



2019



2020



WE ARE READY FOR OUR FUTURE.

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Annual report for 2019-2020



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# CEO WELCOME

## A very warm welcome to our annual report for 2019-2020.

Over the past 3 years we have been working hard to achieve the goals we set out in our strategic plan titled ‘**Strengthening our roots, investing in our future**’.

**We set ourselves some ambitious goals for the final year of this strategic plan, including:**

- Run two self-management pilots with the intention of adopting self-management principles in identified services
- Review digital care reporting options and agree a digital plan for implementation during 2020/2021
- Carry out both service user and employee surveys and develop action plans based on survey responses
- Undertake a review of Making Space’s values and update
- Agree our next strategic plan

Now, here in 2020, I am delighted to be able to say that we have succeeded in achieving each goal that we set. You can read how in this report and the impact each has had on our charity, colleagues and the people we support.

As we finalised this annual report, we entered a national lockdown as a result of the COVID-19 pandemic. The time that has passed since then until now has been a time like no other for us and the health and social care sector.

We are in no doubt that, our own experience could have been much worse without the exceptional dedication, hard work and flexibility of our staff to maintain services and help mitigate the effects of the virus.

I would like to take this opportunity to thank all of the people we support, their carers and families for the privilege of being a part of your lives and communities. To our incredible workforce who go above and beyond each and every day, you are an inspiration and we are proud to have you as part of our Making Space family.



**Rachel Peacock**





## CREATING AN AUTONOMOUS TEAM

**We are passionate about creating a positive and inclusive culture where people have greater autonomy in their work, and where they feel trusted and safe to be themselves.**

We believe we can achieve this by harnessing some of the principles of self-management and by developing autonomous working - which can lead to higher engagement, better outcomes for the people we support and higher productivity.

This year we ran two self-management pilots with the intention of adopting self-management principles with three selective teams, the team at Making Space head office and staff at Coventry Extra Care and Wigan Supported Living.

We designed three distinct stages to the project, called 'sprints' for each team to complete. A sprint involves problem diagnosis, content development and refinement through an 8-week test phase which concludes in a sprint review.

Throughout the sprints, each team had been supported through facilitated team sessions, on-going coaching and workshops. We have started to capture which content has had the most/ least impact, and we are collating this learning to inform a blueprint that we plan to roll out to more teams on completion of the project.

Progress is now being made through a second round of sprint reviews.



# GOING DIGITAL

**During 2019, our executive management team (EMT) and trustees began a new strategic planning phase that would define our goals and commitments for the next 3 years.**

Although reviewing digital care reporting options and agreeing a digital plan was already an objective to achieve in this year, during the planning phase the significance of digital was discussed and it was decided it would also be a strategic pillar in our next strategic plan.

Working closely with Laing Buisson and other providers, our board and EMT began to explore new and exciting digital innovation opportunities that could improve the way we work and the care we provide. A competitor analysis into how digital was being implemented across our sector showed that many providers were approaching digital in the same way. Confident in our knowledge of digital opportunities, we began our next big task, a deep dive into our own data and systems.

A data working group, which included both frontline staff and leaders, was set up to capture key information about our data and how we use it. We collaborated with a National Care Forum consultant who joined us on a roadshow across our services to understand what digital means to them.

We then analysed the results and different streams of research began on digital solutions that meet our unique requirements, including care planning, recruitment, internal communications and more.

Using this insight, we developed our Shine strategic pillar for going digital at Making Space. We launched this plan to our colleagues, volunteers, people we support and commissioners at an event in Warrington in January 2020.





## OUR SHINE LAUNCH EVENT

**Our Shine launch event took place at the Gateway in Warrington on Thursday 23 January 2020. We were joined by 100 Making Space stakeholders, all passionate about going digital, and excited for the future.**

We launched and discussed the aims of project Shine, heard from digital experts across our sector and we also began our search for a digital care planning solution.

Delegates were able to meet with three different electronic care and support planning providers that our digital team had researched and chosen for this opportunity. Attendees provided feedback after watching a series of product demonstrations and taking part in in-depth question and answer sessions. A further meeting was scheduled for a later date with our executive management team, where we hoped to confirm a new provider.

Although our new provider was not confirmed during the time this annual report covers, we are pleased to say that at the time of going to print we have confirmed and announced that our new provider is Nourish. A detailed implementation plan is currently being finalised for rollout during 2020/2021 as planned.



# EXPERIENCE SURVEY

We strive to provide care and support that is far beyond keeping people safe and supporting basic physical needs.

To gain an understanding of how well our level of care and support is meeting the needs of the people we support and their carers, we encourage open, two-way communication across our entire organisation. Each year we encourage as many people as possible to take part in our experience survey.

To design our 2019/20 survey, the Co-production team collaborated with 100 people who use services and the Making Change Group. A key feature of the survey was the incorporation of Making It Real, an outcomes framework devised by a national partnership of organisations led by Think Local Act Personal and Coalition for Collaborative Care.

The survey was open from August to December 2019 for people who use Making Space services.

## The key outputs from the Experience Survey were:

511

responses were received

60

services were represented  
(covering all regions)

81%

of respondents were individuals

95%

of respondents rated their  
service as Excellent or Good

## Survey Results:

82%

said that their service supported  
them to do things independently

88%

of people said that the support  
they received made them feel safe  
and that their service supported  
them to live the lives they wanted

70%

of people said their services  
helped them to access their local  
communities

81%

said that they were supported to  
plan their own care and support

67%

said that they were supported  
when changes were taking place  
in their lives

88%

said that they were listened to by  
the service and staff who knew  
them well enough to know what  
mattered to them



# NUMBER OF PEOPLE ACCESSING OUR SERVICES

Making Space is proud of the work it provides in the communities that are served by the organisation across the country, and has seen the powerful difference made to peoples' lives. Over the last 12 months we have supported 11,811 people across the country.

1,499

people in carer  
support services

3,391

people in dementia  
services

1,200

people in dementia  
cafés

1,156

people accessing  
computerised cognitive  
behavioural therapy

1,705

people in  
day services

127

people in  
employment  
services

674

people in  
extra care

42

people in  
home/domiciliary  
care

587

people in community  
support (*accommodation  
provided*)

1,069

people in community  
support (*accommodation  
not provided*)

43

people in  
independent  
hospitals

61

people in  
nursing homes

257

people in registered  
care homes

# OUR NEW VISION, MISSION AND VALUES

**As part of our strategic planning for the next 3 years, the board of trustees and executive management team acknowledged that the pace of change in health and social care provision varies across the country. This presented us with a challenge to consider where we stand now and where we need to be in the future in order to continue to support our beneficiaries.**

We wanted to ensure we had the right strategic vision that shares our ambitious hopes for our people, charity and sector, a mission statement that clearly shares why we exist and values that will shape our culture and help us to achieve our goals.

Over the past 12 months we have held focus groups, surveys and workshops with colleagues of all levels across our charity, volunteers and the people we support. We captured what they think we look like at our best, what makes what we do worthwhile, their ideas about our future, and their wonderful stories of our values being lived.

Using this insight I am pleased to say we agreed our new vision, mission and values.

This year our values survey replaced our usual employee engagement survey. The survey received over 400 responses from employees, trustees and volunteers and had a 42 % response rate. We did ask the question

‘WOULD YOU RECOMMEND  
MAKING SPACE AS A PLACE TO  
WORK TO THEIR FRIENDS OR  
FAMILY’

and we were delighted that 90 % of respondents said they would recommend, or strongly recommend, Making Space. This has increased from 77 % in 2018.

# OUR NEXT STRATEGIC PLAN

**With a new overarching vision statement that we are passionate about and a clear mission statement that clearly explains how we are going to get there, we were able to agree our next strategic plan.**

Our future is very much about continuing to support our current beneficiary groups through services that reflect our current portfolio, focusing on where we can innovate and excel. We will also be brave in exploring how we can develop new services, working in partnership with the people we support and our partners.

We have identified 4 strategic pillars that will give us the strength and support in all that we do to deliver our strategic plan. These are:

- Co-produced services
- Digital capability
- Care designed for the future
- A dedicated and committed workforce

By embedding our new vision, mission and values across Making Space and by delivering our strategic pillars, we will be in the best position possible to achieve our goals.



# FINANCIALS

Total income: £27,039,288

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## Income from:

£40,102

Donations and legacies

£26,867,848

Other charitable activities

£8,476

Other trading activities

£93,332

Investments

£29,530

Other

£26,531,501

Resources expended

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## Summary of related income for charitable activities

£26,867,848

Total income from  
charitable activities

£220,984

Head office – voluntary

£10,349,629

Residential homes and  
independent hospitals

£169,310

Employment services

£1,407,052

Day services

£349,910

Improve access to  
psychological therapies

£496,334

Carer support services  
including carer breaks

£793,485

Community  
support

£9,884,313

Supported  
housing

£3,196,831

Home care  
services





# READY FOR OUR FUTURE



## VISION

We will put wellbeing at the **heart** of health and social care.



## MISSION

Together we build relationships, connect communities and provide quality care as **unique** as the people we support.



## VALUES





## Our aims for 2020/2021:

- Increase the voice and visibility of the people we support into the governance of the organisation
- Implement a phased digital support and care plan platform across specialist, residential and community-based services
- We will complete the Trusted Charity Level One self-assessment and accreditation process
- We will review safeguarding and quality assurance processes in light of emerging regulatory changes and regulations
- Update our workforce reward and recognition strategy
- Develop a new suite of key performance indicators which support the new strategic plan

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## Key Performance Indicators for the coming year

The key performance indicators for the coming year will remain the same as the current year but new ones which support the new strategic plan will be developed.

### The ten Key Performance Indicators for 2020/21 are:

- **Service User Outcomes** – 82 % positive outcomes using Adult Social Care Outcomes Framework
- **CQC Compliance** – at least 90 % of services achieving overall good or better
- **Employee Engagement** – at least a 45 % positive score from employee satisfaction survey
- **Employee Sickness levels** – less than 5 %



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