flowing style.

Dr Richard Groden
Chairman of the Board

Introduction



Having made the decision to join Jewish Care Scotland in late 2018 as their new Chief Executive Officer, I have been amazed and impressed by the amount of support, commitment, dedication, and passion the charity is shown by its amazing staff, volunteers, clients and wider community. It is clear that Jewish Care Scotland holds a special place in the hearts of many and that making a difference to the lives of others remains at the core of all we do. It is for these reasons that I am both privileged and dedicated to ensuring that this legacy continues and that together we continue the important work of the charity for many years to come.

Over the past two years I have had the pleasure of working with many within the community to understand needs, aspirations, and future ambitions. I have therefore led the organisation through a large-scale organisational review which has examined the needs and wishes of the community, together with the changing demographics of health and social care, in order to get us to where we are today: launching our first strategic plan. The strategic plan is therefore underpinned by robust research and evidence ensuring that it is informed by what works and what needs to happen now and in the future. This strategic plan is therefore heavily influenced by what the community want, and feel is needed for the future of the charity, which is why it so special and important.

Our plan is founded on creating a strong community where Jewish values remain at the heart of all we do but is also about adapting and working with external partners for the benefit of the community, not only now, but for many generations to come. Whilst our plan is ambitious, it is also realistic because it is rooted in the core elements of connecting people, promoting wellbeing, and maximising our resources in ways which place the individual and their families at the centre.

Moving forward we have some tough decisions to make and we must think creatively to secure future success. I am however confident that we can make these changes and I am delighted to be leading the way in securing our future success, in what will be an exciting time for our charity and our community. By working together to explore opportunities for collaboration and connection we will be able to realise our future vision of creating a strong community where Jewish values remain at the heart and that we continue to make a difference to the lives of others.

Julie Marshall
Julie Marshall
C.E.O



Vision

We will work together with partners to create a strong community where Jewish values remain at the heart

Purpose

Jewish Care Scotland will reach and improve the lives of the Jewish Community by providing meaningful services which:

- Empower individuals to take control of their own lives
- Provide excellent, responsive, person centred advice and support
- Maximise opportunities for connection





Values and Commitment

In improving the lives of the Jewish Community
and in working in partnership with others
to fulfil our purpose, we will:

- Work with **integrity** by being honest and transparent in all we do
- Ensure **competence** in our abilities by having a trained and skilled team
- Demonstrate **compassion** by putting kindness at the heart of all we do
- Show **respect** by listening to the feelings and wishes of others and promoting rights
- Support **collaboration** by strengthening positive relationships within the community

Strategic Priorities

Jewish Care Scotland will reach and improve the lives of the Jewish Community under the following strategic themes:

Connecting People

Promoting Wellbeing

Maximising Resources





Themes

Connecting People

We will continue our work in connecting the Jewish community and build on the progress made by:

- Providing services which reduce social isolation and loneliness
- Develop the possibility of a hub which is aimed at bringing people together to learn new skills and socialise
- Grow our community outreach support in order to provide more opportunities for tailored support

Themes

Promoting wellbeing



We will focus on providing advice and support that promotes individual autonomy and contributes to positive wellbeing by:

- Developing our 1:1 and group work within the community which is based on individual choice and supported by skilled practitioners
- Grow our offer of both building based and community support by providing varied activities which can also dovetail with other organisations and client groups
- Promote the use of self-led groups which provide peer support



Themes

Maximising Resources

We will utilise our resources fully by:

- Maximising income generation
- Exploring ways that the building can be used differently, increasing choice and income
- Continuing to appraise the current building occupied by the charity, responding to opportunities to change direction where this is felt to be the best option
- Develop the opportunity to work with others where collaboration is in the interests of the charity

Strategic Themes

Strategic Priority 1: Connecting People

Aim: Providing services which reduce social isolation and loneliness

Objectives:

1. Develop a mixture of needs led building based and community based services, some of which focus on being volunteer led
2. Explore the need for registered day care and look at what this might look like as a model which is integrated with community support
3. Develop a social calendar for connecting people both in the building and in the community, open to wider community

Aim: Develop the possibility of a hub which is aimed at bringing people together to learn new skills and socialise

Objectives:

1. Explore the use of the space in the current building and whether this can facilitate a hub or whether other more viable options exist
2. Appraise the potential for working differently, potentially with others, which allows the charity to generate an income
3. Develop opportunities for learning for a wide age group and facilitate joint learning with other organisations

Aim: Grow our community outreach support in order to provide more opportunities for tailored support

Objectives:

1. Continue to offer registered support in the community if this is evidenced as being what is needed and what works
2. Offer support in individual homes and other community settings in order to offer real choice
3. Utilise other community organisations to maximise reach and support individual choice

Strategic Themes

Strategic Priority 2: Promoting Wellbeing

Aim: Develop our 1:1 and group work within the community which is based on individual choice

Objectives:

1. Develop staff and volunteers to be able to offer a range of support interventions which make a difference to wellbeing
2. Provide training in mental wellbeing in order to promote safe, effective support services
3. Structure support which meets practical as well as social and cultural needs

Aim: Grow our offer of both building based and community support which can also dovetail with other organisations and client groups

Objectives:

1. Create a programme of activities which meets the needs of a variety of ages and can be accessed by non-Jewish clients if required
2. Work with other organisations to promote client wellbeing and signpost to other services where needed
3. Grow the numbers of people engaged with support services

Aim: Promote the use of self-led groups which provide peer support

Objectives:

1. Develop the use of group support facilitated and run by non-staff members
2. Grow volunteer companionship support which enables natural connections
3. Develop capacity for providing carers support to ensure individuals can care at home for longer

Strategic Themes

Strategic Priority 3: Maximising Resources

Aim: Maximise income generation

Objectives:

1. Employ new fundraising manager and realise the full potential of the fundraising function
2. Develop a fundraising/communication strategy in order to work towards clear financial targets and successfully fundraise for these
3. Grow the board's influence in working with partners in the community to support the income generation

Aim: Explore ways that the building can be used differently and if possible generate an income

Objectives:

1. Develop agreements in principle (even short term) for how other organisations can use the building
2. Create a pricing strategy for activities offered in the building and for the use of spaces within the premises
3. Continuing to appraise the current building occupied by the charity, responding to any changes as necessary

Aim: Develop the opportunity to work with others where collaboration is in the interests of the charity

Objectives:

1. Create a case for working differently, possibly with other organisations either in collaboration or as an amalgamation
2. Create opportunities through the HSCP to work with others that may be in the interests of the charity even when this involves potential clients who are not Jewish



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