



MacIntyre

Providing support...your way



MacIntyre Impact Report 2024

Welcome to our 2024 Review

Pride and ambition are important to us at MacIntyre. We are proud of all that we continue to achieve and proud that the legacy of our founders, Ken and Marjorie Newton Wright, remains palpable in the way that we do things (our DNA). Being ambitious at a time when the context for children, their families, and disabled adults has its challenges is for us a given. It is in our DNA to move forward with ambition and optimism to ensure that children and young people have belief in their potential and are well prepared for adulthood and to ensure that disabled adults drawing on our support live Gloriously Ordinary Lives.

We have the passion, experience and drive to ensure this is a reality and remain determined to make a wider contribution to the much needed reform to the ideology and policy underpinning specialist education and adult social care in England and Wales. Our vision is that children with special educational needs will have access to an education curriculum that makes sense to them and that learning will take place in an environment that can meet every young person's learning style. Wherever possible this will be in a school, college or an alternative provision that is local to them and their families.

We have been part of the Social Care Future Movement since its inception and share the Movement's vision that "we all want to live in the place we call home with the people and things that we love, in communities where we look out for one another, doing things that matter to us". We pride ourselves on our ability to attract, recruit, develop and retain colleagues who are excited by this vision and who will work tirelessly to achieve it.

Our experience and heritage gives us the know-how and our new strategy (Proud of our Past, Ambitious for the Future 2024-2029) sets out in more detail how we will focus and behave to make as much impact as possible in the lives of disabled children, young people, their families and disabled adults. As a proud third sector provider we work with integrity alongside many talented partners, people drawing on our support, their families, our incredible workforce and other talented and like-minded people and organisations. We are very happy to share all that we do and reflect on the influence we have and the impact we make. We are clear that we have a role to play in shaping an ambitious narrative and delivering excellence that underpins great education and social care. When we get it right children and young people and adults live and learn in ways that are valued, connected and rooted in places that have real meaning and purpose and where everyone's skills gifts and talents are celebrated.

As we reflect on the past year and celebrate all the achievements as set out in this report I should like to extend my thanks to everyone who has played a role in our success.

Sarah Burslem
CEO
MacIntyre



About MacIntyre

About MacIntyre

MacIntyre was founded in 1966 by the parents of a child with a learning disability. Today MacIntyre provides learning, support and care for more than 1,400 children, young people and adults who have a learning disability and/or autistic people.

Our Vision

Is for all people with a learning disability to live a life that makes sense to them. We are proud of our past and ambitious for the future.

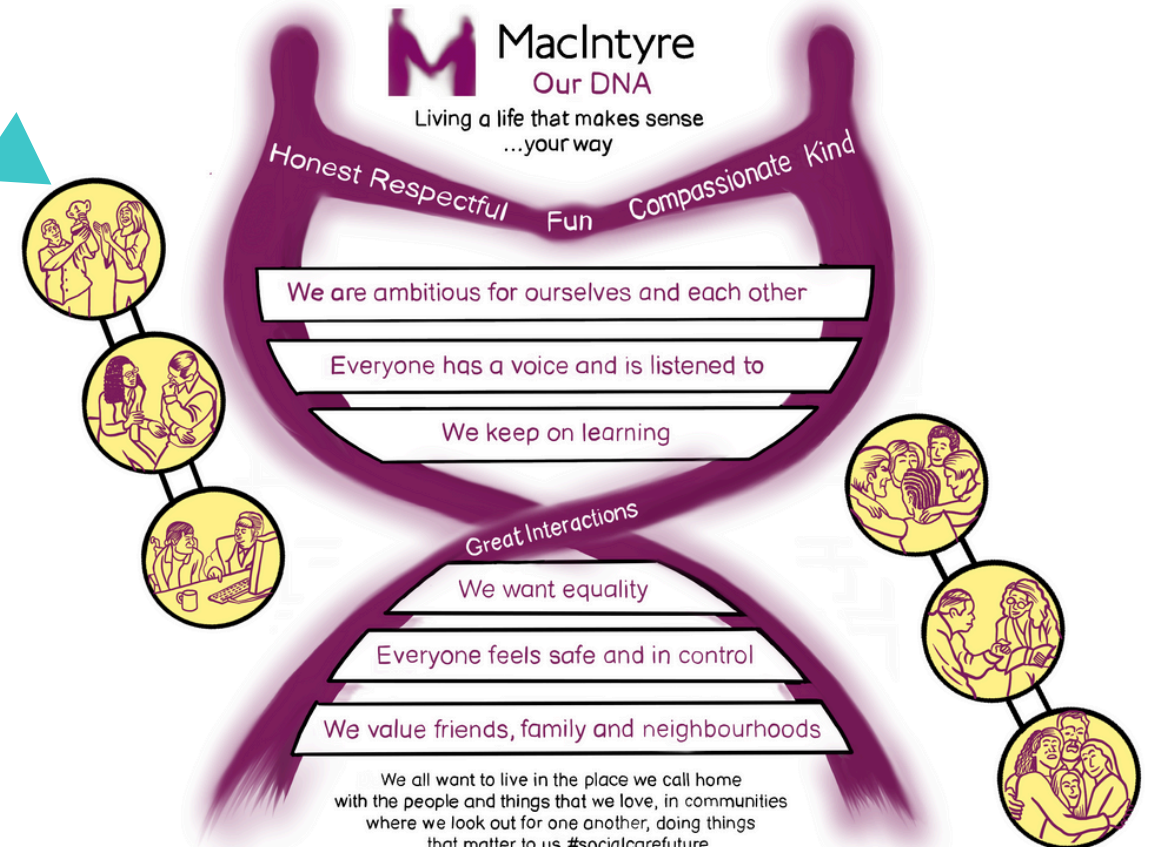
Our Mission

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

People who draw on MacIntyre's support have gloriously ordinary lives, living the life they choose, using their gifts, skills and passions to contribute and connect to the people in their local neighbourhood. MacIntyre invests in, and helps shape, neighbourhoods to be inclusive and welcoming spaces for everyone.

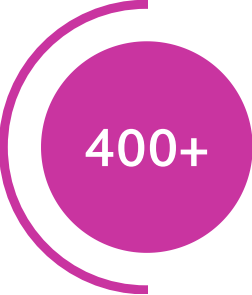
MacIntyre at a glance



Our Year in Numbers



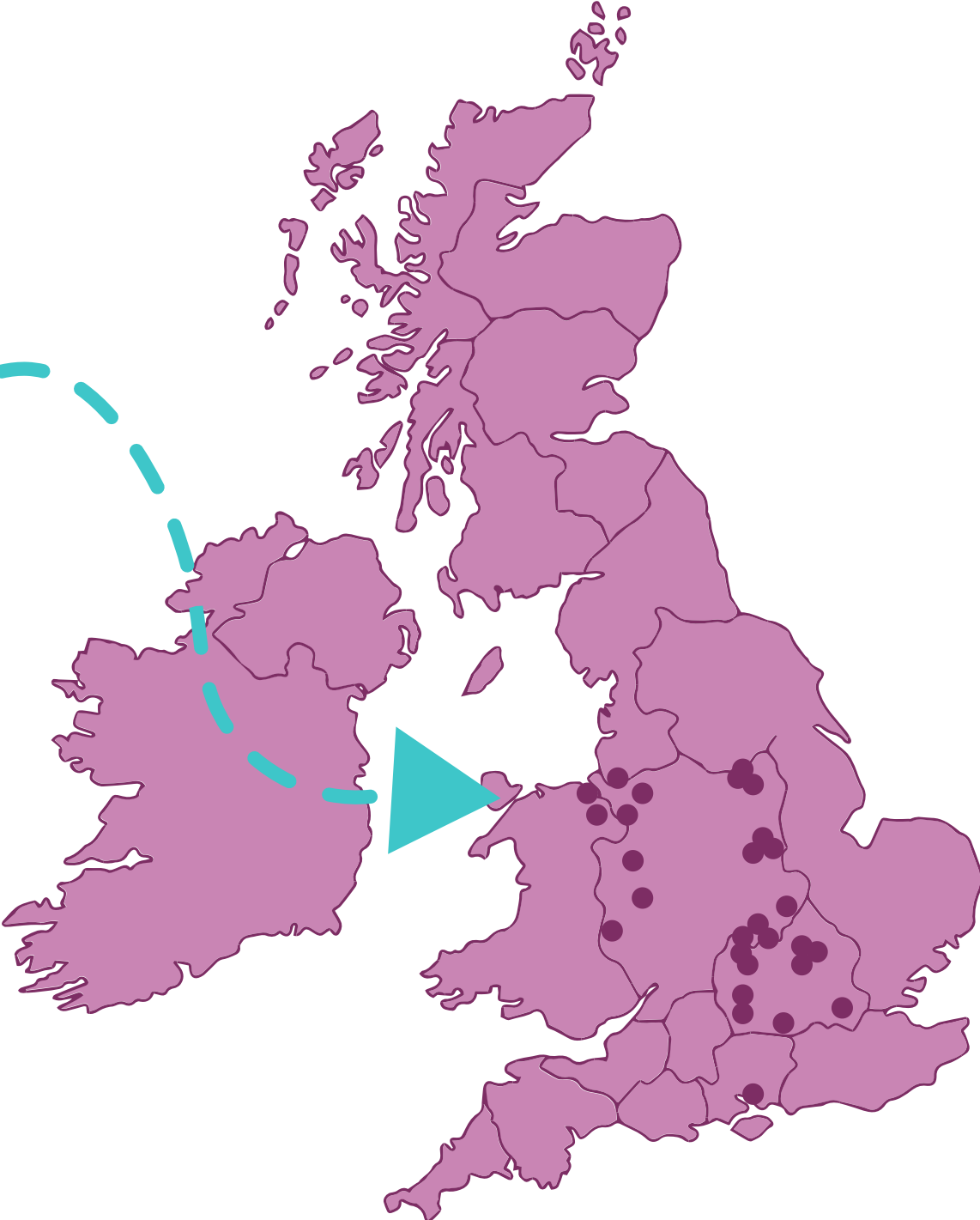
We welcomed 81 new people to MacIntyre



We welcomed over 400 new colleagues to MacIntyre



We worked with over 68 local and education authorities



MacIntyre's Approach

People who draw on MacIntyre's support will live gloriously ordinary lives, living the life they choose, using their gifts, skills and passions to contribute and connect to the people in their local neighbourhood. We are proud to work with like-minded individuals and organisations.



MacIntyre has been involved in the Social Care Future Movement since its conception and continues to be an active ally.

For the year under review we have committed to co-producing our organisation-wide strategy and updating our plan for adult social care. Both are being heavily influenced by the Social Care Future Movement's vision:

"We all want to live in the place we call home, with the people and things that we love, in communities where we look out for each other, doing the things that matter to us."

<https://socialcarefuture.org.uk>

GLORIOUSLY ORDINARY LIVES

MacIntyre has worked closely with Tricia Nicholl for a number of years so, when Tricia founded Gloriously Ordinary Lives, we were keen to get involved.

The 'Five Tests' approach from Gloriously Ordinary Lives are not a checklist or a process, simply a lens through which to view any support we consider for a person or their family.

1. Would I want or accept that for me or for someone I love?
2. Would I use that language in my kitchen with my family, or at the café or pub with my mates?
3. Would it make a great photo? What would the photo tell us?
4. Would it strengthen and support the person's connections and relationships?
5. Would it give the person a reason to get out of bed in the morning?

www.gloriouslyordinarylives.co.uk

MacIntyre is More Than A Provider

The Future

We are clear that reform is required and we believe that we have a contribution to make in the reimagining and design of new social care solutions. Our track record of working alongside disabled people, Councils and others is good. Our Everyone Everywhere approach and our learning from our Great Communities has demonstrated that:

- Providers can play a role in shaping local communities/neighbourhoods.
- Disabled people have talents and skills that are valuable to the fabric of inclusive neighbourhoods.
- Investment in neighbourhoods and communities has to be part of any future social care plan
- Invest to save – such an approach prevents people accessing social care and has potential to reduce number of hours for those eligible.

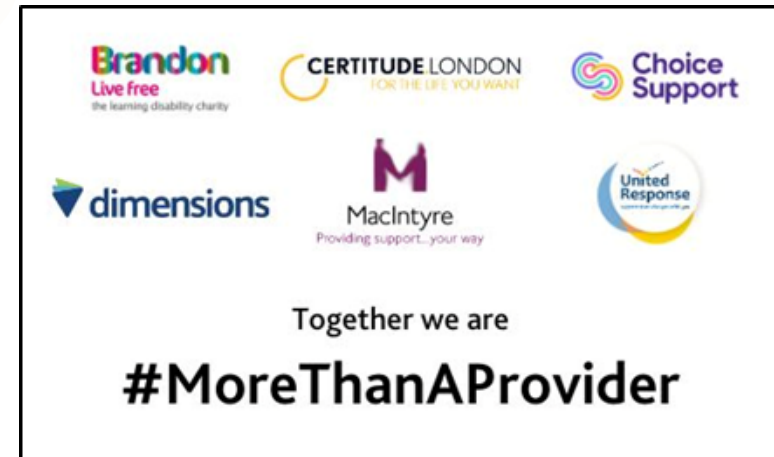
We have joined with five other provider organisations who all share our values; who align with the Social Care Future vision and who have a proven track record in delivering innovative solutions to social care. Fundamentally we believe that we are well placed as not-for-profit third sector organisations to help policy makers develop fresh ideas, ambitious and workable solutions for disabled adults who draw on social care.

The collaboration includes Brandon Trust, Certitude, Choice Support, Dimensions and United Response. The organisations have shared values and over 240 years' combined experience of creating positive solutions for people drawing on social care.

Together we support 12,000 people and employ 21,000 staff across England and Wales and have a combined income of £571m. We hope our combined influence means that government ministers and policy writers, in all political parties, can benefit from our experience about what social care needs to be able to thrive, and what people who draw on our support need to live gloriously ordinary lives.

MacIntyre is part of a collaborative with five other not-for-profit organisations who are calling for change in social care.

Together known as 'More Than A Provider', the group are working to promote and offer practical solutions for the future of social care.



www.macintyrecharity.org/our-approach/more-than-a-provider

MacIntyre in the Community

MacIntyre's Big Plan was co-produced and co-authored with people who draw on our support, their families and our staff teams. The Big Plan articulates an important question: "How can we all meet people near where we live to make things better for everyone?"

Our answer to this question is Everyone Everywhere. We know there are many MacIntyre people who are part of their local neighbourhoods and we know that good things happen when we connect with others around us.

Everyone Everywhere is about making these connections a more intentional part of our day-to-day, knowing and being known locally, challenging ourselves to do better and sharing stories to inspire each other.

"How Can We Help?" One of the key messages of Everyone Everywhere is about seeing ourselves, our organisation and the people who draw on our support as contributors to our local neighbourhoods. We know that when we help others, participate and get involved, we feel part of something wider and feel valued.

So how can we make Everyone Everywhere a reality? We are asking our staff and people who draw on MacIntyre's support to find out what's happening locally; to identify one thing they are interested in, then go and find out more.



MacIntyre School is situated in an idyllic village in Buckinghamshire. It's a village with a strong sense of community and after joining the village "postie" (an email circular detailing activities, items for sale and other village news) it became apparent that there were plenty of opportunities for our young people to contribute to their local village. One afternoon, a 'postie' email detailed a village litter-picking event that was coming up. The email was asking for additional volunteers to help and for any keen bakers to provide cakes for the litter-picking volunteers. Our Community Café offered to donate some homemade bakes for the event and a team of young people who love to walk in the village and enjoy keeping their areas clean and tidy were identified. There was a great turnout from villagers and MacIntyre young people alike, the event was a great success and our Community Café received great praise for the cakes and treats too. And, as a bonus, some of the young people involved are able to use their volunteering experiences to achieve their Duke of Edinburgh Awards!

For Children

MacIntyre provides education, care and support to 37 school age children at our Independent special school in Buckinghamshire. The MacIntyre Group also includes four Academy schools in Oxfordshire and Warwickshire providing education to a further 277 children. In May 2024 we were delighted to share the news that we have been successful in our application for two Academies which will open in Quorn, Leicestershire and Malvern, Worcestershire in September 2027.

Pupils relish their time at MacIntyre School because it makes a positive and pivotal difference to their lives. Many have a history of negative experiences of education. However, from the moment pupils step through the school gates, they experience a nurturing and caring welcome.

Ofsted, MacIntyre School, 2024



MacIntyre currently provides a therapeutic home environment to 24 children and young people across four homes in Bedfordshire, Buckinghamshire and Hertfordshire. Twenty of these young people attend our independent special school in Wingrave, Buckinghamshire.

"The children enjoy trusting relationships with staff. There is music and laughter at the house. A parent said, 'We know he is loved. We know that he cannot make up the affection that he has for the staff and the home.'"

Ofsted, Bedfordshire Children's Home, 2024

One child said, 'Staff take me to the library often, because it is my favourite activity.' Parents are welcomed to participate in activities in and out of the home. Children thoroughly enjoy these fun and enriching experiences and can enjoy them with family."

Ofsted, Hertfordshire Children's Home, 2023

Charlie's Story

Charlie* is a 12 year old who came to MacIntyre School in September with a diagnosis of autism and associated learning difficulties. He lives at home with his family and attends as a day student.

Prior to MacIntyre, Charlie attended a local authority special school where he was in a busy class of 15 children, all following an adapted national curriculum. Charlie was very disruptive, and found it difficult to settle or engage. He was supported 2:1 at all times, sometimes 3:1, to keep himself and others safe.

When we met Charlie we believed that he would benefit from a more autism specific learning environment and a curriculum focused on areas relevant for him.

At MacIntyre School, Charlie is in a class of five young people. The curriculum has been adapted and personalised to focus on Charlie's learning priorities. Initially focusing on communication and sensory and emotional regulation but has been expanded to include all curricular subjects and offsite learning too, where he has been able to apply the skills learnt.

Initially supported 2:1 at all times when he started at MacIntyre School, by Christmas this support level was reduced to 1:1.

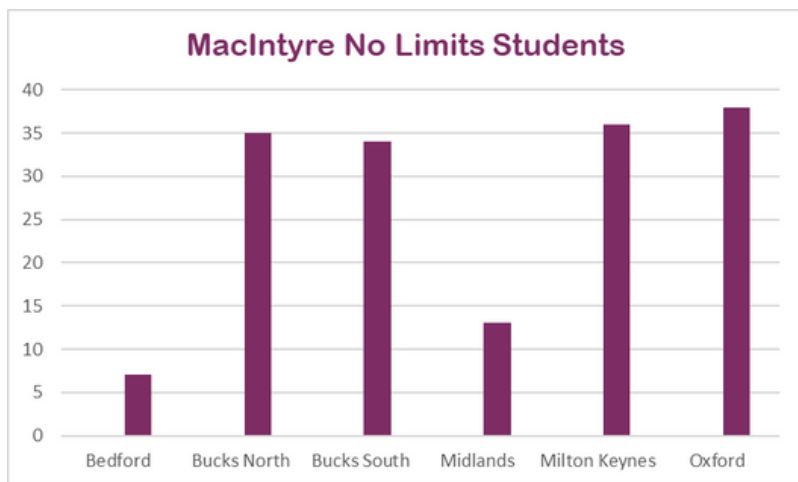
Charlie has completed two ASDAN accreditations this year, more than usually expected for a new student, and has made expected, or better than expected, progress in all areas of his learning.

*Name changed



For Young People

We work in partnership with further education and independent specialist colleges to provide an inclusive and flexible No Limits education programme for young people aged 16 and over in Bedfordshire, Buckinghamshire, East Midlands, Milton Keynes and Oxfordshire. In the year under review, MacIntyre No Limits developed relationships with local authorities to offer programmes of learning direct through 'EOTAS' (Education Other Than At School) funding.



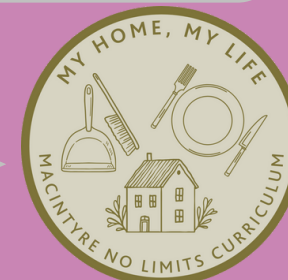
The MacIntyre No Limits Curriculum aims to develop learners' skills across four key areas, which are closely linked to the government's "Pathways to Adulthood" statement.

Although each learner's targets and timetable are uniquely suited to their needs, most learners' programmes will contain targets from all four curriculum areas.



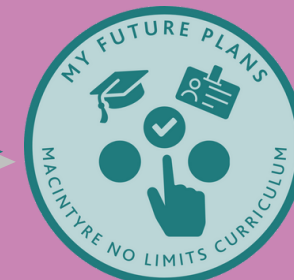
By the time I leave No Limits, I will understand my own mind and body better. I will communicate more effectively, and know more about how to stay safe, happy and healthy.

By the time I leave No Limits, I will feel like an adult in my own home. I will have the skills I need to live with less support than before, and will have more control over my environment.



By the time I leave No Limits, I will be more familiar with my local area, how to get around it, and how to get help if I need it. I will understand more about how my community works.

By the time I leave No Limits, I will have a plan for what comes next in my life. I will be better equipped to make choices, and will have had a say in any decisions about my future.



Jay's Story, a young person supported by MacIntyre No Limits

When Jay* first came to MacIntyre No Limits™ he was in a state of high anxiety; everything was a struggle. His communication was limited, and for the first few weeks almost all his staff team heard was 'no' as Jay declined every experience and activity offered to him.

With a combined approach of psychiatric input and hard work from No Limits staff, things began to turn around. Christmas songs, a favourite of his, began to bring Jay out of his shell and we discovered that he had a fantastic memory for both lyrics and tune. Staff used this interest to begin Intensive Interaction to teach Jay that he could work with us.

Over the subsequent two years, Jay's communication skills blossomed; he began to spontaneously use full sentences, jokes and banter, and clear statements of what he wanted and needed.

Instead of "no", Jay's key phrase by the time he left MacIntyre No Limits was "Can I come in?" He became eager to explore, and comfortable to engage with activities, make choices and take steps towards independence such as making his own hot drinks and participating in cooking.

Jay's progress from a disengaged and unhappy young man to a lively and active participant in his programme was wonderful to watch.

Jay's No Limits programme enabled him, once he left us, to make sense of, and decisions about, his adult daily life.

*Name changed

“
It's wonderful to find a setting where my child's hopes and wishes and voice is valued... what a life-changing, confidence-building, magical place for the young people who are finding their confidence and own way in life.
”

Parent/Carer

“
They understand the needs of their young people very well and keep their needs at the centre of everything they do.
”

Local Authority SEND Officer

How good is your No Limits programme? Circle one.

Very Good? Good? OK? Bad? Very Bad?

~ No Limits Learner

For Adults

People who draw on MacIntyre's support will live gloriously ordinary lives, living the life they choose, using their gifts, skills and passions to contribute and connect to the people in their local neighbourhood. MacIntyre invests in, and helps shape, neighbourhoods to be inclusive and welcoming spaces for everyone.

In 2024 MacIntyre was commissioned by over 68 Councils and Clinical Commissioning Groups to deliver support and care to 776 adults.

Options for adults at MacIntyre include specialist registered care, supported living, outreach and Lifelong Learning in England and Wales. In Warrington we also deliver an innovative community programme called Great Communities, and Shared Lives. We spend time getting to know people's ambitions and aspirations and ensure everyone has choice and control over their lives.

In 2024 we invested charitable funds to continue our 'Great Communities' initiative in Warrington. To date we have connected with 348 disabled people who were at risk of "falling through" the funding gap.

"Staff and people interacted in a positive and meaningful way with independence highly encouraged."

PAMMS Report, December 2024

"I have every confidence that my family member's lifestyle choices are being respected and fully met."

CQC Report, December 2023

We have developed a detailed **Adult Social Care Workplan (2024–26)** that sets out our areas of focus under our five threads:

- People
- Sustainability
- Workforce
- Best Practice
- Compliance



"We all want to live in the place we call home, with the people and things that we love, in communities where we look out for each other, doing the things that matter to us."

Social Care Future

Russell's Story – A Social Care 'influencer'

Russell is a positive and approachable person, enthusiastic about sharing his journey and his lived experience since he moved into his own tenancy supported by MacIntyre. Russell has become actively involved with supporting recruitment and induction for MacIntyre in Warrington. He attended a careers drop-in community event to talk about his day-to-day life. He described his life experience before and after being supported by MacIntyre, and the positive difference his MacIntyre staff team has made. Russell also meets new recruits during their induction in Warrington and shares his passion for music and film.

Russell has now extended his work in the community even further. Following a connection with the Health and Social Care team at the local college Russell was invited to do a talk and Q&A session with the Year One students. Russell spoke passionately about how happy he is and what a 'gloriously ordinary life' looks like for him. He also addressed perceptions of what social care is through his experience and the positive relationship he has with the staff who support him and his house-mate. The session was so successful that Russell has been asked to attend at the college again to talk to the second year students.

On his recent experience working with the group and college, Russell said: "It was fantastic I very much enjoyed talking to the students. It was quite exciting for me and I liked that they asked me lots of questions. I am very proud of myself and the staff and the students were very nice and friendly."

Course tutor Katie spoke about the experience: "It was a really good session today with Russell and the students found it really interesting hearing about how Russell engages with the community through his work with MacIntyre."

Russell is so positive about engaging with others in his community and helping people to understand exactly what 'good' looks like when it comes to Social Care.



Stephen volunteers at a local church. He says "I like to help people, it makes me feel good, I also like talking to people and getting to know them."

June is part of our Great Communities project. She says: "Before MacIntyre, I felt really secluded and unhappy. I love art and I wanted to meet people. With some help and support it expanded from just getting out and about again and meeting people to actually bringing people together to do art. I am getting out and helping others. I definitely want to continue and help more people with my group."

Building a Culture of Excellence

“MacIntyre prides itself in aspiring to be the very best we can be. We understand that it is our practice (what we do and how we do it) that makes a real difference to the quality of education, care and support that we can offer. We want everyone connecting to us to have access to education and support that is ambitious, progressive and ultimately makes sense to each person.” MacIntyre Strategy 2024-29

The Self-Advocacy & Co-production team work across several key teams, underpinned by the work of the Co-Pros group, supported by Learning Disability England. The Group's themes for 2025 will include Employment, Mental Health, Relationships and Safeguarding.

The Co-Pros

The Lead Self-advocate Group is led by disabled people who work or volunteer for MacIntyre. The intention for this group is to act as a peer support network but also to mentor and support others who would like to have a job to develop their confidence and skills. The group have identified both the training they would like to receive and the training that they would like to deliver to new members. In 2024 this group have taken a lead role in our efforts to improve the employment opportunities available to disabled people.

The Co-Pros were national finalists at the Great British Care Awards at the beginning of 2024.

What next?

The Co-production Group (The Co-Pros) are recruiting to the People's Council. The Council will work alongside MacIntyre's Staff Council and other representative groups to ensure that all of the Group's focus and activity is based on the views and feedback of people drawing on our support and our employees.

Self-Advocacy

We are developing self-advocacy groups around the organisation, building on the Shout-Out Group in Milton Keynes, and the Friendship Group in Warrington. In 2025 we will focus on supporting new groups in Derbyshire, Hertfordshire and Oxfordshire. The Self-Advocacy team includes the Shout-Out groups, The Mag Team, and the MacIntyre Dancers.

We have recently employed an Autism Self-Advocacy Lead – a new role developed to support MacIntyre's work around autism, and expanding the voice of autistic people within MacIntyre.

This work all links in with our Co-Pro Group's aim of having co-production representation at key Trustee and Committee Meetings.

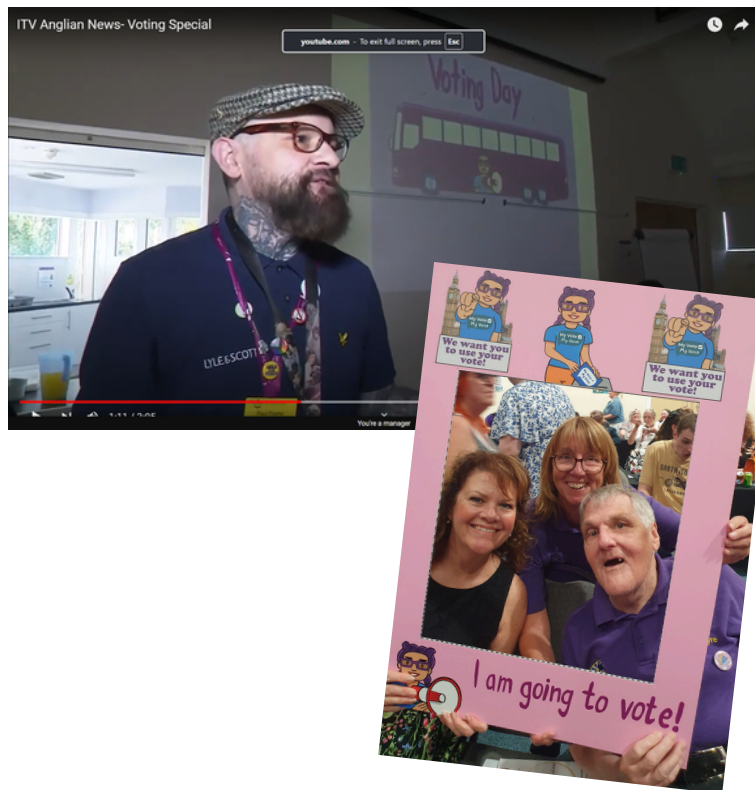
What next?

The learning from supporting these groups will inform the development of a resource pack and method of support for groups elsewhere.

Supporting Voting Choices - the 2024 General Election

In 2024, in preparation for the General Election, MacIntyre's Co-production team ran interactive sessions and workshops across MacIntyre to support understanding of the process of voting and details about the different political parties who were standing.

One of these events was filmed by a local ITV news station and shared on their evening news programme (see photo)



Easy Read Creators and MacIntyre Checkers

For many years MacIntyre has produced documents to ensure these are accessible by people who draw on support.

MacIntyre's team of Easy Read Creators and Advisers have expanded their scope of work to include external documents in addition to their ongoing internal projects.



Experts by Experience

MacIntyre employs 12 facilitators who have lived experience of drawing on social care.

For the year under review these facilities alongside our Training and Development and Best Practice teams delivered The Oliver McGowan Mandatory Training; Supporting People with a Learning Disability and Dementia; and Loss and Bereavement Training with ARC.



For and by people who draw on support, The Mag was relaunched in February 2024 with a shift in focus.

It continues to be co-produced and include articles contributed by people who draw on our support; but the team are now working with people to develop The Mag to be more of a place for people to express their views and to include new material about what it is important to them. New members have been recruited to the team including the editorial and reporting teams.

We were delighted that Warrington Borough Council purchased copies of The Mag on behalf of the town's citizens.

What next?

More roving reports are to be recruited to contribute to future issues.



The Sui-Ling show continues to go from strength to strength.

There were 11 episodes during 2024, including interviews with

- Simon, Sebastian and Elmi from the Achieve Together team
- Chris and Francesca from Made by Mortals
- Jess Sutton talking about MacIntyre's Autism Network
- Meg and Rachel from MacIntyre's Health Team and
- A special episode to promote The Mag.

What next?

Guests for the 2025 Sui-Ling Show will be aligned to the team's priority areas

MacIntyre Dancers



#BreakFree

The MacIntyre Dancers continue to flourish and have developed a reputation as a talented group of artists who are catalysts for real change. They are a group with purpose and capable of bringing joy and focus to whatever event they attend.

During the year the group have continued to hold regular Cha Cha Chat sessions in Milton Keynes - an opportunity to connect, and to learn and practice dance moves. The MacIntyre Dancers have also performed at a number of events, including three MacIntyre staff conferences and awards events, a flash mob in Hertfordshire, a dance workshop in Hertfordshire and a performance at MacIntyre School's annual MacFest.

The MacIntyre Dancers were winners at the 2024 Dimensions Leaders List Awards.

What next?

The group have ambitions to extend the dance events to new areas in 2025.

Employment for people with disabilities

People drawing on MacIntyre's support are seeking employment opportunities both within MacIntyre and with other employers. Across England just 5.1% of adults of working age who have a learning disability are in paid work (NHS Digital 2021).

MacIntyre currently employs 34 people who also draw on our support. These roles include work as Co-trainers including The Oliver McGowan Mandatory Training, Easy-Read Creators and Checkers, and the MacIntyre Dancers.

MacIntyre works closely with several Experts by Experience, who we also support. They work with us in the fields of health and dementia, and training.

We also provide work experience, including for 28 people at our Coffee Shop and Catering services in Milton Keynes, as well as ad hoc work experience opportunities. Learners at MacIntyre No Limits In Milton Keynes also work at PrintAble, the MacIntyre social enterprise print shop.

Currently 9.02% of working age adults who draw on our support are either employed by MacIntyre or are supported with regular work experience.

Job Coaches are employed by MacIntyre No Limits. They work with young people preparing for adult life, and forge links with local companies who may have job opportunities, now and in the future.

What next?

We are developing this model into a new cross-divisional partnership, providing support to those wanting to work, ensuring they have the right advice and support to secure work.



Positive Behaviour Support (PBS)

Positive Behaviour Support (PBS) is a person-centred framework for providing long-term support to people with a learning disability, and/or autism, including those with mental health conditions, who may show, or may be at risk of developing, behaviours of concern. Our approach is called Compassion First PBS.

Our success and experience can best be measured in terms of our specialist support given in relation to the national focus on Homes Not Hospitals and the Transforming Care Agenda.

Compassion First PBS is central to bringing people who draw on support home from inpatient and secure settings and preventing first time admissions and re-admissions.



MacIntyre's Health Team

The Health team provide specialist advice and resources across MacIntyre covering the various health issues which affect us all, but with a specific focus on how these affect people with a learning disability and autistic people, including difficult topics around death and dying.

A particular specialist area, drawing on significant work over the past few years, is on supporting people living with dementia. In this we work frequently with external consultant Beth Britton.

In July 2024 the Health Team were double award winners at the inaugural Palliative Care Awards



Support for Families

From local meetings and newsletters to a free email programme of resources, we work with families as partners

Our work with Families supports people to have good relationships with their family when they want to. It also helps managers and staff to forge constructive connections with family members by building trust, setting expectations and keeping commitments.

Resources available for families include:

- Family Charter
- Family Pack
- Let's Come Together meetings
- Family Newsletter
- Preparing to Support free online course (developed in conjunction with external consultant Debs Aspland)



Compliance and Safeguarding

We are committed to evidencing all that we do to our stakeholders, including our regulators and to the safeguarding of the children, young people and adults who draw on our support across the organisation. We encourage openness and transparency in everything we do.

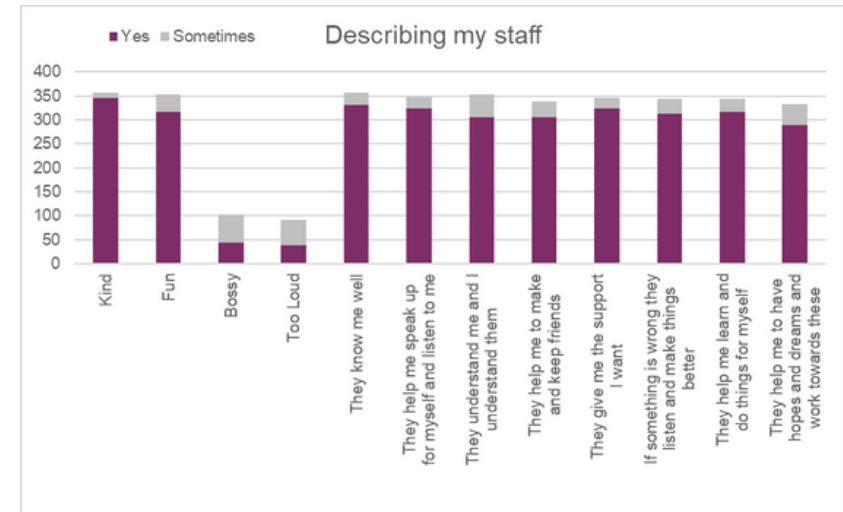
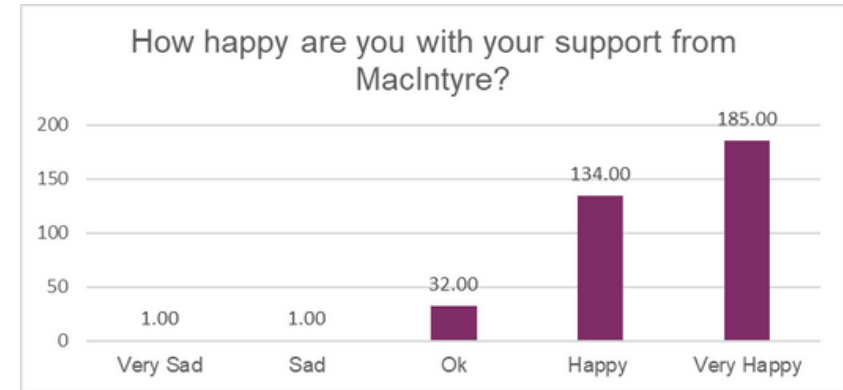
Regulation Facts & Figures:
MacIntyre has 29 CQC, 1 CIW, and 5 Ofsted registered locations.

100% of Ofsted locations are rated Good.
86% of CQC and CIW locations are rated Good or Outstanding.



The recently revised and relaunched Safeguarding work plan aligns our DNA with the Care Act's Six Principles of Safeguarding. We recognise that our commitment to Making Safeguarding Personal challenges us to ensure the link between safeguarding and every day gloriously ordinary lives is seamless, understood and embedded in everything we do.

The annual survey of people who draw on support was completed in April 2024, with results available to our regulators and commissioners

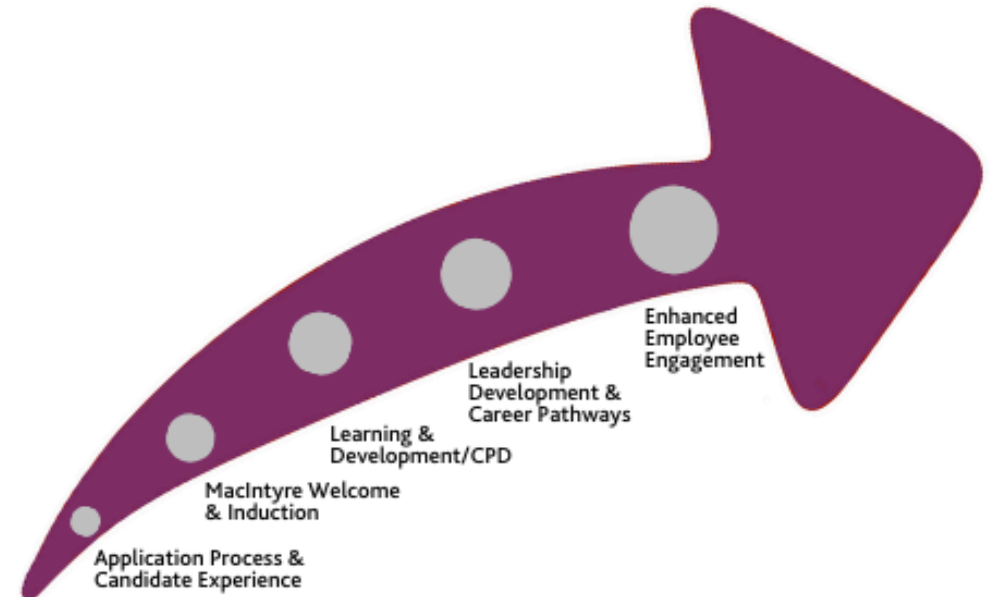


Inspiring and Engaging our Staff

As part of our 'Workforce Strategy 2024 & Beyond', we set out a clear road map of how we intend to attract and retain the very best staff at MacIntyre. We are committed to ensuring every individual has a great recruitment experience and is warmly welcomed and valued from their first day, right through their probationary period and beyond.

The Employee Journey Cycle to the right is intended to guide and inspire all MacIntyre leaders and department stakeholders to recognise the role we all play in ensuring our colleagues feel valued.

This journey Cycle will also be supported by: a refreshed Employee Communications Plan; our Six Recruitment Critical Success Factors; a consistent approach to Personal Development Plans and CPD; and a renewed focus on employee engagement.



MacIntyre's Workforce Strategy focusses on four key elements:

- Recruitment and Retention
- Learning & Development
- Wellbeing
- Career Pathways

MacIntyre workforce at a glance



Application Process and Candidate Experience

Our vision is to be bold, innovative and ambitious in our national and local recruitment activity. We support new ways of working, so that together we attract, recruit and retain the best skilled, engaged and dedicated workforce for today and for the future.

We are proud that nearly a fifth of our permanent employees have been employed by MacIntyre for over 10 years.

Data in this report covers the financial year April 2023 to March 2024.

Critical Success Factors 2024

- Reduce Vacancies below 10%
- Improve Candidate Recruitment/On-boarding Experience
- Increase Relief Staff
- Improve Data & KPI Tracking
- Reduce Agency use by 50%
- Improve Employee Retention

- **Reducing Vacancy Rates:** Helping maintain a vacancy rate under 10% across various services and recruiting a reliable pool of relief staff
- **Improving Retention:** Strategies like better onboarding and timely communication are aimed at reducing staff turnover.
- **Enhancing Candidate Experience:** Continuous improvements in the recruitment process and candidate onboarding experience align with our goal of making employees proud to work for MacIntyre.
- **Reducing Agency Use:** By achieving full recruitment in some areas, reliance on agency staff has been reduced.



- Vacancy levels - average reduced to 9.5%
- Turnover - reduced by 6%, now at 9.79%
- Our international staff represent 3% of our total workforce
- Relief Staff - most areas have seen an increase in their bank of relief staff. Work will continue in specific areas to increase their pool of relief staff
- Agency Use - there has been a reduction in agency hours used during the year. This has been close to, but not quite 50% during the year. The development of relief staff banks is anticipated to support a further reduction next year
- Employee Retention - 6% improvement



MacIntyre Welcome and Induction

Welcome Packs

We recently launched Welcome Packs, which support a consistent welcome and are a small gesture to say thank you for joining MacIntyre. They include a partnership with Stand Out Socks, a business co-owned and run by an individual with Downs Syndrome.

We were delighted to receive part-funding of the new packs from a partnership with the Welcome Break Charitable Fund.

Induction

Our face-to-face induction training takes place locally around the organisation. Each session includes someone who draws on our support from that area. The purpose of the training is to share and embed our values and the behaviours we expect of our staff. In the last year 29 sessions were held, attended by 380 staff. 545 new staff joined in the last financial year, so 70% of new staff were able to attend face-to-face induction. Our aim is to ensure that 100% of new staff take up the opportunity.

Everything flows from our MacIntyre DNA, including the newly relaunched staff Code of Conduct and the Five Tests from Gloriously Ordinary Lives.

MacIntyre Staff Benefits include

Employee Assistance Programme: Telus Health and Perks ~ Mental Health First Aiders ~ Death in Service Insurance
Pension Scheme ~ My Rewards, including Recommend a Friend and Employee of the Month ~
Generous sick pay ~ Occupational Health Support ~ Access to Westfield Health ~ Blue Light Card

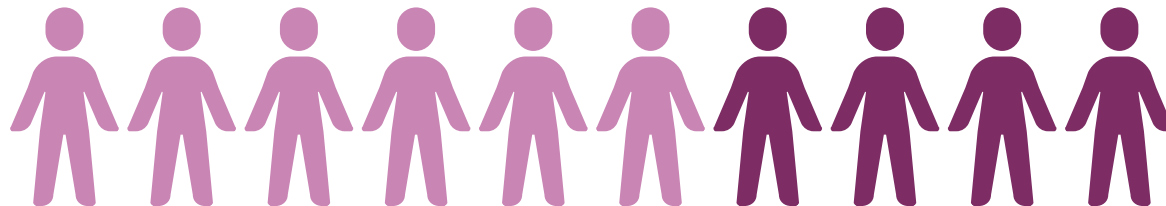


I was so happy to be handed my welcome pack on my first day. It really did what it says on the tin - made me feel extra welcome!



What next?

- Just under 30% of new colleagues were not assigned a 'buddy'. We will work to ensure 100% of joiners have a 'buddy'
- There was nearly an even 50/50 split with whether people we support were involved in the interview process. To align with our values we want to see a more consistent approach to this.



Learning & Development and CPD

MacIntyre continues to invest at least 3% of our income in the knowledge, skills and capabilities of our workforce. Each person has access to learning and development opportunities. Some are required by our regulators, many by our aspirations for all staff to develop and achieve excellence in everything they do. Our small Learning and Development team supports our open learning culture as well as focusing on the design and delivery of our mandatory training and the formal qualifications required for some posts, as well as qualifications linked to people's personal aspirations and continuous professional development.

eLearning

During the year 24,540 eModules were completed (28,527 in 2021/22), an average of 12.48 per person (13.45 in 2021/22).

This reduction in eLearning is due to an increase in face-to-face training following the relaxing of Covid restrictions. We expect this figure to be lower for the coming year as well, as we have restructured face-to-face training.

Updating our eModules

Outside of the LMS business as usual, the dominant task for the first part of last year was embedding the Grey Matter eModules. The structure of many of our interactive courses changed with this subscription, existing completion data had to be migrated into the new format as well as ensuring the availability of the existing modules for staff who were part way through the courses with multiple modules. Quarter 3 (2023) and Q1 (2024) were focused on the LMS system replacement project. The research, procurement and migration was successfully completed within a six month period.

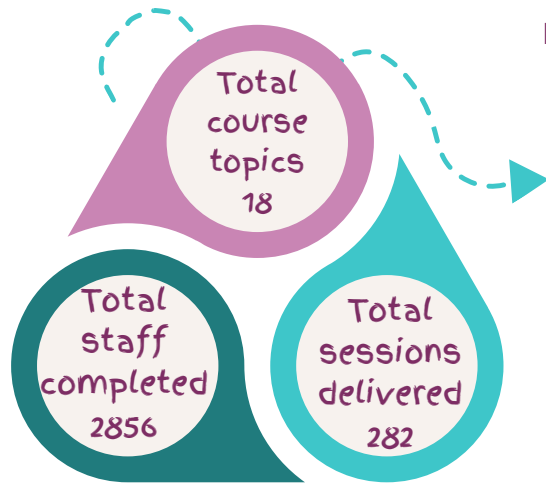


Staff Code of Conduct

It is important that we all reflect professionalism and our culture in our appearance. This helps to positively promote MacIntyre, give confidence to the people that draw on our support as well as give confidence to all other people involved with MacIntyre.



Courses delivered



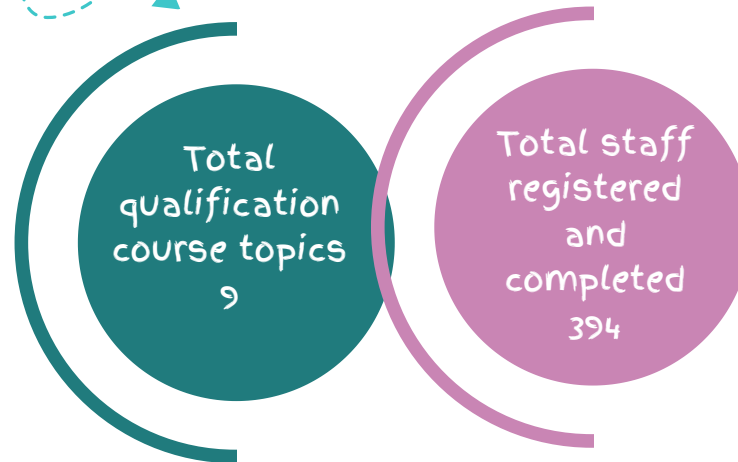
Face-to-face course topics delivered:

- Accredited Medicines
- Health Recording
- Induction
- Intensive Interaction
- Lead to Inspire
- Link working
- Oliver McGowan Tier 2
- PBS - Elements
- PBS - Human Rights
- PBS - Understanding Behaviour
- PBS - First Steps
- PBS - Advanced
- PDP Support Workshops
- Post Incident Level 1&2, P1 & P2
- Recording and observation
- Restrictive Physical Intervention
- Rota Planning
- Supervision and Appraisal

“ One of the main topics that influenced change and development in my practice was the amount of varied teaching styles and approaches. Due to this course I have been able to reflect on other styles I can use that are diverse and inclusive. The focus on embedding English, Maths and Functional skills was very good. I always struggled to think of ways to embed maths within learning and I understood I was actually already using it without realising, through timers and countdowns.
Community Learning Facilitator,
EAT Qualification ”

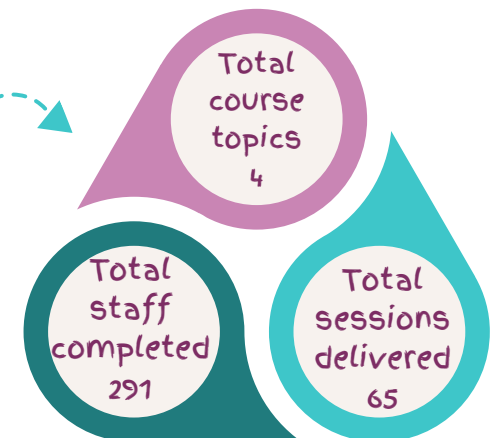
Qualification course topics:

- Level 2 Adult Care
- Level 3 Adult Care
- Level 3 CYP
- Level 3 CYP Unit route
- Level 5 Leadership
- EAT (Education & Training)
- DET (Diploma in Education & Training)
- Accredited medicines
- Intensive Interaction



Specialist virtual course topics delivered:

- Communication
- Constipation
- Working with Families
- Signing - 50 Signing Words Makaton



Leadership Development and Career Pathways

The development of three Leadership Programmes for Adult Social Care commenced in June 2023, each programme is six days and delivered over a six month period.

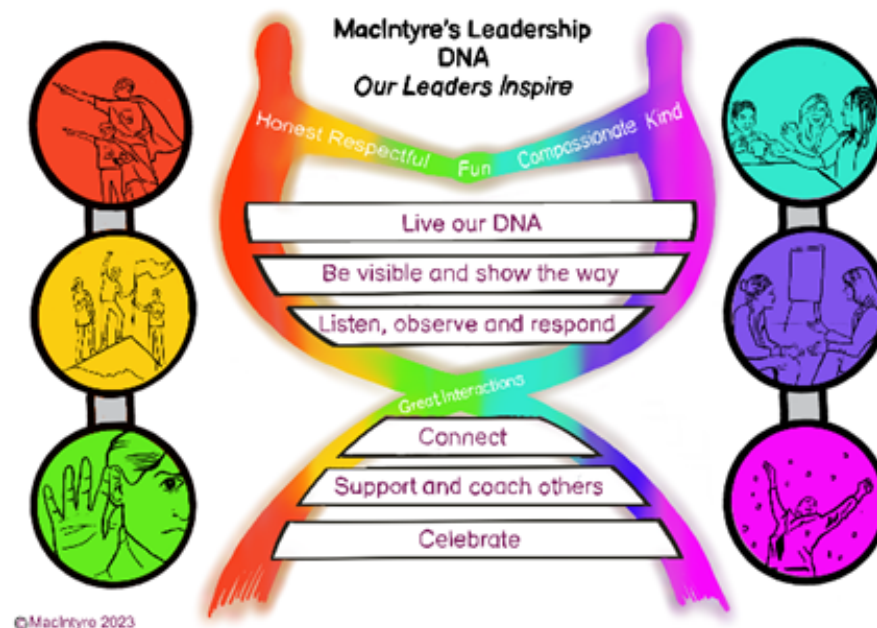
Our Leadership DNA explains what leadership at MacIntyre should look like. It sets out the behaviours we expect to see from all of our leaders. It is rooted in our DNA, the things that matter most to us.

At MacIntyre we recognise that as human beings we are all unique and have a rich variety of knowledge, skills, abilities and passions. We all have the potential to overcome barriers and shine brightly. The role of a MacIntyre leader can be visualised through our DNA song metaphor, 'The spark that puts the shine in the star'. Everyone is a leader at MacIntyre, you don't need the job title, so it is important we all understand the most effective ways to lead and inspire others.

The Importance of values-led leadership

Compassion is one of MacIntyre's founding values and continues to be one of the most important value for us all to put into practice day to day. Compassionate leadership results in better engagement and motivation with better outcomes for everyone. Our leaders demonstrate compassion by making sure MacIntyre is inclusive and that everyone feels safe to be themselves.

They develop trusting relationships by being approachable, honest, open and respectful. They try hard to understand the challenges others face and work together to find shared solutions. Bringing fun into the mix is important and allows people to relax, develop deeper relationships, grow and be creative.



“ Everyone is a leader at MacIntyre, you don't need the job title, so it is important we all understand the most effective ways to lead and inspire others

Enhanced Employee Engagement

To support the employee journey we will consistently and intentionally:

- Engage and communicate effectively with our staff teams through Monthly Briefings; MacIntyre Connect calls; Humans of MacIntyre and Everyone Everywhere stories and our Social Media platforms
- Celebrate work anniversaries; employee of the month awards; successful probation completion
- Empower our employee-led groups: Staff Council, Diversity Advisory Group and all Special Interest Groups - Autism, Dementia, Health
- Plan and deliver conferences - Ignite Conferences for frontline staff, Marjorie Newton Wright Staff Awards, Inspiring Leaders Conference - which inspire and develop staff practice
- Provide a clear training development pathway designed over a three year period, and deliver sector-leading training to ensure colleagues are able to express their gifts, skills and passions at work
- Regularly survey colleagues, via 'Here to Hear' sessions and digital pulse surveys to help us measure staff views and respond accordingly.

Staff Surveys

We have recently rolled out revised digital staff surveys, which are helping us gauge the pulse of our newer colleagues and complement our wider staff survey.

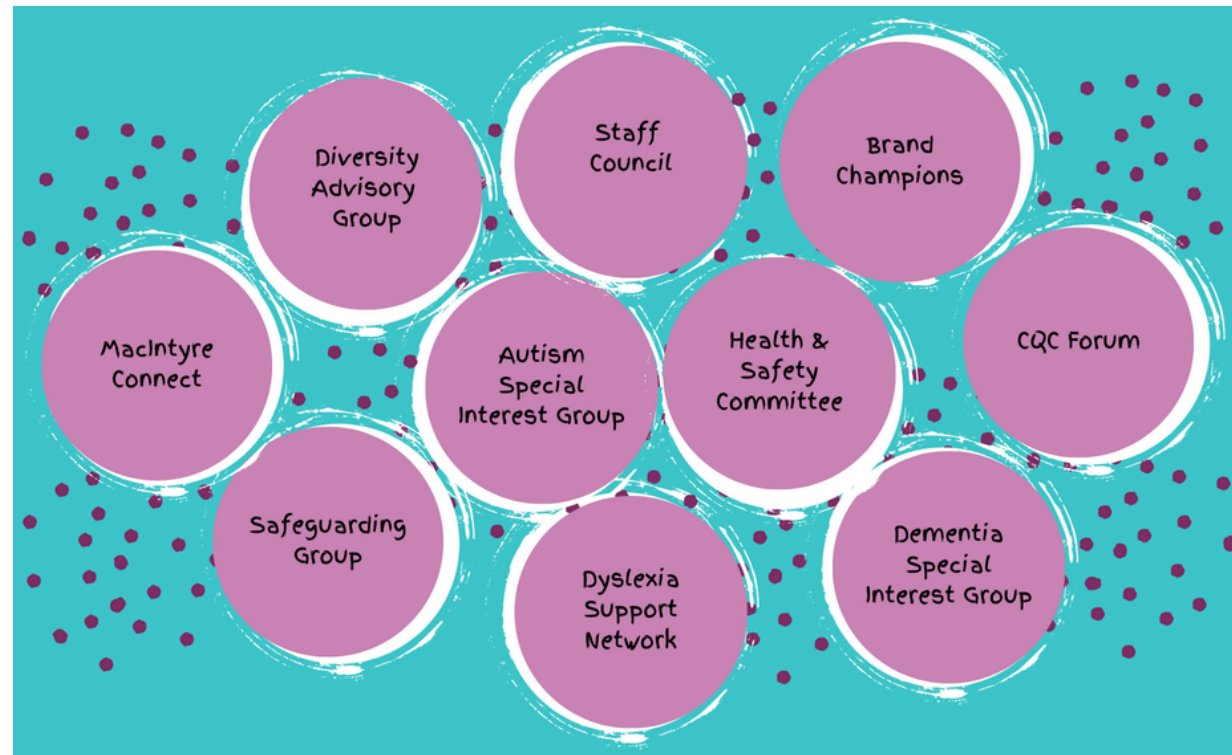
These surveys are in early days; we will draw firmer conclusions in the coming months.

Initial results are encouraging:

- 96.2% felt the initial training helped them feel prepared for their new roles, indicating that the training content and delivery are effective.
- The majority rated their induction experience as "Excellent" or "Very Good."

Staff Networks

These have been developed to represent and support staff, and to build expertise and influence in areas of interest.



Humans of MacIntyre

We publish monthly news items showcasing staff in a variety of roles around MacIntyre. Many stories describe the journeys people have taken around MacIntyre, and all of them display the skills, gifts and passions that make MacIntyre staff so special.



Godwin Goremusando is a Senior Support Worker from Greater Manchester, who was a finalist at the National Learning Disability and Autism Awards, and won the Marjorie Newton Wright Award for Outstanding Frontline Employee. Godwin had a career in forestry in his native Zimbabwe, and after moving to the UK, he found his career in social care when someone told him how easy he is to talk to.



Kate Boyer, Intensive Interaction Facilitator and Mentor at MacIntyre School, Wingrave, had early dreams of becoming a Police Officer which came to nothing because she was too short! A stay in hospital with appendicitis led her into the care sector, which in turn found her into working at a college with autistic young people, and from there to MacIntyre, where she has progressed to her current specialist role.



Pasquale Verdura, Community Teaching Facilitator with No Limits in Milton Keynes, has been with MacIntyre for 27 years! He began his career in the NHS, and joined MacIntyre to support adults. Pasquale worked as part of the MacIntyre catering team, supporting people at events and conferences. After many years he took advantage of the opportunities to move within MacIntyre, and joined our post-16 education team.

www.macintyrecharity.org/careers/humans-of-macintyre

Sustainability

“MacIntyre is committed to lead the sector, offering the very best education, care and support and to achieving excellence in the eyes of the regulators. We understand that to achieve this we need to partner with funders who value innovative options and recognise the true costs of support. We have a long and robust history of strong financial planning, using charitable funds to add value through innovation and projects which do not attract statutory funding. Through ambitious growth plans we extend our support offer, our partnerships and influence.” MacIntyre Strategy 2024-29

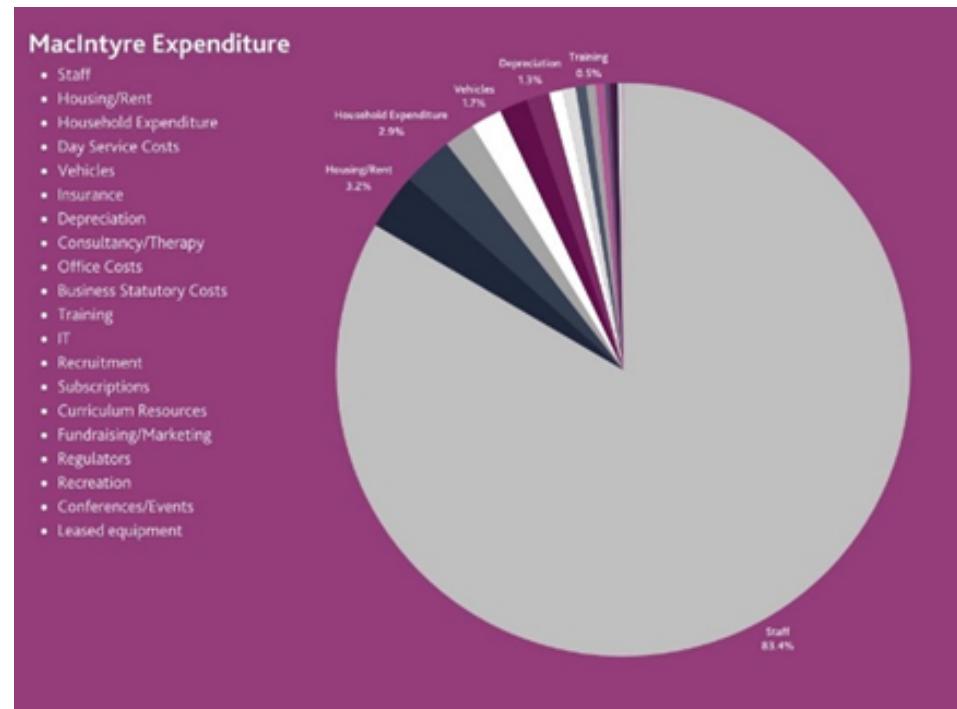
We pride ourselves on the positive relationships that we have with the majority of our funders across our education, children and adult social care contracts.

A considerable time has been spent during the year liaising with our funders to ensure that the funding offered does really cover the cost of the education, care and support that we provide according to a young person's EHCP plan and to the needs of disabled adult as assessed under the Care Act. We are confident about the quality of our provision and open and transparent about the costs.

For the year under review we estimated that our costs increased by an average of 7%, the majority of which we were able to cover through our fee increase negotiations with our funders. We understand the need to ensure that we are as efficient and we can be and to this end we have undertaken a robust review of all of our contracts and ensured that there is viable match between hours commissioned and hours delivered. We are proud that we continue to spend only 5% of our income on our small but efficient central support team.

Following our successful planning with Cranfield University we have fine-tuned our growth plans for the next five years. We have identified the geographical areas where we believe we can make the most difference and are working to ambitious targets.

MacIntyre's most recent audited accounts can be found here: <https://www.macintyrecharity.org/about-us/governance/corporate-documents-financials-and-statements/>



Fundraising enables us to invest in projects that support our strategic objectives and ultimately help us stand out as an innovative not-for-profit education and social care provider.

Funds are allocated to projects that have clear objectives and positive evidence performance through our quality framework cycle. These include:

- The continued development of our DNA and the things that make us different
- Road testing new ways of working/innovation
- Accelerating growth plans
- Strategic partnerships

In 2024 projects have included MacIntyre Great Communities in Warrington; the MacIntyre Dancers; Everyone Everywhere; our work as part of the More Than A Provider collaborative and our work with Social Care Future, Gloriously Ordinary Lives and Community Catalysts.



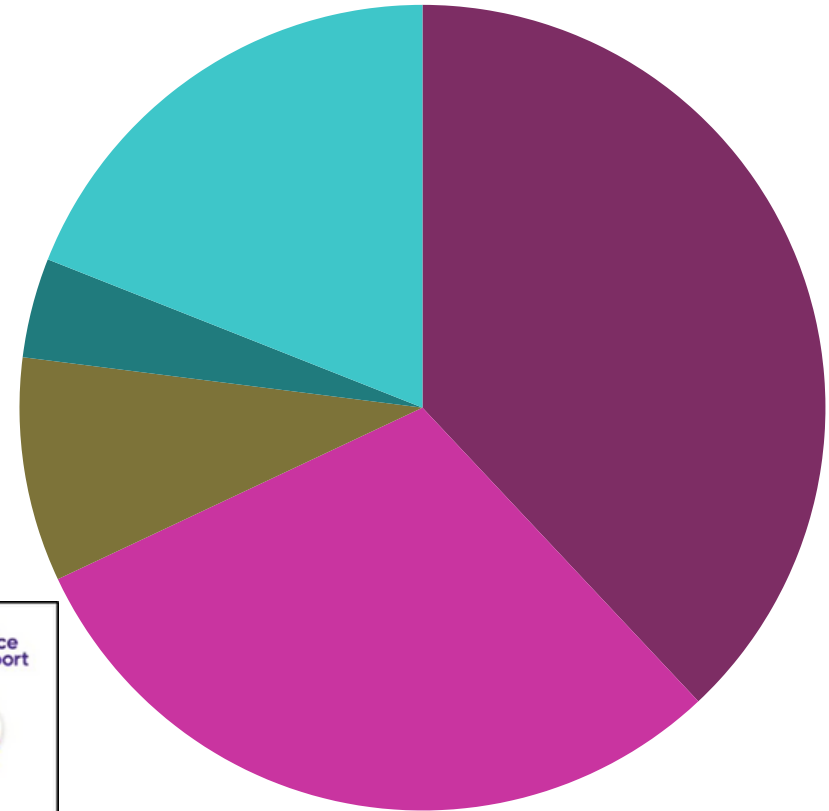
**GLORIOUSLY
ORDINARY
LIVES**

We should like to thank everyone who has supported us this year



Registered with
**FUNDRAISING
REGULATOR**

- Grants
- Events
- Legacies
- Regular Giving
- Unsolicited Gifts



Together we are
#MoreThanAProvider



MacIntyre

Providing support...your way

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