



Strategic Plan 2025 to 2030

Introduction

This long-term strategic plan sets out our vision and the direction for Jewish Care Scotland in the next five years. Having spent the last few years adapting, following the coronavirus pandemic and the changes that encouraged, we have spent time gathering feedback, listening to the Community and planning for the future.

This strategic plan covers the period from September 2025 to August 2030, when Jewish Care Scotland will have been serving the Community for over 170 years. Then, now and in the years to come, everything that we do will be underpinned by a strong Jewish culture with a commitment to support collaboration amongst all Community Organisations creating a connected, strong and enduring Jewish Community across Scotland.

Over the last five years the social care landscape and Community demographics have changed. We have reacted and responded to the changing needs of the Community as this has evolved. Our strategic plan sets out a clear road map for the organisation and the role it plays in the Community, ensuring we will be proactive while retaining capacity to react to changing needs and demands.

Having reflected on the successes and challenges of the past five years, analysing demand for our services and listening to feedback, we pledge to build on our three existing strategic priorities of: Connecting People, Promoting Wellbeing and Maximising Resources.

Community remains at the heart of what we do and we envisage a strong, united Community with provision for everyone no matter their age or capability. Our new strategic plan focuses on proactively planning to ensure we can meet the 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 proud of what we have achieved so far and look forward to seeing what we can accomplish together in the coming years.

Thank you for your support in achieving our vision.



Dr Richard Groden
Chairman



Vision

Members of the Jewish Community are able to **connect** with one another and their culture, in a safe and comfortable environment.

Collaborating to create a strong "Community Hub" open to the entire **Community** where Jewish values remain at the heart.

The Jewish Community have access to **culturally** sensitive support to enhance people's quality of life.

Finance is never a barrier to **celebrating** Jewish Festivals or accessing education for personal development to benefit the wider Community.

Purpose

Jewish Care Scotland will enrich the lives of the Jewish Community by providing meaningful services which:

- create opportunities for connection
- promote physical and emotional wellbeing
- inspire independence
- reduce social isolation and loneliness
- provide excellent, responsive, person-centred and relevant support and information
- engage with the entire Community, encouraging collaboration and intergenerational commitment.

Values

In everything we do, we:

- work with **integrity** by being honest and transparent
- 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 their rights
- support **collaboration** by strengthening positive relationships within the Community.



Strategic Priorities

Jewish Care Scotland will achieve its vision and fulfil its purpose under these strategic themes:

- **Connecting People**
- **Promoting Wellbeing**
- **Maximising Resources**

Connecting People

We will build on the progress made by:

- delivering services which reduce social isolation and loneliness by creating opportunities to meet with old friends and to make new ones
- improving community engagement to reach more of the Jewish Community
- developing a "Community Hub" aimed at bringing people together to socialise and take part in meaningful activities.

Promoting Wellbeing

We will encourage individuals to take care of their physical and mental wellbeing by:

- collaborating with relevant partners to offer information and support to improve physical and mental health and wellbeing
- creating opportunities to prioritise physical wellbeing
- developing and expanding on existing Registered Services based on individual preference and choice.

Maximising Resources

We will ensure the Organisation's resources are used fully, and maximise the resources of individuals and families in the Community by:

- offering short-term financial assistance to individuals and families when necessary and supporting them with the income maximisation process
- exploring alternative delivery models of our Registered Services to maximise staff and volunteer resources
- increasing income generated
- developing the building to create a safe and comfortable environment for all the Community to enjoy.



Connecting People

What we'll do: deliver services which reduce social isolation and loneliness by creating opportunities to meet with old friends and to make new ones.

How we'll do it:

- build on existing programme of events, by introducing for example:
 - a monthly Monday activity session
 - an accessible book club
 - and more community-led activities
- increase opportunities for volunteers to be involved
- explore feasibility of establishing an additional Registered Service to be held at Jewish Care Scotland.

What we'll do: improve engagement to reach more of the Jewish Community.

How we'll do it:

- improve branding to reflect the range of services available to the wider Community
- employ a Communications and Engagement Officer to link between Jewish Care Scotland and other Community Organisations
- develop new ways to engage with the Community face-to-face and reach new audiences.

What we'll do: develop a "Community Hub" aimed at bringing people together in our building to socialise and take part in meaningful activities.

How we'll do it:

- strengthen existing collaborative relationships with Community Organisations like The Jewish Council of Scotland and Scottish Jewish Youth Alliance through joint initiatives
- redevelop the building to ensure safe, comfortable and accessible delivery spaces available for Community use
- employ a Communications and Engagement Officer to promote space available for Community use and events.



Promoting Wellbeing

What we'll do: create opportunities to prioritise physical wellbeing.

How we'll do it:

- build on the success of twice-weekly strength and balance classes with MorphFit by introducing a regular walking group
- train staff and volunteers to deliver supplementary chair exercise classes as part of Registered Services offering.

What we'll do: collaborate with relevant partners to offer information and support to improve physical and mental health and wellbeing.

How we'll do it:

- invite partner organisations to provide information on mental health and wellbeing support available at Welcome Wednesday and other existing services
- offer sessions on wellbeing activities such as mindfulness workshops, talking groups and more Community-led activities.

What we'll do: develop and expand on existing Registered Services based on individual preference and choice.

How we'll do it:

- review delivery model of current services and criteria for Registered Services
- establish alternative services to increase Service User choice and ensure improved suitability.



Maximising Resources

What we'll do: offer short-term financial assistance to individuals and families when necessary and supporting them with the income maximisation process.

How we'll do it:

- continue to offer one-off, seasonal and Jewish Festival grants to the Community
- refer individuals and families to the relevant income maximisation services to ensure they are in receipt of all support to which they are entitled
- access specific funds available to Jewish Care Scotland including the Phyllis Shulman Fund and Jewish Respite Fund to offer eligible individuals and families funds for special occasions
- access specific funds available including the Harris Kaufman Fund and the Albert and Alice Tankel Bursary Fund to offer eligible staff, volunteers and the wider Community training and education grants.

What we'll do: explore alternative delivery models of our Registered Services to maximise staff and volunteer resources

How we'll do it:

- look at alternative transport models for Registered Services to improve staff capacity
- investigate volunteer-led befriending service feasibility and develop potential service user criteria.

What we'll do: increase income generated

How we'll do it:

- expand our trust funding application reach to include new funders and project-specific funding
- increase donation opportunities through more fundraising events
- through redevelopment of the building we will generate income through Community activities and event hire.

What we'll do: develop the building to create a safe and comfortable environment for all the Community to enjoy.

How we'll do it:

- redevelop the existing building to maximise the use of space to improve the offering for Community events
- explore the opportunity of opening a café to offer a Community space and meeting place for all
- look at the potential to offer wellness delivery space for example, a treatment room to be hired to services like podiatry, counselling, massage etc.
- create multi-purpose spaces to suit the needs of Jewish Care Scotland and the wider Community to ensure the building operates at increased capacity.

We do more than care

As part of our new strategic plan we also looked at our branding and communications. For over a year we spoke to people who know us and reached out to people who don't currently use our services. Through focus groups, surveys and informal conversations we learned a lot!

We listened to everyone's comments and feedback including that Jewish Care Scotland is professional, that the word **care** doesn't put people off getting in touch but that it doesn't represent everything we do, and that although most people enjoy our social media presence they want to hear from us in different ways.

We have already responded to some of the suggestions received, including printing our e-newsletters and sharing them more widely. We hope to recruit someone to a Community Engagement role to ensure more people hear of all the opportunities on offer at Jewish Care Scotland and to increase our resources to work more collaboratively across the Community.

Finally, we have updated our tagline to better reflect what we do for the Community:

Jewish Care Scotland | We do more than care

Community • Café • Choir • Connection
Chat • Crafts • Culture • Catch-ups
Collaboration • Conversation
Celebrations • Coffee • Compassion
Confidence • Companionship

Our Building

An important part of our vision for the future is that members of the Jewish Community have a safe and comfortable environment to be able to connect and socialise with one another, with Jewish values remaining at its heart.

We believe that our building at May Terrace plays a key role in this vision.

Whilst delivery of our core services will of course continue, we want to build on the success of some of our other offerings such as MorphFit, Welcome Wednesday, 'Lennie's Panel' and the recently introduced Ladies Discussion Group, by widening our reach within the Community.

On that basis, assisted by generous legacies and donations, we have plans to remodel and enhance our existing space at May Terrace to create a strong 'Community Hub', which will create opportunities to bring people of all generations together to socialise and take part in a wide range of activities.

We envisage the 'Hub' being an accessible multi-purpose space, not only for Jewish Care Scotland, but for everyone in the Community to enjoy.

Paul Winocour

Paul Winocour
Vice-Chairman





📍 Jewish Care Scotland, May Terrace, Giffnock, G46 6LD

☎ 0141 620 1800 🌐 www.jcarescot.org.uk ✉ admin@jcarescot.org.uk

📘 @JewishCareScotland 📷 @jewishcarescotland