

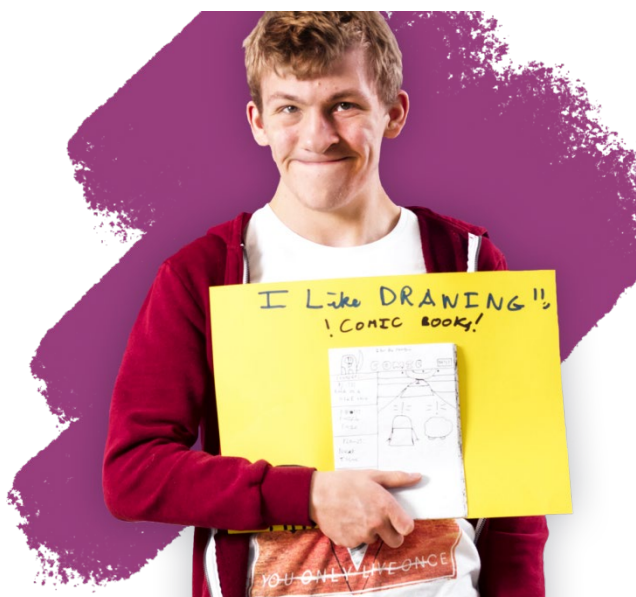


MacIntyre

Providing support...your way

We are proud of our past and
ambitious for our future

MacIntyre Strategy 2020 and beyond





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A message from our CEO

MacIntyre continues to thrive and grow even though we are operating in challenging external environments. MacIntyre Care was established over 50 years ago at a time when the founders believed that the state provision for disabled children and adults was not ambitious or creative enough. We remain proud of our heritage, proud of our purpose and proud of what has been achieved over the past five decades. We see this purpose to be particularly important as austerity continues to have an impact on the breadth and quality of education and social care in England and Wales.

It is important to us that we remain ambitious for disabled children and adults and deliver excellent provision as enshrined in both the Education and Social Care Acts. I am delighted to share with you after months of discussions and consultations an update to our strategy "Proud of our Past, Ambitious for our Future". We have intentionally focused on retaining a bold purpose and a well-defined value base that will continue to run through our increasingly diverse range of provision. The narrative sets out how we will ensure that our school and further education curriculums are ambitious, child and young person focused, how we will embed excellent practice across our growing specialist children's care provision. The narrative goes on to focus on ensuring that our adult social care and support is asset based and seen as outstanding by our regulators. Furthermore we have challenged ourselves to improve our co-production capabilities and to proactively focus on our secondary purpose to help shape communities where we work to ensure that they are engaging and inclusive places for disabled people to live.

We are well placed to retain the high standards on which we pride ourselves and continue to innovate. We are in the fortunate position to have charitable funds to invest in our continued growth, achieve a step up in some key practice areas and explore new ways of working.

Thank you to everyone who continues to make MacIntyre a unique organisation and thank you for the contribution that you will make to deliver these ambitious plans.

Sarah Burslem

CEO



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Our Vision

For all people with a learning disability to live a life that makes sense to them.

Our Mission

We will support a sense of wellbeing through a celebration of each person's unique gifts, talents and contributions, the quality of our relationships and ensuring the promotion of real opportunities to connect with others.

Our Purpose

To achieve excellence in everything we do.

MacIntyre's **primary purpose** is to make a positive contribution to the lives of children and adults with a learning disability and or autism. We make this contribution by ensuring that all our interactions are great, that our education and social care knowledge and skills represent excellence and that we support people to develop purposeful and warm relationships.

Our **secondary purpose** is to have a positive influence on the communities where we work and on our sector by connecting well, nurturing partnerships and demonstrating best practice.

We are different because:

- We offer a range of support and education options for children, young people and adults
- We focus on and invest in a shared value base (which we call our DNA). We define how we behave by our ten facilitation skills and how these ensure that every interaction is a Great Interaction. This has led us to adopt the phrase "it ain't what you do, it's the way that you do it"
- We have an innovative approach to education for children and young people which is highly personalised, person centred, and focussed on the development of the skills that young people need for future life.
- We have an established My Way team who work alongside children, young people, adults their families, commissioners and providers during periods of transition





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- We have a number and range of positive partnerships with colleges, housing providers and community groups
- We invest in our people to ensure that they have expert knowledge and skills in the areas of Teaching and Learning, Autism, Dementia, Positive Behaviour Support, Health and Asset Based Support.
- We employ experts in key practice areas such as alternative curriculum development, Great Interactions, Communication, Person Centred Approaches, Autism, Positive Behaviour Support, Dementia, Regulatory Compliance and Health and Safety who are independent of the operational line management and who provide practise guidance, face to face training, mentoring and an audit function.
- We make a contribution over and above traditional contract boundaries to reach more people; to explore new ways of working and to help shape the communities in which we work.





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The People We Support

“Empowering people to achieve”

We are proud of our reputation as a provider who innovates in order to meet the needs of disabled children and adults; excels in a number of key practice and technical areas and who invests in the training and development of an increasingly diverse workforce.

Building on this reputation by embedding genuine coproduction is fundamental to our integrity and critical to our future success. We believe that our DNA underpins all that we do so it is deserving of continued focus and investment. As we grow and become more diverse it is important that we build up our knowledge and further develop our skills in key practise areas.

Our DNA

- **We will** satisfy ourselves that our induction and ongoing training and development activity has our DNA at the heart. This is important to ensure that all employees, irrespective of when they join the organisation, will be clear about expectations, organisation culture and how this translates to behaviour.
- **We will** ensure that we find new and effective ways of moving our DNA story on by building on our facilitation skills and person centred practices. For example, Intensive Interaction is a communication approach for people who are at early stages of development and builds on our well known facilitation skills. This approach has been introduced with great success at MacIntyre School Wingrave and we will give consideration to the benefit for others.
- **We will** intentionally focus on the skills, interest and talents of everyone supported by MacIntyre as a way of enhancing wellbeing, building relationships and maximising the connections that individuals have with others.
- **We will** ensure that everyone connected with MacIntyre experiences a warm and nurturing culture and that this culture recognises the range of relationships and the importance of such relationships.
- **We will** continue to ensure that the rights of children, young people and adults are upheld within the spirit of the education and care act and the associated guidance.
- **We will** maintain a focus on equality ensuring that we challenge any examples of behaviour or practice that undermines this for individuals we support or for disabled people more generally.



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Outstanding Practice

Education – MacIntyre School Wingrave and Jenkins Court (Children’s home associated with the school) have a relatively new senior leadership with ambitious plans for the embedding of the new school curriculum and for the redevelopment of the residential provision. No Limits remains in a period of growth with plans to increase learner numbers across most of the existing college partnerships.

We have aspirations that all of our education provision is seen to be outstanding in the eyes of the regulator. **We will** ensure that teaching is outstanding and that learning outcomes are the best that they can be. We will ensure that our education offer is ambitious and fit for purpose.

We will source expert input to work alongside our school Principal and No Limits key personnel to achieve this and to ensure that we are Ofsted ready at Wingrave.

We will work with external experts to ensure that we embed the new quality processes across all of our education provision.

Children’s care and support – As the number of children we support in a residential setting grows **we will** invest in the CYP leadership team to ensure that all new services are set up well and our delivery is the very best. **We will** develop a quality framework and levels of skills and expertise that reflect Outstanding in the eyes of the regulator.

Adult social care – **We will** seek to continually improve our offer to disabled adults and their families. We aspire to adopting a “nothing about you without you approach” ensuring that what we do is shaped by the desires and needs of people rather than being “service driven”. Whatever the model of support we will intentionally focus on a person’s skills and talents to improve wellbeing and to maximise their contact and connectivity with others. Investment into all aspects of compliance and quality **will reflect** the diverse needs and ages of the people we support and respond to sector research and practice guidance., **We will** benchmark our success with external kitemarks such as TLAP, Making it Real and by achieving a greater number of outstanding ratings from the CQC and CIW.

Safeguarding – Keeping children and adults in our care safe is a priority for us. **We will** update our safeguarding workplan annually with input from our critical friend the Anne Craft Trust. Our safeguarding steering group, including representation from all parts of the organisation **will meet** regularly to monitor practise and share best practise.



Co-production and Advocacy

We will ensure that the children, young people and adults are supported to develop their self-advocacy skills and or access independent advocacy support. **We will** adopt the “Nothing about you without you” way of working and reach out to self-advocates to ensure that the views, experiences and wishes of disabled people lie at the heart of all that we do.

In the first instance **we will** develop our self-advocacy and co-production strategies and implementation plans with support from Learning Disability England (LDE).

We will know we have been successful because:

- *All staff will be able to articulate MacIntyre’s DNA and ensure that all their interactions are Great Interactions*
- *All children and young people will make measurable progress and be ready for the next steps of their education, training or employment.*
- *Adults we support will feedback an improved sense of well-being, improved quantity and quality of relationships and an improved connectivity with and contribution to their local neighbourhoods.*
- *Children, young people and adults will feedback that they have had increased opportunities for pursuing interests and hobbies and for developing existing skills and talents.*
- *Self-advocacy groups (also known as My Voice Groups) will thrive in all areas and each area will have a link to an independent advocacy organisation.*
- *We will have a self-advocacy representative group with representatives who make a contribution to all key organisation decisions.*
- *More people we support will tell their own stories through our website, social media and at internal and external conferences*
- *All our regulated activity will be rated as Good with outstanding plans*
- *In three years 100% of policies that impact on the people we support will have an Easy Read version when published*



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Our Staff

“Inspiring and engaging our staff for today and for the future”

We recognise the importance of attracting, inducting, rewarding, retaining and engaging our staff and leaders for today and for the future of MacIntyre.

Recruitment and Retention

Our current statistics relating to recruitment and retention are above sector averages. Our success as an organisation is dependent on our continued ability to attract the right people in sufficient numbers, induct and train recruits to the very best of our ability and to ensure that employees choose to stay with us. To achieve this **we will** work alongside representatives from MacIntyre School, our three Children’s Homes, No Limits and Adult Social Care to develop bespoke recruitment and retention plans. **We will** deploy our area, regional and central resources in ways that support the delivery of these plans.

Learning and Development

Investing in the continuous professional development (CPD) of our workforce has always been a key differential characteristic for MacIntyre. **Each “service” will** have a clear workforce development plan that highlights the learning activity that is essential (must) and part of continual professional development (should and could). This activity will be delivered in ways that reflect our DNA. Where our regulators such as OFSTED, CQC and CIW legislate for workforce qualifications we will ensure that these are delivered in a timely way and that candidates receive the appropriate levels of support.

Every employee **will engage** in a local induction that is led by and inclusive of local people within the first six weeks of their employment and a corporate induction that reflects our ambitious strategic objectives within the probationary period of employment. Each person will be clear about their individual CPD plan and this will be reflected on at each support and supervision session and annual appraisals and recorded on the Learning Management System.





Leadership

Over the next three years **we will** continue to focus on the CPD of those employees who have a leadership role. This will include:

- **Regular reviews** of our leadership charter
- Regular CPD sessions **will be** held with all Senior Managers (Area, Programme and Corporate Managers)
- **We will** ensure that Front Line Managers access a range of external and internal leadership and mentoring programmes each year for the next three years.

Engagement and wellbeing

We want every employee to feel engaged with the charity at a local and organisational level and for us to be a mindful employer when it comes to the health and well-being of our workforce. **We will** continue to find ways of connecting people locally and more broadly across the organisation and review mediums for communication.

We will encourage the celebration of achievements by increasing the number of local and corporate recognition opportunities and award celebrations.

We will make a concerted effort to link people to the new Intranet, LMS and to Yammer and encourage a greater use of social media. We will, through these mediums, regularly update all employees of the organisation wide employee well-being initiatives.

We will know we have been successful because:

- *MacIntyre's staff turnover will not exceed 20%*
- *MacIntyre's staff vacancy rate will be less 10%*
- *Employees will report that they are proud of working for MacIntyre and will recommend us to others*
- *Recruitment campaigns will include "involving everyone" and take an average of 40 days*
- *All staff will have a comprehensive induction*
- *All staff will have an individual CPD plan*
- *All staff will have regular Support & Supervision and annual Appraisals*
- *Leaders will report that they are confident to make an impact on the quality of practice in their area, on developing new and innovative ways of working, leading their local workforce plans and ensuring their services are financially sustainable*
- *Our staff surveys will indicate year on year higher levels of engagement*



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Quality

“Building a culture of excellence”

We will strive to achieve outstanding in everything that we do and, as a result, the quality of the support and education that we provide will be the best. The MacIntyre brand will be associated as a specialist provider with a particular way of working that has the voice of the children, young people and adults supported by MacIntyre and their families at its heart.

Person Centred Approaches

We will ensure that all education delivery is based on strong foundations ensuring that each child learns in an environment and in a way that makes sense to them and ensures progress is made. Every adult we support will also live a life that makes sense to them with ample opportunities for nurturing interests and talents, for connecting with as many people as possible and for making real contributions to the neighbourhoods where they live. To do this each person **will own** a “plan” that makes sense to them and that reflects these ambitions. In addition **we will** ensure that each person is supported by people who have the right level of knowledge and skill to meet their individual needs.

Practice knowledge and skill

Teaching and learning - The quality of our teaching for children at our school and for young people attending No Limits will be of a high quality. Curriculum Frameworks **will be** developed and delivered in ways that are most impactful for each learner we will quality audit the quality of our education offer through a robust quality framework.

We will commission external expertise and support to assist with this quality assurance and to ensure that our teaching practise is of the highest possible standard and benchmarked with others.

Children’s residential care - Our residential care homes for children will strive to be outstanding. They will be safe and happy places where all children thrive. **We will** invest in a senior lead for our children’s residential care services who as the Responsible individual will introduce a quality framework that will evidence outstanding care.



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Dementia -The Department of Health (DoH) Dementia grant has come to an end but **we will** continue to invest in the salaries of the Dementia team enabling us to use the knowledge and tools developed as part of the project and continue to build and host a network of Memory Cafés.

We will retain Beth Britton as our critical friend and hold Dementia Special Interest Groups (DSIG) where we will continue to invite speakers and keep our knowledge and practice base at the forefront of what is happening in the sector. We will continue to employ Rosie Joustra and Rachel Silver and our Keep Going...Don't Stop group as our Experts by Experience.

Health – Given the age and need profile of the children and adults we support in addition to our belief in health equality we will continue to invest time and resources in the promotion of healthy lifestyles. During 2020 – 2023 we will focus on the continued implementation and impact auditing of the health calendar and on improving areas of known inequality such as: nutrition, constipation, epilepsy, sepsis, screening and prevention. In support **we will** continue to work in partnerships with other organisations such as VODG, Dementia UK, admiral nurses to develop deeper knowledge, to extend our skill base and to share learning and materials.

Positive Behaviour Support (PBS) - We have a growing confidence about the depth and breadth of our PBS knowledge and skills achieved over the past three years and **will continue** to use our charitable funds in 2020 -2023 in order to develop our approach and practise further. Our focus will be on maintaining a critical mass of PBS trained practitioners and coaches and on the impact that they have on the reduction of the use of restrictive practice and on the reduced of injuries to people we support and to staff. During this next period **we will** roll out our newly BILD accredited PBS and intervention training.

Autism - We have developed an Autism strategy and implementation programme of activity and **will invest** our charitable funds to recruit a lead practitioner to implement this strategy across the organisation. It is expected that this programme of work start in earnest in 2020 and be in the implementation phase for three years. **We will** continue to host Autism Specialist Interest Group meetings and to consider how we can improve connectivity and impact though this group..

Working with Families - We recognise the need to achieve a greater momentum in both helping local teams to communicate more effectively with families and establishing links with family representative bodies both internally and externally. **We will** develop training materials that will help our entire workforce to understand the thoughts and feelings of family members and provide practical help in getting the best from these relationships. **We will** develop a consultation group enabling us to access the views of families when making strategic decisions.



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Working in New Ways - MacIntyre's **secondary purpose** is to “have a positive influence in our local communities and on our sector by connecting well, nurturing partnerships and demonstrating best practice”.

We will continue to explore new ways of working to ensure that as part of our contract delivery we are more intentional in supporting people to contribute to and connect with communities and informal sources of support. In addition as with Great Communities, **we will** invest funds to ensure that we intentionally shape local communities enabling them to be more inclusive and ambitious for disabled people. This will go above and beyond our contractual responsibilities as we will reach out and connect with disabled people who are in danger of falling through the funding gap.

Our intention between 2020 and 2023 is to extend our Great Communities work to at least three new areas and to achieve this in collaboration with other providers.

We will know we have been successful because:

- *Every child and adult will own an up-to-date and ambitious child/Person Centred Plan and Individual learning plans (ILPs) will also be person centred.*
- *All children and young people will be proud of their achievements, and develop the skills needed to take them on the next stage of their journey.*
- *Ofsted ratings for education and care will demonstrate and be aligned with an outstanding trajectory*
- *Attendance and engagement with our Special Interest Group meetings and at our Memory Cafés will increase*
- *Every adult supported by MacIntyre will have a health plan and this will be reviewed annually*
- *The uptake of health screening will match the general population*
- *Where appropriate all staff will have specific autism training and all training and practice initiatives will be “autism aware”*
- *The use of restrictive practice and injuries will reduce year on year*
- *The families of people we support will report that we are better meeting their needs*
- *Families’ views will be represented in key decisions that we make*
- *We will expand our Great Communities work to three new areas in the next three years and measure the impact.*
- *Expert by Experience will continue to bring a critical perspective to the PBS team. We continue to see the impact of this focus through reduced incidences of restrictive practice, reduced injuries to staff and through a greater capacity in numbers of PBS practitioners and coaches*



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Sustainability

“Growing an organisation with integrity and robust financial planning”

While celebrating the success of today it is our intention to put in place the building blocks for a sustainable future.

Robust Financial Planning

We have increased the director capacity across the charity to ensure that we are able to establish strategic relationships with our commissioners and to support our local focused infrastructure. It is important during these difficult political and economic times for us to ensure that our income is at the right level to deliver excellent education, care and support and that we are able to continue to innovate. 96.5% of our income comes from contracts with local councils and CCGs with the remaining coming from donated money, fundraised money and grant funding. **We will** continue to ensure that the statutory entitlement for children and adults are adequately funded through our contract negotiations and that all of our costs are covered through our fees.. **We will** allocate our charitable funds in ways that support our strategic intent of growing, improving our education, care and support practices and helping us to develop new ways of working.

We will ensure that we are commercially aware at all levels of the organisation with everyone understanding the need for good financial management. **We will** ensure that all contracts are reflective of the education and care acts and that the associated income levels are sustainable. **We will** deploy our staff in the most effective ways ensuring that this is totally aligned with income. **We will** continue to look at ways service by service of making efficiencies to ensure as much of the income as possible is spent on direct education delivery, care and support.

Growth

Growth is important to us because it enables us to connect with more beneficiaries. In addition the robust profitability of new business is critical to our commercial viability. Our small Business Development team has developed good links with local teams and give their support to local organic growth, new local tender activity and are increasingly establishing links with local housing providers for the purpose of sourcing properties. **We will** focus on the following





growth opportunities:

- Transforming Care (people moving from Assessment & Treatment Units)
- Further Education for children aged 16-25 through our No Limits
- Residential children's homes
- Organic growth in areas where we already have a presence

Our growth target for 2020 is £6m and this will be reviewed each year.

As a registered charity we are able to secure grant and fundraising income which enables us to add value through the funding of posts and items which directly benefit people we support and which are not covered by our core fees. As well as several of our specialist roles, our charitable income **will continue** to fund three posts in support of our growth agenda:

- **We will** appoint a senior lead for our residential children's services to add capacity to the CYP senior leadership team as we pursue growth in children's care services.
- Our Head of Transforming Care will provide crucial leadership in the development of our Transforming Care offer.
- Our Family Advisor for Transforming Care will work directly with families of people falling under this agenda.

Charitable Funds

We will review our charitable fund spending regularly with Trustees and ensure that allocated funds are having the desired impact.

Technology - Our Trustees have recently developed a digital and marketing subcommittee who will support management to develop a digital strategy and implementation plan. We currently have activity in the following three areas:

Digital and technology solutions for disabled people

Our approach to date has very much been on a person by person basis. Our learners at MacIntyre School Wingrave and No Limits access a range of digital technology to support in their learning. A number of people use digital technology to plan and record their care and there are some good examples of AT and how such





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technology can support independence and keep a person safe.

Marketing and social media - Our use of social media has grown significantly in recent years and platforms such as Facebook and Twitter play a key role in our marketing and recruiting activity. The Yammer platform continues to go from strength to strength and the new website and Intranet are effective ways of communicating with both external and internal audiences.

Business, data and information systems - Our new payroll and HR system was introduced recently and has improved the efficiency of these functions. We are in the process of implementing a new Learning Management System (LMS) and a new Customer relationship management system (CRM)

We will continue to invest in these areas with a more urgent focus on the depth and breadth of Assistive Technology (AT) available to people, how digital technology can support asset based care and support and connectivity and on line roster management.

We will know we have been successful because:

- *We secure new business with a value of 5m (income) by March 2021*
- *We will support 10 more people through the Transforming Care agenda by September 2020*
- *We will establish one new children's homes by September 2020*
- *All of our contracts will make the agreed levels of contribution*
- *There will be an increase in the numbers of people connecting with MacIntyre via social media*
- *The number of people using Assistive Technology will increase year on year*
- *The new Customer Relationship Management (CRM) system will be implemented by September 2020*
- *Online rostering will be introduced in pilot areas in early 2020 with all services to be using such a system within two years*