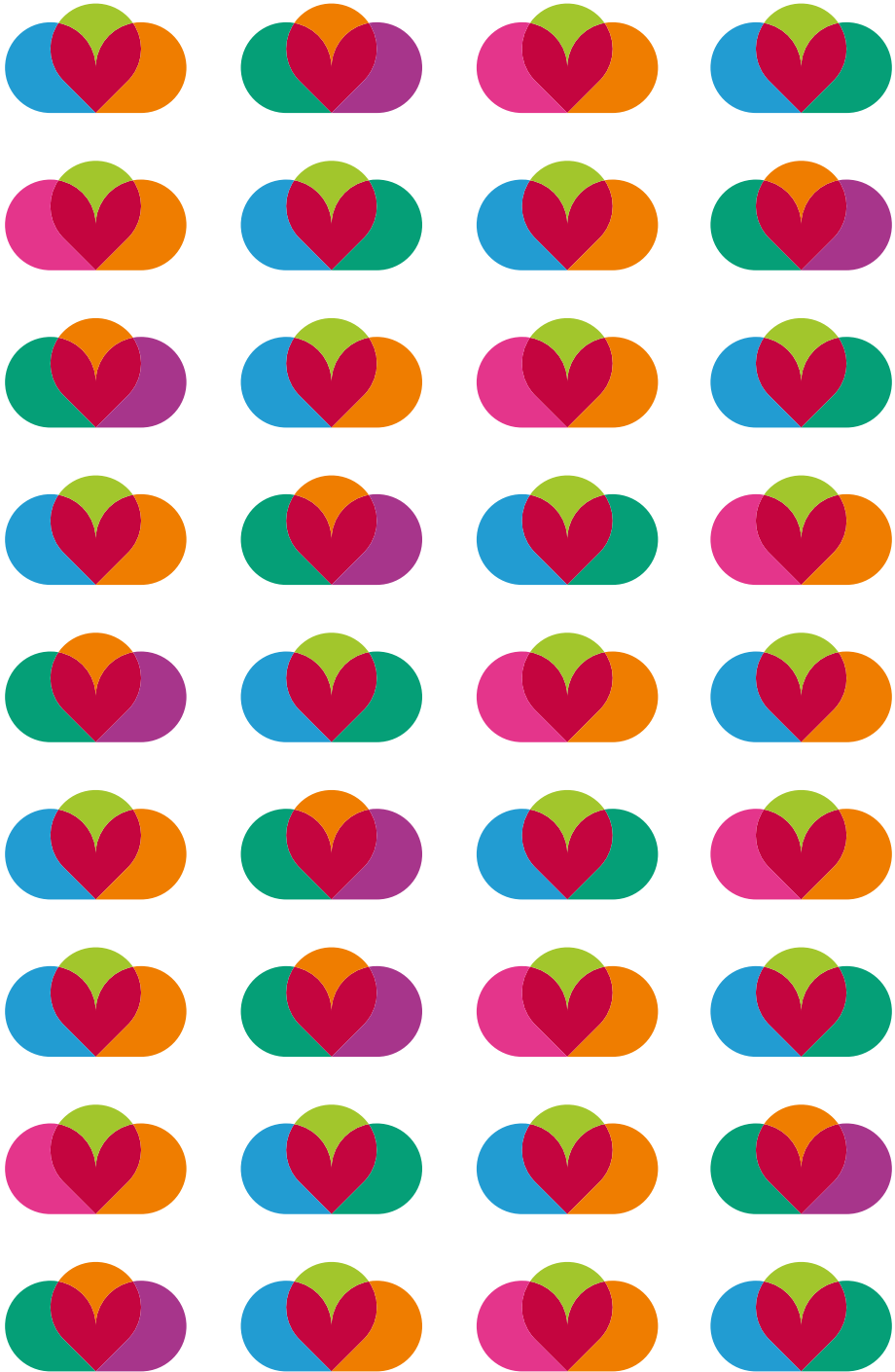




The heart of our year

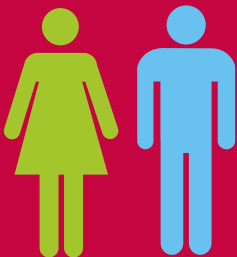
Annual Report 2017–2018



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**We are
making a
difference**



CEO welcome

A very warm welcome to our annual review for 2017-2018. It has been another busy and successful year for Making Space and I do hope you enjoy reading all about our achievements and plans for the future in the coming pages.

Our vision and mission

Our vision remains for every person using a Making Space service to have access to personalised, outcome-focused services that are delivered with dignity, respect and compassion, which support them to enjoy an everyday life.

Our mission is to provide high quality health and social care services that are innovative, responsive and flexible to each individual's needs and choices.

Celebrating our achievements

We stepped into this year with a huge 35th birthday celebration, attended by over 400 people we support and 300 employees or volunteers who joined us at the Halliwell Jones Stadium in Warrington, for a series of events celebrating how much we have all achieved since we began in 1982.

The day was such a huge success that we began co-producing our next event with our service user governance group, Making Change, almost immediately.

We continue to celebrate the success of our employees and volunteers by nominating them for national, local and regional awards in their field of expertise. It is to our great delight that four of our teams made it to the regional or national finals in the Great British Care Awards and Laing and Buisson Health Care Awards. In addition, we were pleased that one of our CQC Registered Managers was successful in gaining a place on the National Care Forum 'Rising Stars' Programme.

We were delighted to achieve Silver status following an assessment under the new Investors in People framework, in recognition of how we engage our workforce through delivering our business plan during the year.

Investing in our future

Looking ahead to the future we know that the economic environment we are operating in is going to continue to present us with challenges. That is one of the reasons why the Board of Trustees have supported the use of some of our reserves to invest in the development of some new ways of working.

The year ended with us taking a big step into the future by investing into a partnership with a new enterprise called Wellbeing Teams. By providing the seed investment to enable the Wellbeing Teams to start to deliver home care within the North West we are delivering our strategic vision of being a leading health and social care provider and exploring the potential to transform our operating model through self-managed teams.

After a series of listening workshops with our workforce, the people we support and a number of our commissioners we have been exploring how we can demonstrate and acknowledge our values. To do this we have agreed the following 5 values:

Integrity

We act with honesty and integrity

Respect

We value people and treat them with respect

Excellence

We strive for excellence

Knowledge

We inspire with knowledge

Collaboration

We communicate and collaborate openly

This is just the beginning a commitment from myself and the Executive Management Team to embed our co-created values into the culture and fabric of all we do here at Making Space.

Welcomes and goodbyes

During this year we have welcomed three new senior managers to our team in order to fulfil the Head Office purpose of supporting the front line services to be effective and outcome focussed. Phil Orton joined us as an Executive Director of Human Resources to lead on our plans for the workforce; Gemma Shepherd was appointed as Director of Development to continue to support us to grow the organisation; and last but not least Peter Dillon accepted the role of Director of Quality and Compliance with the remit of ensuring that we deliver safe and well led services for the people we support.

The Board of Trustees said a massive thank you and goodbye to two members this year. Bill Swann left the Board in April after supporting the organisation with a wealth of experience over 9 years, and taking up the role of Chair during a period of change in his last year with the Board. We also wished Trustee Dirk Wilson good luck with his plans for the future and thanked him for his support to the Executive Management Team and the Board for the last 3 years.

We welcomed John Heritage and Elaine Johnstone to our Board of Trustees in June 2017 and look forward to working with them in the coming years.

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

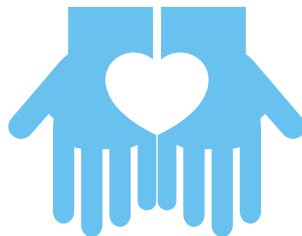
On behalf of the Board of Trustees and Executive Management Team I would like to say a special thank you to the people we support for the privilege of being invited into your homes, your communities and being part of your plans to live your life with choice and control.



Rachel Peacock



Making Space's services are personalised and flexible to help the people who use them to lead fulfilling lives and reach their own personal goals and ambitions.



We value people and treat them with respect

At Making Space, everything is done with dignity, respect and compassion for both the people we support and their families.

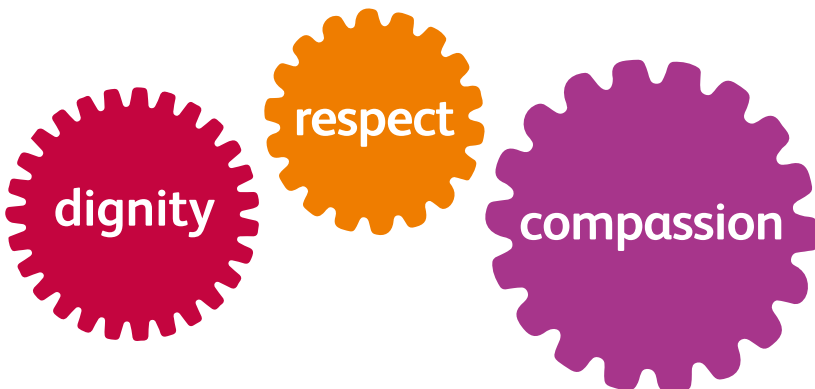
Our aim is to become an employer of choice through creating a culture of engagement, learning, wellbeing and innovation.

As a thank you and to recognise the loyalty and commitment our employees show to Making Space, we have introduced a new employee reward and recognition scheme.

A new provider, Love2Shop, has been appointed as the host of our employee reward and recognition scheme.

The scheme will provide employees with opportunities for discounts on some high street products and also has the facility for a recognition scheme linked to the core values of Making Space.

The platform enables employees to send a colleague or volunteer who has gone above and beyond for them, or who advocates our values, an e-card.



48%

of our employees have a level 2 or above qualification in health and social care

82%

of the people we support who were asked are achieving the goals and outcomes they have set themselves

77%

of employees would recommend Making Space as a positive place to work to their friends and family



We are award winning

This year has seen us paving the way for innovation across the health and social care sector.

As a thank you for their hard work, we have successfully nominated 40 employees for 11 different national awards such as Third Sector Care Management Awards, National Dementia Care, National Care Awards, and Great British Care Awards.

We were beyond proud to have representation from 2 of our services at the Great British Care Awards Finals!

Congratulations to Heather Sherratt, from our Barnsley Dementia Carers Outreach service who was nominated in the Care Innovator category, and our Darlington Extra Care team, nominated for the Care Team award, who won their regional ceremonies to gain a place at the national finals.

Hayley Rowson de Vares, registered manager at Sherdley Court, was shortlisted for Frontline Leader at the Great British Care Awards for her clear commitment to improving the delivery of care and support within the team. Hayley has shown leadership qualities by reflecting on what could be better and supporting others to bring about change.

We were shortlisted in 3 categories at the LaingBuisson Awards. The prestigious awards recognise and celebrate industry excellence and innovative services in the public, private and third sectors.

Our incredible cCBT team were shortlisted for the 'Healthcare Outcomes' award, Darlington Extra Care for the 'Extra Care' award and our Lincolnshire Respite service have been recognised for the 'Personalisation' award.



We strive for excellence

We are passionate about providing quality care and support that is flexible to the needs and choices of the people we support.

Over the last twelve months we have supported 18% more people than we did the year before, with 15,637 people across the country accessing our services.

As part of our commitment to delivering person centred services to the people we support we have also enabled 249 people who use our service to volunteer in their local communities.

In addition, we have provided volunteering opportunities for 292 people wanting to support our work and we have had 22 students enjoy a volunteer placement within the organisation.

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



We are supporting people



We inspire with knowledge

The strategic plan was created in line with the charitable objectives of Making Space: we have been helping adults with care and support needs, and their carers, to lead independent and fulfilling lives for more than 35 years.

We provide services in the heart of local communities, in the comfort of people's own homes, and in specialist care and support services.

Making Space staff take pride in being innovative and approachable and strive for continuous improvement. We listen closely to what customers and stakeholders are saying and aim to implement their suggestions and ideas to make services specifically tailored. Making Space is creating a user-friendly culture for the caring profession.

In 2017 the Trustees agreed a strategic plan covering the period 2017-2020. The strategic plan was created in line with the objectives of Making Space, which are:

The relief of people who are in need by reason of any physical or mental illness or disability arising from age, accident, disease or infection, including but without limitation learning disabilities and dementia, and the relief of their families and carers.

Our overall strategic goal continues to be to strengthen Making Space's position as a leading health and social care provider. The overarching strategic goal and 10 corporate key performance indicators set out in the strategic plan demonstrate the organisation's commitment to achieve the vision.

**Helping adults
with care and
support needs
for more than
35 years**

Jiu-jitsu and me

Over the last 5 years, Jamie has worked his way up from a white belt to a brown belt in jiu-jitsu while focusing on his mental health recovery. We spoke to Jamie about why he loves jiu-jitsu and just how much it has helped him.

One of the most prominent ways jiu-jitsu helps us to stay mentally healthy is it teaches us to survive under pressure. As anyone who has ever rolled can tell you, jiu-jitsu also has a special way of helping us learn how to be comfortable in uncomfortable situations.

I have learnt that this is crucial for people who live with conditions such as depression, anxiety or bipolar because you may find that your mind can often focus too much on the past or the future. You may be re-living or anticipating an event that takes you out of the now but in jiu-jitsu, you can't be anywhere else. You need to be fully in the present.

By training our minds to concentrate on the right now, jiu-jitsu can help you to stay focused on what's happening in your life today.

Not only will jiu-jitsu help you with all of the different benefits it offers, but getting in the habit of taking control and doing the opposite of what your mental health is encouraging you to do, can help us reclaim our lives. Being able to stand up to it in such a way can act as the first step up onto the ladder of recovery.

Research shows that a healthy mind and a healthy body go hand-in-hand, and when you do jiu-jitsu, you're working towards both at the same time.



We communicate and collaborate openly

We strive to put the people who use our services at the heart of our decision making process.

Our service user governance group, Making Change, a representative body of the people we support, volunteers and members, allows us to do just that.

Through this, we have involved service users in the quality assurance process. The group have conducted a review of exciting quality assurance audits and have developed a new system of Peer Review Audits that will be introduced in 2018.

We continue to deliver integrated and cost effective commissioned contracts with a number of partner providers such as Mental Health Matters, Richmond Fellowship, Cheshire Community Action and multiple Housing associations. We have strategic partnerships with Dementia UK and the University of Manchester, working together to deliver added value in our dementia based provision. In addition, this year we have begun to support a new model of care being delivered by a start-up organisation called Wellbeing Teams.

We strive to put our service users at the heart of our decision making process



We are welcoming new services

In the last year we were successful in winning 16 new services or framework agreements, including:

Rotherham dementia carer support service

Throughout the 3-year contract with Rotherham Council, we will provide both one-to-one support and dementia cafes to carers of those living with dementia.

The contract will see us working in partnership with the Alzheimer's Society to coordinate the full quota of services across Rotherham.

Doncaster carers reach out

The Doncaster carers reach out service will support people in Doncaster in their caring role and help them to stay connected to their community. Our expert support workers offer one-to-one support, peer support and up to date relevant information to support carers and help give them balance in their lives.

Rochdale befriending service

The Rochdale befriending service will help to reduce social isolation, improve confidence and motivation, and support carers and older people in Rochdale to get out and about in the community. We will help people to maintain independence and access services and resources that they may need.

Ambition for Ageing – Wigan

Ambition for Ageing is part of a £10.2 million Greater Manchester-wide programme aimed at creating more age friendly places and empowering people to live fulfilling lives as they age. It is funded by the Big Lottery Fund's Ageing Better programme and we will be working to reduce social isolation in older people.

We are secure

We will be financially secure and safeguard the financial viability of the charity for the long term.

Despite the financial constraints faced by health and social care commissioners, our income has grown by 1 % to £25,058,943 in the year to 31st March 2018.

This growth in income is welcome during this time of continuing austerity but public sector funding constraint has had a significant detrimental impact on operating surplus/deficit.

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

£84,045

Incoming resources
from charitable activities

£24,829,187

Other trading activities

£4,052

Investment

£55,757

Other

£85,902

Resources expended

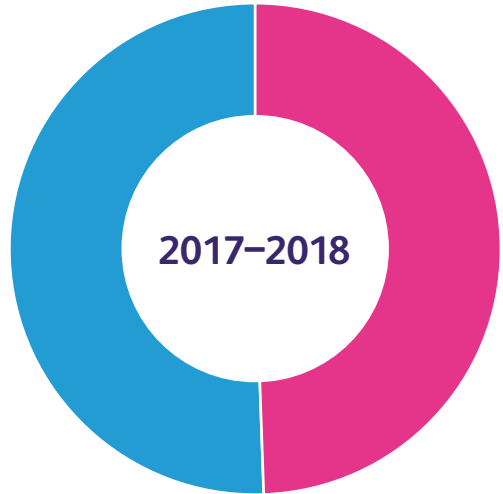
£25,409,533

Charitable activities

£25,336,996

Governance costs

£72,537



Income from charitable activities

£24,829,187

Head office - voluntary

£17,740

Residential homes and independent hospitals

£9,506,994

Employment services

£214,093

Day services

£1,477,760

Improve access to psychological therapies

£180,758

Carer support services including carer breaks

£556,802

Community support

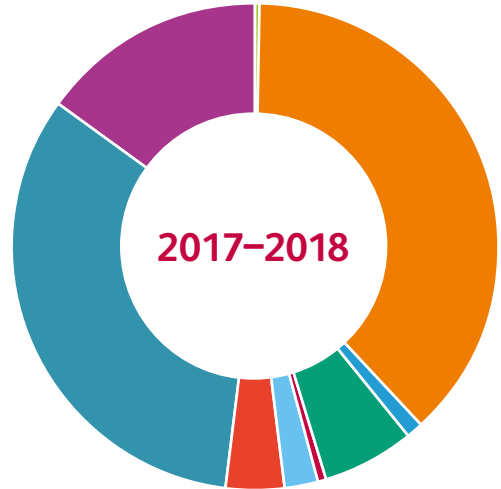
£947,053

Supported housing

£8,214,421

Home Care services

£3,713,556



Our plans for the future

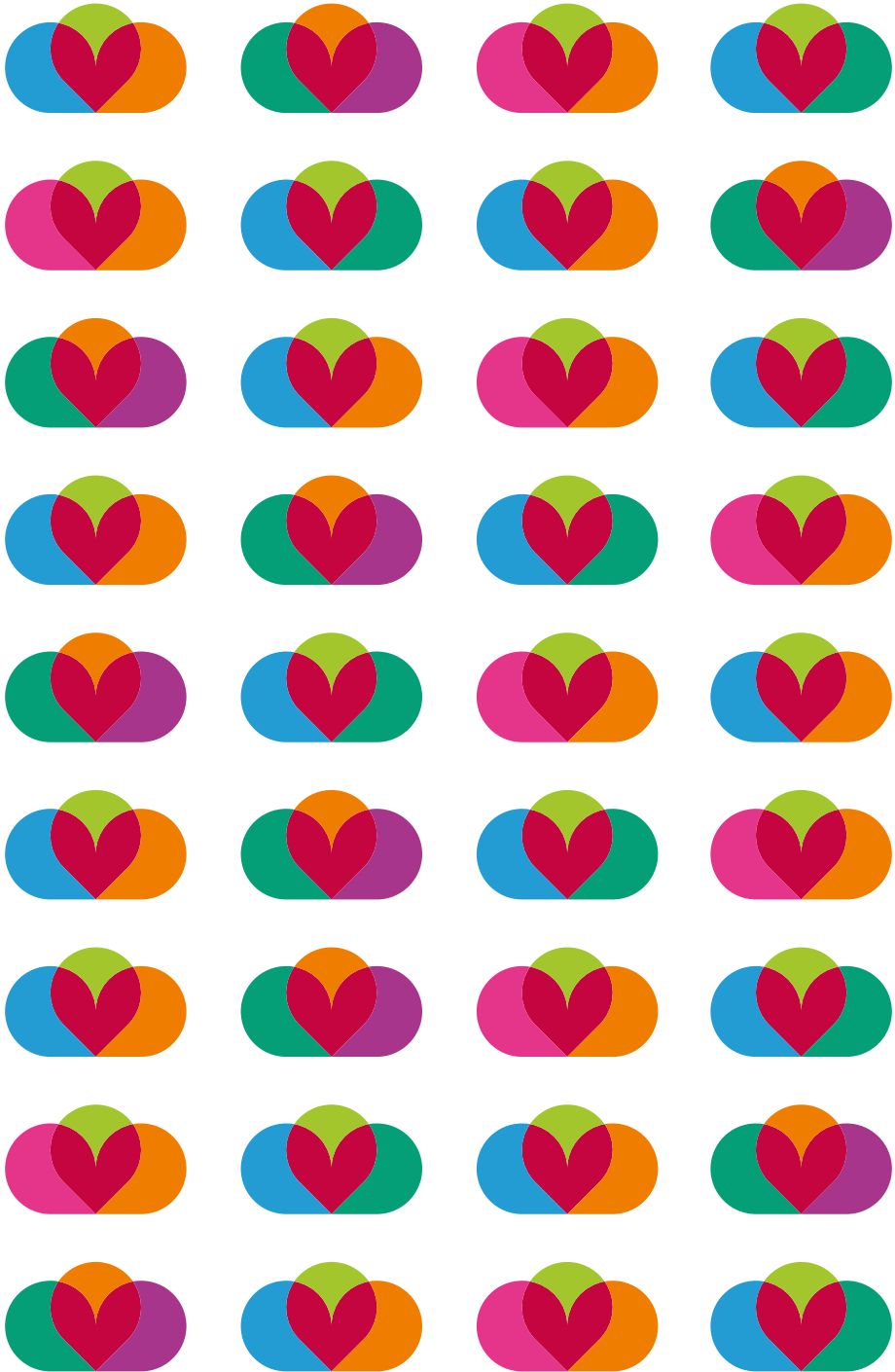
In 2017 a strategic plan covering the period 2017-2020 was created in line with the objectives of Making Space, our overall strategic goal remains to strengthen Making Space's position as a leading health and social care provider.

The overarching strategic goal and 10 corporate key performance indicators set out in the strategic plan demonstrate the organisation's commitment to achieve the vision.

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

- Launch a new employee e-learning platform
- Extend our e-space database to capture accident and incident reporting data
- Establish peer lead service reviews with the service user group, Making Change
- Introduce a Fundraising department to diversify our income streams
- Design and deliver a co-produced national service user conference with the people we support
- Review our Operational Management structure to develop financially viable and efficient services fit for the future challenges in our sector
- Review our vision for the future in preparation for the strategic planning cycle 2020 to 2025

Our overall strategic goal remains to strengthen Making Space's position as a leading health and social care provider



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