

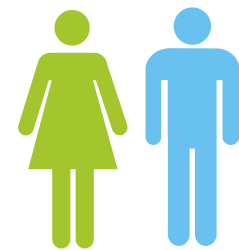




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We are
making a
difference



CEO welcome

A very warm welcome to our annual review for 2018–2019.

This review gives just a snapshot of the achievements of employees, carers, volunteers, the people we support and their families. I do hope you enjoy reading all about our achievements and plans for the future in the coming pages.

It has been a busy year with lots of change and planning for the future. Although challenging at times, I am proud to say we have worked together to procure another successful year here at Making Space.

A Brighter Future

Building a bright future with financially viable and efficient services that we believe in, means change. In early 2018 we took the decision to review our operational management structure and through a leaner thinking approach, a restructure was completed. The new infrastructure reflects where we need to be now, and will put us in a great position to achieve our future goals.

Our Vision and Values

We began the strategic planning cycle for our next 3 years strategic plan 2020 to 2023, including a co-produced approach to evolving our brand, vision, mission and values, which we hope to launch in early 2020.

Thank You

During the year the Board of Trustees said thank you and goodbye to three members, Lesley Reznicek, Neil Allen and Robin Sherwood, we wish them all the best for the future and thank them for their support and commitment to Making Space. We welcomed Steve Hull and Brian Marshall to our Board of Trustees both of whom bring a wealth of experience with them to the role. We are looking forward to working with them in the coming years.

I am so proud to be leading this charity, on behalf of the Board of Trustees and Executive Management Team, I would like to take this opportunity to thank all of the people we support, their carers and our members for the privilege of being a part of your lives and communities.

I am excited for our future and I am constantly delighted by the achievements and ambition of our wonderful workforce and volunteers.



Rachel Peacock

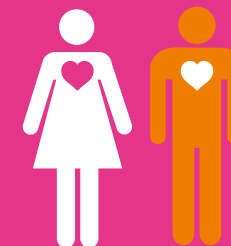
We do what is right,
not what is easiest

By acting with integrity
we remain true to ourselves
and to others

Integrity
We act with
honesty and
integrity

We uphold the highest
professional and ethical
standards

We are open to,
and appreciative
of feedback



Insight gained from our employee survey and the consensus of the Board and Executive Management Team, is that Making Space needs a new vision statement.

We need a statement that will engage and resonate with all stakeholders and clearly demonstrate our overarching goal.

A series of stakeholder workshops were rolled out across the organisation, enabling representatives of the people we support in services, and our workforce, to have their voice. To facilitate maximum participation, an online survey version of the workshop was also provided. With the exceptional levels of engagement at all workshops and high numbers of attendees, it was lovely to see people so excited to have the opportunity to contribute and actively participate in all discussions.

Our new vision statement is now in draft form and is ready to be launched with our next strategic plan in early 2020.

To stay the same and not adapt to the challenges we are facing as a health and social care provider would create an unstable future. At the beginning of 2018 we reviewed our operations and management structure. Consideration was given to our regional management structures, geographic spread and the portfolio of services across our regions of operation. As a result, the number of regions increased from four to six and locally responsible for each region is a Regional Head of Operations. The new structure creates a flatter and fit for purpose structure that ensures delivery of our current services whilst supporting new developments.

New vision statement launching in 2020!

The recent challenges of the external funding environment have led to the Board of trustees being open to exploring the possibilities of broadening Making Space's funding portfolio, with a view to developing a fundraising strategy to add value to existing services and to expand service provision.

To diversify our income streams and to overcome the financial constraints faced by health and social care commissioners, Making Space introduced a fundraising department.

The fundraising team has been established as part of the Development Directorate and has achieved the following objectives in the last reporting period:

- Developed a clear and agreed vision and purpose for fundraising
- Instilled a fundraising culture
- Developed an appropriate case for support to fundraise for our community based dementia services, carers projects and added value for public sector contracts

- Developed necessary infrastructure and resources to support fundraising activity
- Trustees are aware of their fundraising governance responsibilities and comply fully with these responsibilities.

Donations help us to add value to our services - something a little extra. We want those using our services to get the most out of their experience with Making Space so our fundraised income goes straight back out into the community to support those who need it.



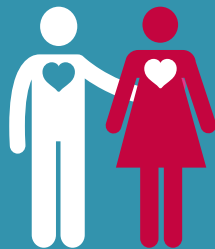
Behaving with respect means we communicate directly and openly, to build trust and loyalty

We listen, value and have time for one another

Respect
We value people and treat them with respect

We put people first and deliver care with dignity and compassion

We appreciate and acknowledge our differences



Volunteers at Warrington Day Service, a community day service offering a safe and welcoming environment for people who attend the Warrington Mental Health Service for adults, deliver a daily catering service, providing a hot lunch with fresh ingredients, tea bar and refreshments.

The team of nine organise themselves into shifts to cook lunch, serve hot drinks and snacks, keep the area tidy, take payment, order and monitor stock.

The majority of the volunteers are members of the mental health service and have to balance their own mental health needs with their time at the day centre. They all have their own individual challenges to overcome in order to volunteer. What they all have in common is their commitment to the service and supporting their fellow members.

They are committed to delivering the service that their peers find so valuable on their wellness journey, and overcome their own individual problems in order to do so. Not only are they helping themselves, they're helping other members of the service who see them as role models.

We spoke to staff about how much the café means to visitors and staff in the service.

“The service has always relied on the generous time given to us by our volunteers. We are extremely grateful and humbled by people who just want to do things for nothing in return.

“Some of our volunteers just simply want to say thank you for all the past support they've been given themselves as visitors of the service. They've done this by giving the centre their time, skills and effort to help others in their journey to good health.”

The volunteers don't just enable Warrington Day Service to offer hot food and a daily tearoom. They support their fellow members, they create an atmosphere that's inclusive and welcoming, and they are living proof that progress is possible.



To recognise the achievements of our employees, we successfully nominated a number of employees for national awards such as The Market 3rd Sector Care Awards, National Dementia Care, National Care Awards, Lincolnshire Care Awards and The Great British Care Awards.

During the year, 15 of our frontline employees and volunteers were shortlisted as finalists with four employees taking home awards.

Two of our staff and volunteers shortlisted for The Market 3rd Sector Care Awards won their category. Irene Jervis, a dementia adviser with the North Yorkshire dementia carer information, advice and support service, won the Leading Change Adding Value For Compassion Award.

Ben Whelan, a volunteer for Making Space, won the Citizens Award for offering up his time for the charity's Warwickshire Co-Production Service and the support he provides to people with mental health challenges at wellbeing hubs. The judging panel for the citizenship award, said: "Ben portrays himself as a role model to inspire his fellow peers after overcoming adversity to regain his own citizenship."

A group of 19 Making Space volunteers from Rotherham were named unpaid carers of the year at the regional and national Great British Care Awards. The team, who are all aged over 70, have volunteered at a number of dementia carer support groups, including our dementia cafes, for over a decade. They all have previously cared for loved ones with a dementia diagnosis and said they wanted to use their experience to help others.

Gaynor Jones, a Support Worker at Cedar House, in Spalding Lincolnshire, won the Rising Star award at the 2019 Lincolnshire Care Awards. About the win, her manager said: "Working in social care is hard, but Gaynor is always a total professional. Nothing phases her at all."



10 Making Space Annual Report 2018-2019

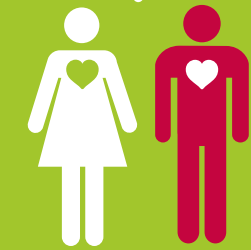
Our knowledge, expertise and insight sets us apart

We believe in continuous learning and development



We share knowledge to grow and improve

We are experts in our fields



We invest in our people, encouraging and facilitating their ongoing professional and personal development.

We were assessed against the new Investors in People Standard in May 2018 and received an overall accreditation of Silver. The new standard was more stretching than the previous version, we were therefore pleased to see the progress we had made since the last assessment three years ago. As part of the assessment, we also completed an internal employee survey, which received a 47% response rate.

Providing high quality health and social care services is underpinned by employing passionate, skilled and caring individuals.

We recognise our ambition to become a leading provider in health and social care will only be achieved by attracting, developing and supporting exceptional people who are passionate, skilled and caring.

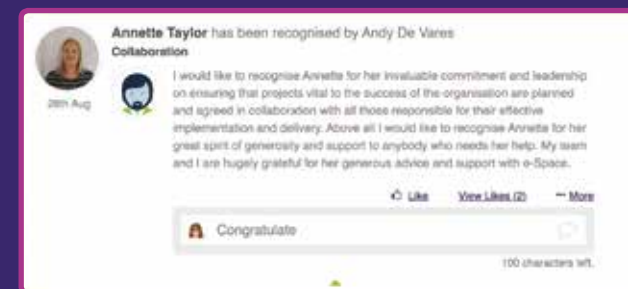
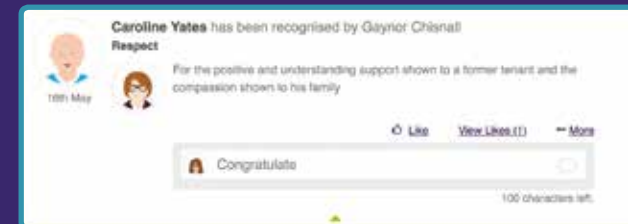
We have introduced a new 3-year People Plan which sets out how we will continue to invest in our people to provide quality person centred and outcome focused services whilst meeting our ambition to be a leader.

Making Space staff take pride in being innovative and approachable and strive for continuous improvement. A new employee eLearning platform has been introduced, the new platform is accessible from a range of devices, which improves access and flexibility to employees.

The platform contains a number of mandatory eLearning modules as well as a library of additional learning modules, which can be undertaken to support individual development. The platform includes comprehensive management reporting which we use to report upon and monitor training compliance.

We aim to create an environment where our people feel motivated and empowered to collaborate, innovate, champion their own ideas, and take responsibility for themselves and their teams. This year we were pleased to launch our employee reward and recognition hub through Love2Shop, as a thank you and to recognise the loyalty and commitment to our employees.

Linked to the core values of Making Space, our **Reward Hub** enables employees to send a colleague or volunteer who has gone above and beyond for them, or who advocates our values, an e-card.



Working together to achieve shared goals will lead to better quality care

We promote inclusion and co-production

Collaboration

We communicate and collaborate openly

We are supportive of each other's efforts, personally and professionally

We encourage long-term, successful partnerships



We aim to work in true and equal partnership with the people we support, across all levels of the organisation.

As an organisation who upholds the highest standards in health and social care, Making Space have embedded the Making It Real framework, spearheaded by Think Local Act Personal (TLAP) across several projects.

Our Making Change Group meets every 6 weeks, bringing together people we support, volunteers, employees and Trustees to listen, have a voice, feel valued, and help make a difference for our stakeholders. The group have Making It Real as an ongoing topic of discussion at meetings and forums.

Key points raised to date include: having staff that people know and trust in order to feel safe; medication management consistency and administration; greater knowledge and expertise on welfare rights; developing staff skills regarding individual needs, care plans and the whole picture of a person.

Our most recent annual event took place at The Blackpool Tower Ballroom in July 2018. Through a cross-functional project team, consisting of people we support, Trustees and employees, we planned, organised and hosted a very successful event. We valued everyone's opinions equally and shared the decision-making based on this. There were visits to each venue, with an accessibility assessment carried out by experts with experience. We are continuing this great practice and co-produced way of working into this year's event.

In a bold move towards new ways of delivering services, a new model of care and support within communities was launched in Wigan, in partnership with Helen Sanderson. The Wellbeing Teams project has been a successful provider-led partnership that integrates three key elements of care and support to create true wellbeing by ensuring the people we support are safe and well, connected to others and their community and supported to do more of what matters to them.



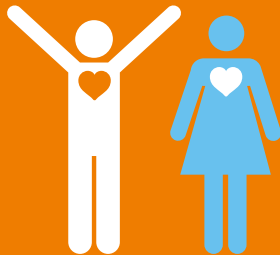
Embracing excellence leads us to deliver the highest quality of services

We are passionate about exceeding expectations

Excellence
We strive for excellence

We take pride in everything we do every day

We create and innovate to shape our future



We care about people, we embrace the diversity of our people and celebrate our shared ambition of making a difference to people's lives.

Making Space is proud of the work provided 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 twelve months we have supported 15,446 people across the country.

We were successful in winning 18 new services or framework agreements.

Each year, we ask the people we support to share their experiences of Making Space with us. Here is what they said:

Barnsley Mental Health Carer Support

"I would always recommend Making Space to others if they needed support, the support I have received from the carer support service has been excellent and the carer support workers are polite, professional, caring and understanding and are always willing to listen. They are always there if I hit a crisis."

Rivacre House

"Making Space support my choices"

Moat Hills Day Centre

"I am highly satisfied with the service I receive, the food is excellent and the staff are first class with a good sense of humour!"

Huddersfield Supported Housing

"The service user events are very enjoyable and help me to meet other people Making Space support from a range of other services."

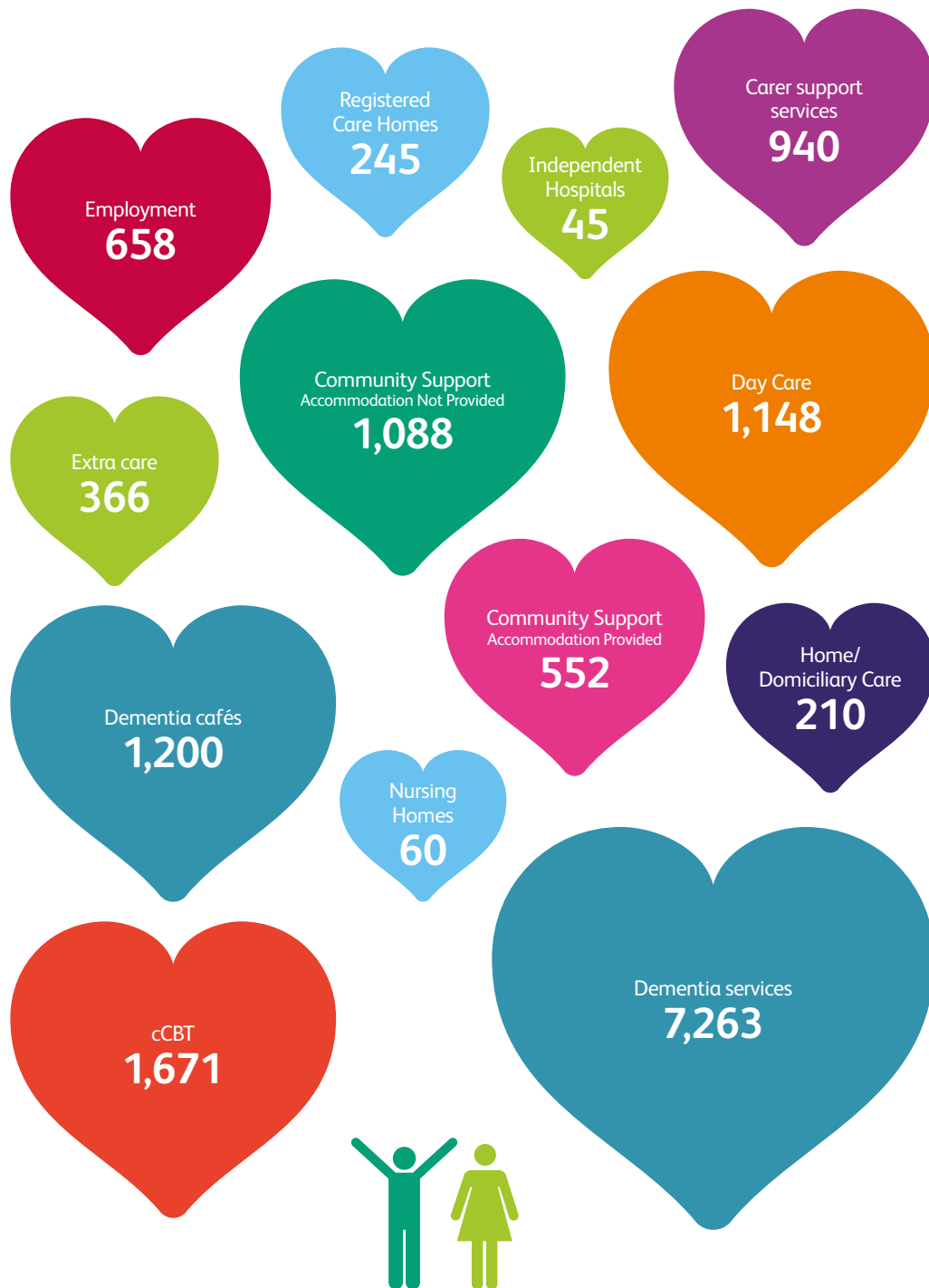
Barnsley Mental Health Carer Support

"Making Space has improved my life. I enjoy going to the coffee & chat meetings. I don't know how I would cope without my support worker."

92%

of respondents rated our services as good or outstanding!

Number of people accessing our services



We are pleased to report that 2018/19 was another positive year financially.

Total incoming resources increased by 4% in the year to £26,084,469 in the year to March 2019.

The charity achieved an operating surplus of £299,773 (2018: £350,590 deficit) this growth in income coupled with a much improved operating surplus is welcome during this time of continuing austerity and public sector funding constraint.

Despite an actuarial loss on pensions of £19,000, sound financial management meant, that despite this challenging funding environment, a positive movement in funds of £280,773 was achieved. Cash in hand and on deposit rose by £82,882 to £9,514,786.

In the view of the Trustees the finances of Making Space continue to be sound but in order to maintain this position in the future, efforts will continue to be made to secure new funding streams and to maintain and improve the value for money of Making Space services.



Income resources

£25,058,943

Income and endowments from:
Voluntary income including donations,
legacies and similar income

£33,510

Incoming resources
from charitable activities

£25,924,324

Other trading activities

£10,459

Investment
£72,359

Other
£43,817

Resources expended

£25,784,696



Income from charitable activities

Total income:

£25,924,324

Head office – voluntary
£313,992

Residential homes
and independent hospitals
£9,864,553

Employment services
£209,253

Day services
£1,529,016

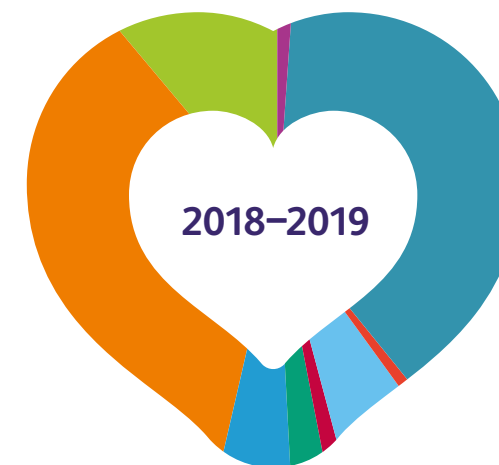
Improve access to
psychological therapies
£288,456

Carer support services
including carer breaks
£565,319

Community support
£1,148,791

Supported housing
£9,141,407

Home care services
£2,863,537



Our plans for the future

Making Space's commitment to its 2017–2020 Strategic Plan is collective and the entire organisation is responsible for its delivery and achievement.

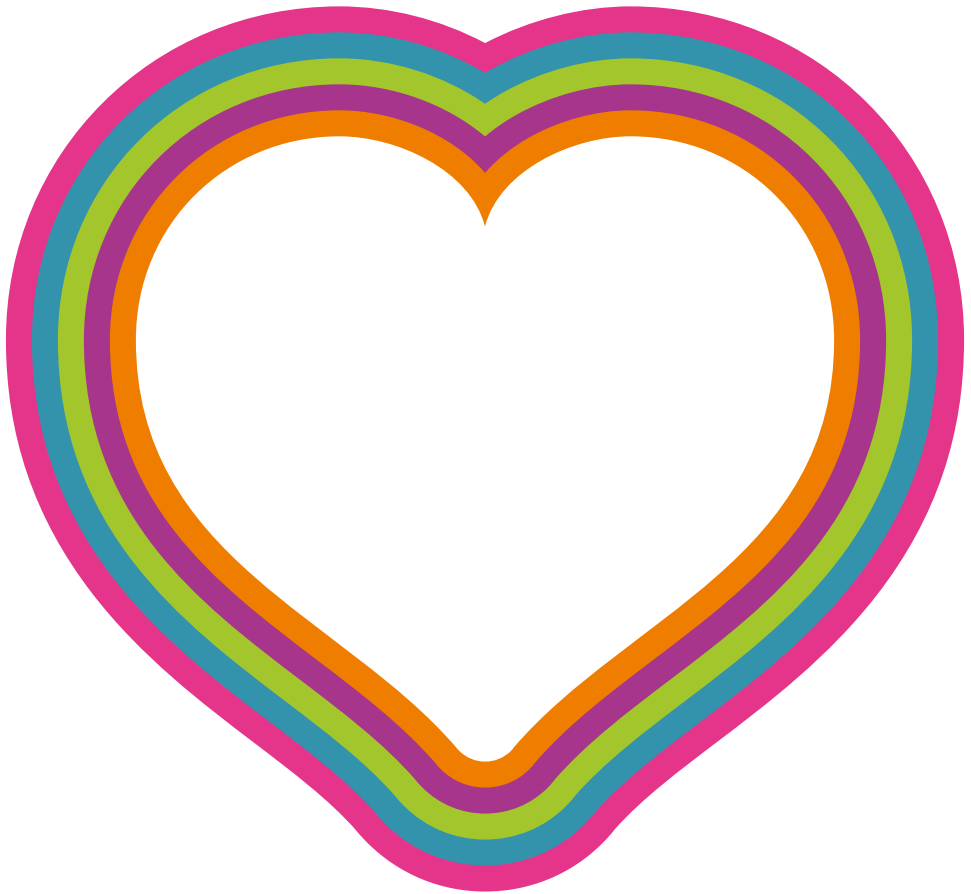
Over the next year we want to carry on extending and evolving the portfolio of services we offer to continue to strengthen the organisation's position as a leading health and social care provider. This will continue to be through implementing our 2017–2020 Strategic Plan.

To achieve our overarching strategic goal to strengthen our position as a health and social care provider we will:

- Agree a new strategic plan for 2020–2025
- Run two self-management pilots in year with the intention of adopting self-management principles in identified services
- Review digital care reporting options this year and agree a digital plan for implementation in 2020–2021
- Undertake a review of Making Space's values and to update by 31st March 2020
- Carry out both service user and employee surveys and develop action plans based on survey responses.

We want to carry on extending and evolving our portfolio of services





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