



# MacIntyre

Providing support...your way



## MacIntyre Impact Report 2025

# Welcome to our 2025 Review

Pride and ambition continue to define us at MacIntyre. We remain proud of all that we achieve and proud that the legacy of our founders, Ken and Marjorie Newton Wright, continues to shape who we are and what we do. Being ambitious, particularly during a period of continued challenge across education and social care, remains part of our DNA. We move forward with optimism and determination to ensure that children and young people believe in their potential and are well prepared for adulthood, and that disabled adults drawing on our support live Gloriously Ordinary Lives.

Over the past year, our collective passion, experience, and drive have continued to make these ambitions a reality. In our view far too many children with special educational need are still being excluded from education and too many disabled adults continue to face limited choice and control over their lives. We have deepened our influence over the ongoing reform of specialist education and adult social care across England and Wales. In particular our investment in the More Than a Provider (MTAP) collaboration is bearing fruit. MTAP is a small group of non-profit organisations who have come together to ensure that the voices of people are central to shaping the future of adult social care. For the period under review MTAP commissioned PPL to establish a fair costing tool and developed a new approach to local and connected commissioning – an approach we are calling Building Better Futures. We believe that both programmes will bring security for people drawing on social care, and create a focus on improved outcomes and reform.

Our vision remains that every child with special educational needs will access an education that makes sense to them - in settings that are inclusive, local, and supportive of their individual learning styles. As proud members of the Social Care Future Movement, we continue to share and promote the 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."

In the year under review we strengthened the foundations for our three year strategy — Proud of our Past, Ambitious for the Future (2025–2028) — ensuring that every action we take contributes to meaningful impact for children, young people, their families, and disabled adults. We have embedded our Everyone Everywhere approach to ensure that people drawing on our support are genuine contributors to the inclusivity of the neighbourhoods where they live and to ensure we help to lever the resources and assets that exist in those local areas. We are proud to work alongside so many talented partners, families, colleagues, and people drawing on our support — all of whom share our belief in a fairer and more inclusive future.

As we reflect on the achievements highlighted in this year's report, I want to extend my heartfelt thanks to everyone who continues to make MacIntyre what it is today. In particular I would like to express my appreciation to everyone who shared their story and everyone who has helped us to better understand what true coproduction is. My thanks are extended to every employee who has embraced the Everyone Everywhere approach with enthusiasm and passion.

Together, we will continue to shape a bold and optimistic narrative for specialist education and social care — one rooted in connection, community, and purpose.

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 offers learning, support and care for more than 1,300 children, young people and adults who have a learning disability and/or autistic people.

## Our Vision

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.

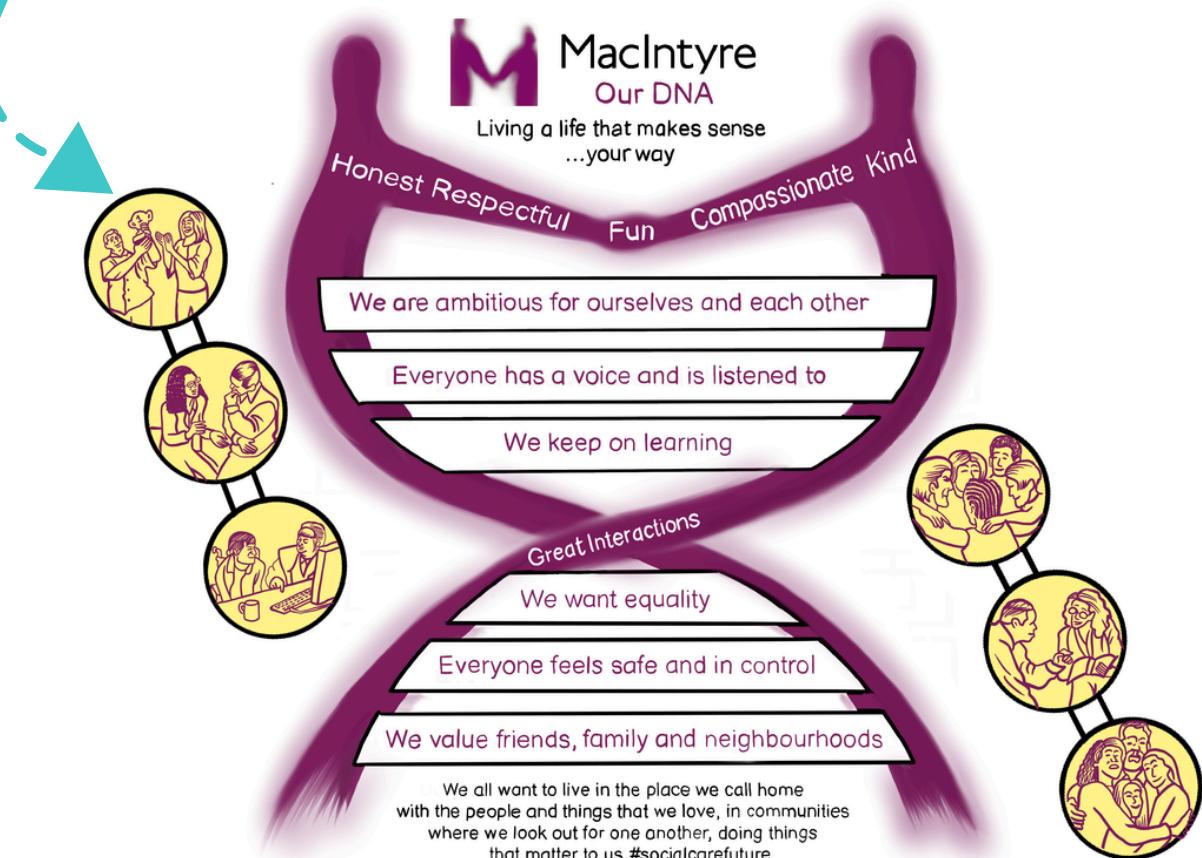
## Our Mission

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



Children, young people and adults draw on the MacIntyre Group's support



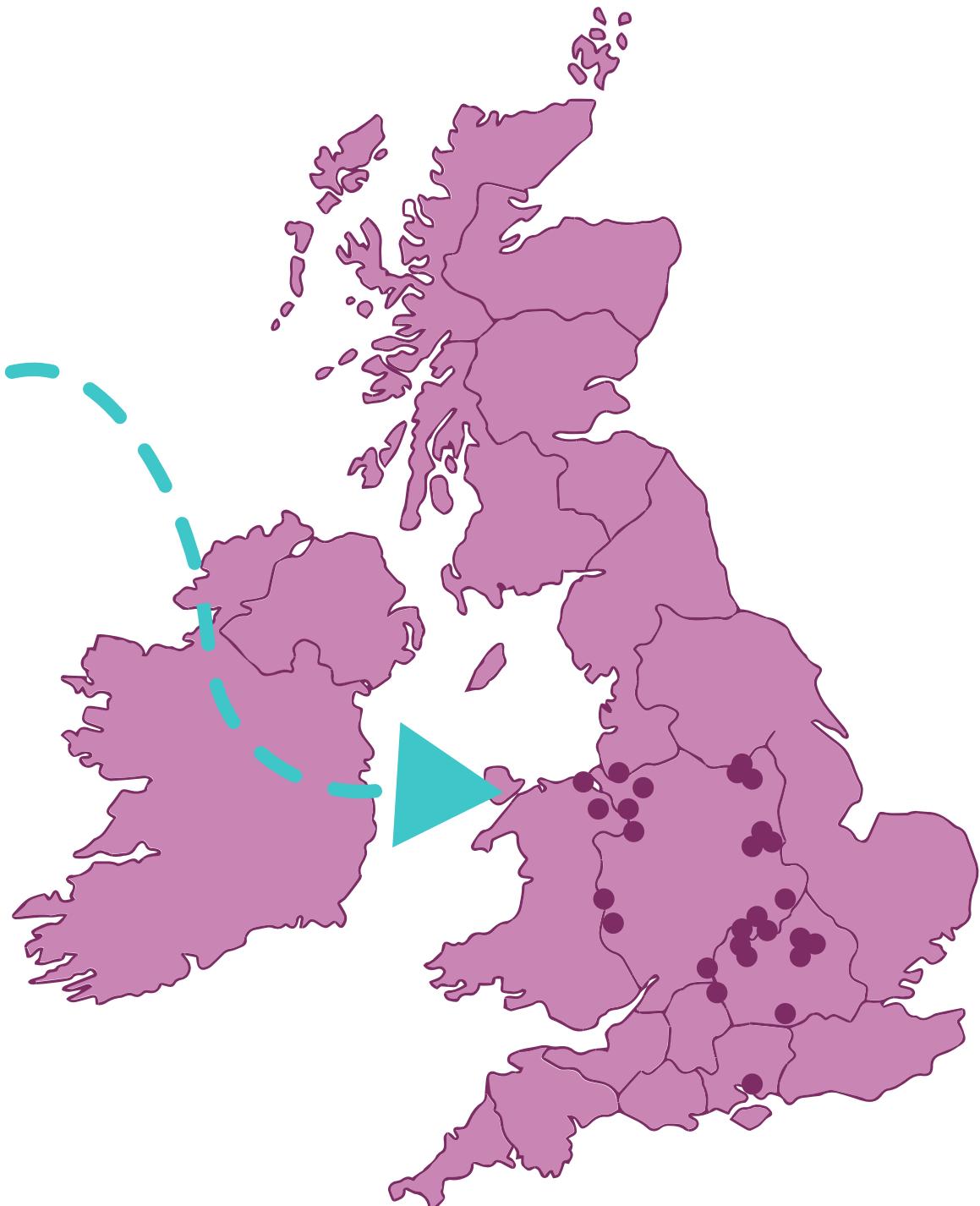
We welcomed 16 children, 63 young people and 55 adults to MacIntyre



We welcomed over 370 new colleagues to MacIntyre



We worked with 69 local and education authorities and ICBs plus self-funders through Direct Payments



# 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. We are 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™ is an approach to support that focuses on real life, not services.

It uses five tests to check what matters most: a home that feels like home, real friendships, family connections, a place in the community, and an ordinary everyday life. Created by Tricia Nicoll, it helps keep support human and grounded in these essentials.

Learn more at:

[www.gloriouslyordinarylives.co.uk](http://www.gloriouslyordinarylives.co.uk)

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.morethanaprovider.org.uk](http://www.morethanaprovider.org.uk)

# More Than a Provider

# Developing and delivering on our objectives

## People who draw on MacIntyre's education and support

"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 2025-29**



### Our Objectives

- All children and young people will have access to curriculums that enable them to maximise their potential and prepare successfully for adult life.
- Our learning environments will be innovative and sensitive to each child and young person's unique learning style.
- 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.



# For Children

MacIntyre offers education, care and support for 44 children aged 10 to 19 at our Independent special school in Buckinghamshire. The MacIntyre Group also includes four Academy schools in Oxfordshire and Warwickshire offering education to a further 289 children.

MacIntyre School was last inspected by Ofsted in February 2024 when it rated the School 'Good' with 'Outstanding' for Personal Development.

MacIntyre offers a therapeutic home environment for up to 30 children and young people across four homes in Bedfordshire, Buckinghamshire and Hertfordshire. Twenty-five of these young people attend our independent special school in Wingrave, Buckinghamshire.

“Through participation in voluntary work in places such as the village café, local garage and community garden, pupils learn to be responsible and thoughtful citizens.

Ofsted, MacIntyre School,  
February 2024

“Staff understand children's health needs, and all children can access a range of therapeutic and specialist support... This means there is no delay in responding to children's presenting needs, and staff benefit from professional expertise to help them increase their understanding of children.

Ofsted, MacIntyre Children's Home in Buckinghamshire,  
June 2025

“Managers are visible and present, and their day-to-day oversight puts them right at the heart of the positive culture apparent within the home. Managers demonstrate excellent leadership and are the foundations of a highly effective team that can continually evidence the positive impact that it has on children's lives.

Ofsted, MacIntyre Children's Home in Buckinghamshire,  
July 2025

“The school's motto, 'Achieve above and beyond', is an intrinsic part of everyday life.

Ofsted, MacIntyre School,  
February 2024



# Innovative and Sensitive Learning Environments



**Our Objective:** Our learning environments will be innovative and sensitive to each child and young person's unique learning style.



**Every child and young person will have access to resources and/or specialist support to enable them to achieve their Education Health and Care Plan (EHCP) outcomes**

When Oscar\* joined MacIntyre School he was very anxious, meaning he regularly left the classroom; found it hard being around other children, and found it difficult to regulate and stay calm. We knew Oscar would need a safe space to retreat to when overwhelmed so we ensured his classroom included a side room which helped him feel safe and adjust to his new environment. Working closely with Oscar's family, MacIntyre's specialist teams and education and residential staff teams ensured a consistent approach to his support.

Since being at MacIntyre School, Oscar's confidence has grown significantly. He gets involved with group activities, interacting with his peers, and enjoys shared activities with a particular friend. His anxiety has reduced and his social skills have grown, he started eating lunch at the group table with others. And, although unconventional, he drinks regularly using his watering can, which he finds comfortable and fun, and doubles up well for water play.

Oscar doesn't use speech to communicate so he started using an electronic Augmentative and Alternative Communication (ACC) device. With the combined support of the class team, his family, and the speech and language therapy team, he has expanded his vocabulary and improved his communication skills and now uses a voice output communication aid (VOCA), giving him a voice.



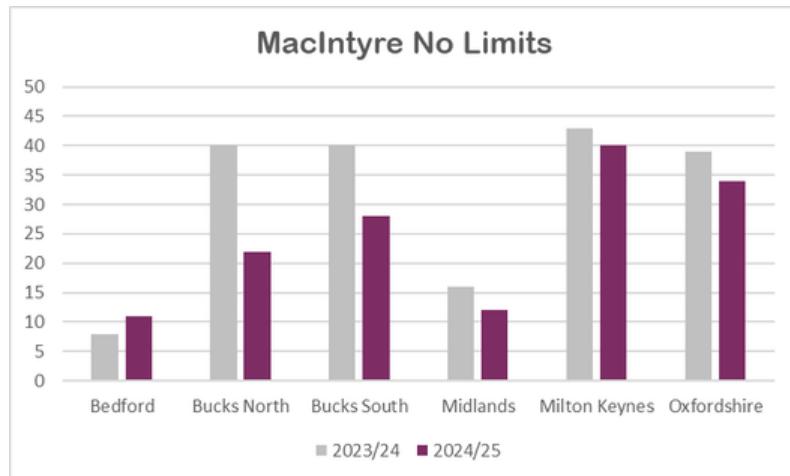
Full story: <https://www.macintyrecharity.org/news-blogs/oscar-finds-his-voice/>

\*Name changed

# For Young People

MacIntyre works 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, Leicestershire, Milton Keynes, Oxfordshire and Warwickshire.

Where college isn't the right fit, we also offer further education programmes of learning through 'No Limits Direct', our fully individualised approach delivered outside of traditional education settings. These are funded by local authorities through EOTAS (Education Other Than At School), and built around what works best for the young person - whether that's learning at home, in the community, or somewhere in between.



“The flexibility and understanding shown by MacIntyre to work directly with the Council has been a huge relief to us and we can see first hand the difference it is making to our son's life.”  
Parent



“Absolutely superb service provided to those learners that would not be otherwise able to access education.”

Partner College Liaison

“It is great to see such a transparent relationship between parents and provider. Support run in this way really meet the needs of the families that we work with and we can trust the approach used by MacIntyre is of excellent quality.”

Local Authority Social Worker

# Maximising Potential and Preparing for Adult Life



**Our Objective:** Children and young people with special educational needs will have access to curriculums that enable them to maximise their potential and prepare successfully for adult life.



**Every child and young person will have access to a personalised curriculum relevant to their long term goals**

At MacIntyre No Limits™ in Buckinghamshire a car wash was set up as part of our drive to promote employability skills for young people with special educational needs, at the same time as providing a service to the local community. The idea for a car wash came from a student, Rob\*. We worked up the idea and Rob then his ideas and worked to get as many of his fellow students involved as possible, showing real leadership skills.

We had made some great connections locally and were delighted to be given space at the local community centre. The Car Wash was a fantastic success! We were so busy we had to turn people away! We raised just over £100 and the students enjoyed it so much they are keen to do it again. They were able to demonstrate their skills for everyone's benefit, and learned a lot at the same time. One of the people whose car we washed is a trustee for the community centre. Together with the community centre manager, they have offered us another date, as our activity helps the centre turn their quiet Fridays into busy ones.

One student said "It was really good to talk with the customers and learn about money, I need to learn my money skills this has really helped me."

The MacIntyre No Limits Curriculum			
	<p>"By the time I leave No Limits I will understand my own mind and body better. I will know more about how to stay safe, happy and healthy."</p>		<p>"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."</p>
	<p>"By the time I leave No Limits I will know my way around my local area. I will feel confident when visiting more people and places."</p>		<p>"By the time I leave No Limits I will have a plan for what comes next in my life. I will have had a say in any decisions about my future."</p>



# Everyone Everywhere

## Being a smashing neighbour!

At MacIntyre's children's home in Bedfordshire the young people wanted see if there was anything they could do to help their neighbours.

Abdul enjoys collecting the glass recycling and taking it to the bottle bank at the local Co-Op. It's noisy dropping the bottles in, but very satisfying. We wondered if this could be something our neighbours would appreciate help with this so Abdul was supported to write a letter to the neighbours offering to collect their recycling. He got some strong boxes and labelled them as glass recycling. He puts these next to the neighbours' bins. Now Abdul goes over to the neighbour's house each week, swaps the full box for an empty one, and takes the full one to the bottle bank.

What Abdul says about the recycling: "Happy, good, take to Co-Op, good helping."

Local Manager Duane says: "Abdul loves nothing more than helping in the kitchen, keeping things clean and tidy and everything in its place. This is one way we are trying to be good neighbours and being visible in our local community!"



## Working with the local library

In Aylesbury, MacIntyre No Limits staff and students are keen to make connections in the local community. This both supports our Post-16 education programme and each student's individual learning path.

When looking for a work experience opportunity, we realised the local library has a sensory room filled with expensive equipment, but with one problem - the library staff did not know how to use the equipment properly so the room was under-used. We knew immediately this was something we could help with so we worked with library staff to get everything going and set up properly. Together, we created a warm and inviting sensory space for library patrons to use. We began to think about how we could take this further and increase the impact on people in the local community.

The answer? A partnership with Aylesbury Library in which we run Seasonal Sensory Sessions. These are aimed at people who have special education needs, but anyone can join in. We use the sensory room and other spaces to host multi-sensory activities and simple crafts. These sessions have proved popular locally, with up to 20 people attending. They have increased both attendance at the library and awareness of MacIntyre and what is possible for autistic people and people with learning disabilities. In turn, it means that No Limits students have gained confidence in being able to make a contribution.

One No Limits learner said: "It is a free session in term time with a seasonal themed event every Monday in the afternoon to help people feel calm. I find that the sensory room works well after a busy and tiring weekend as it has a relaxing element to it."

# 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 2024/25 MacIntyre was commissioned by 69 Councils and ICBs to offer support and care to 752 adults.

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

“  
People were positive about the staff who supported them, and relatives described staff as kind and caring.  
CQC Report, April 2025

“  
One relative said, “this is such a wonderful place to be, our [family member] is so happy there. They have found their home.”  
CQC Report, October 2024

“  
We observed people to be happy and relaxed whilst being supported by the staff team. Relatives described staff as kind and friendly and had noticed a positive difference in their family member's wellbeing over recent months. One relative said, “I am very happy with the support and would not change a thing.”  
CQC Report, April 2025

“  
“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



## Welcoming back a former student

In 2025 MacIntyre welcomed back Daniel, a former student at MacIntyre School, more than 20 years after he'd left. After completing his education with MacIntyre, Daniel lived in Hampshire. Keen to have Daniel closer to their home in Buckinghamshire and recalling how much he had enjoyed his time at the School, Daniel's parents contacted MacIntyre.

“

**When we met Daniel's parents we talked about Daniel and they brought along some pictures of him when he was at MacIntyre School and we discussed how we could support Daniel; Daniel is such a lovely man and we thought that MacIntyre would be a really good fit for him.**

”



We arranged visits and meetings between his parents and the team manager in Milton Keynes. Daniel's parents loved his potential new home, and pushed the local council for MacIntyre to support him. The local manager, Roxanne, visited Daniel during this time to get to know how he liked being supported, and we quickly formed a plan to help him move.

We worked closely with Daniel, his family and his previous support team, who came with Daniel for the first couple of days to help him feel safe and familiar and to make his move as seamless as possible. A few days before the move, Daniel wanted to spend a couple of nights to help him settle, which he loved and he was excited to make the move.

Daniel gets on well with his team and his housemates who have found out how kind and thoughtful Daniel is and how much he looks out for his housemates. On a visit to the Land of Lights he guided one of his housemates, who has problems with their eyesight, around and offered them reassurance when they needed it.

Daniel has been able to pick some of his favourite hobbies up again including going on trains and going to the cinema. Daniel has his own favourite spots in the house including the swing seat in the garden and his very own puzzle table with a comfy chair in the lounge. Daniel is a helpful and considerate man who loves to help around his house.

# Contributing and Connecting



Our Objective: 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.



To improve year on year employment (paid and voluntary) opportunities for people who draw on our support and want to work

Everyone Everywhere



We know that good things happen when we connect with others around us. Our "Everyone Everywhere" approach is about making these connections a more intentional part of each day. So how are we making 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. Every week we've been sharing an Everyone Everywhere stories.

Leah lives in Birkenhead and is supported by MacIntyre. She has been volunteering in a local charity shop for some time and really enjoys it. The charity supports homeless people. Leah sorts through the donations and works on the shop floor. She noticed that the shop closed earlier one day and some of the volunteers stayed on. They prepared and cooked meals to take out that evening to give to people who are sleeping rough. Leah wanted to stay volunteering after the shop closed, she was keen to help with the meal prep, then take meals, clothing, bedding and tents out to the people who needed them.

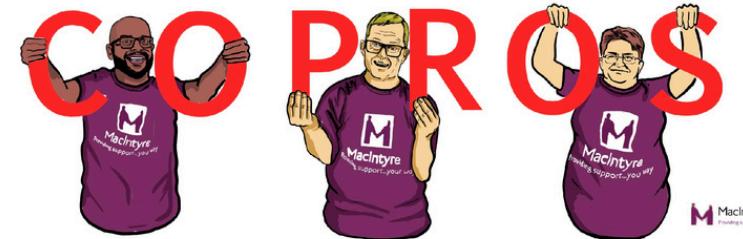
Gifts, skills and passions

We knew that Leah was very social and is a natural communicator – she puts people at ease. But it was amazing to see her in action. She chatted to everyone and everyone was chatting with her. She was giving out dog treats and feeding people's dogs. She gave out jumpers and socks. She and a man who had only one leg really connected over what he was going to do with the other sock in his pair! Leah has a natural curiosity about people. That and her compassion have made people feel warmly welcomed. It's been great for Leah's confidence and her skills. She's never been keen on cooking for one at home but loves the group preparation and cooking for the charity.

Leah says: "I like to help, to give food to homeless people and it makes me feel happy and I like the homeless people to be happy when they get food because they get hungry. I like to give them fresh clothes as theirs can be dirty and smelly and personal items to the women. I like to help them as they have nothing and I can give them stuff and that makes me happy. My mum and dad are proud of what I am doing."



## What's next for People and Communities



**M** MacIntyre  
Providing support...you say

- Everyone drawing on our support will have the opportunity to join a self-advocacy group. Co Pros will then attend Director and Trustee meetings (at least annually) to report on what is working/not working
- Stories from the perspectives of people who live, learn and work at MacIntyre will be shared online monthly
- Every person drawing on our support will contribute to their annual person centred review meeting, leading the course of the meeting where possible and appropriate
- To improve year on year employment (paid and voluntary) opportunities for people who draw on our support and want to work
- Everyone who draws on our support will have connections, friendships and relationships with people who are not paid by MacIntyre, evidenced through their completed Everyone Everywhere profile document
- Everyone who draws on our support (who is eligible to vote) will have the right support to do so in a meaningful way to them, both in local and national elections
- Every child and young person educated by / living with MacIntyre will have a personalised transition plan in place throughout their placement
- Every child and young person will have access to a personalised curriculum relevant to their long term goals
- Every child and young person will have access to resources and/or specialist support to enable them to achieve their EHCP outcomes.

# Developing and delivering on our objectives

## Best Practice

"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 2025-29**



### Our Objectives

- To provide innovative, best practice support that leads the way in improving outcomes, so children and young people believe in their potential, are prepared for adult life and that everyone lives a gloriously ordinary lives.
- To consistently see our DNA and Leadership DNA in action.
- To learn from, and work with, people with lived experience and others who share our ambitions to shape what we do and how we do it.
- Children and young people drawing on our education and children social care will learn and live in environments that reach the highest accolade with Ofsted
- People accessing adult social care will do so in environments and with support that reach the highest accolade with CQC and/or CIW
- We will ensure that we are compliant at all times to other stakeholders to whom we have accountability (for example commissioners, Charity Commission, HSE)
- To continuously self-assess, reflect and embed any learning which increases our ability to achieve the above
- To promote good Safeguarding Governance across the organisation.



# Compliance and Safeguarding

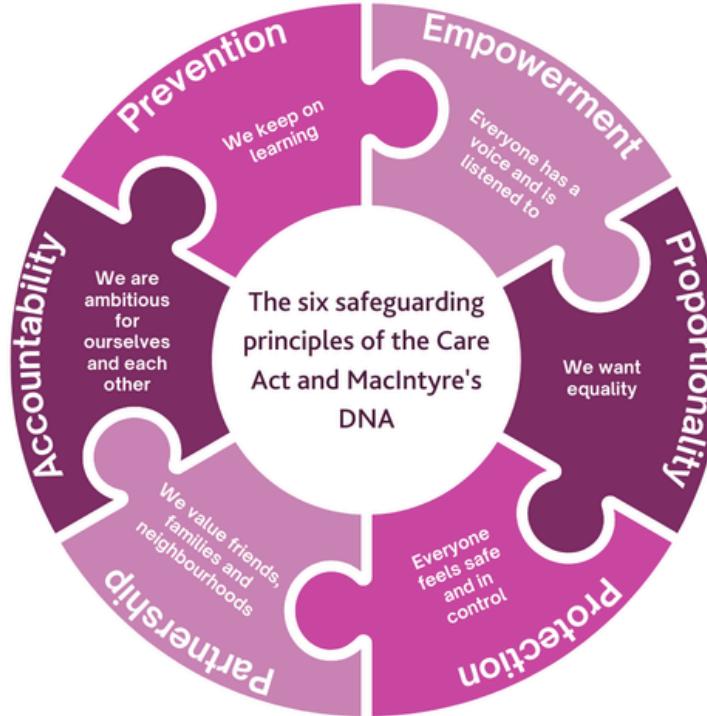
We are committed to evidencing compliance in all that we do. We encourage openness and transparency in everything we do and aim to be assessed as outstanding over time with our regulators.

## Regulation Facts & Figures:

MacIntyre has 22 CQC, 1 CIW, and 5 Ofsted registered locations.

80% of Ofsted locations rated Good

91% of CQC and CIW locations which have been inspected are rated Good or Outstanding



The annual survey of people who draw on support was undertaken in Autumn 2025. Results will be available to our regulators and commissioners

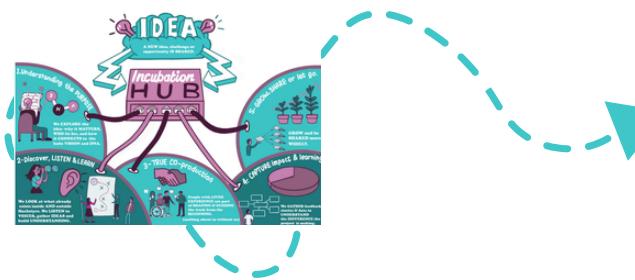
## What's next

- To identify, monitor and report quarterly on risk to the people who draw on support and MacIntyre resulting from non-compliance with legislator regulations, policy and process.
- Every provision will have a current development plan (SAR/SEF/CQC/CIW) that sets out their evidence for achieving outstanding regulatory results.



# Best Practice

During the year under review we have introduced a new way of working in our Best Practice team - the Innovation Hub. The Hub will be commissioned to undertake specific projects identified by MacIntyre, identify the barriers and solutions and then hand over to the operational teams for delivery.



The first Innovation Hub project is Coproduction and Self-advocacy.



The monthly Sui-Ling Shows and MacIntyre Podcasts have continued through the year with a wide variety of interviewees.



MacIntyre's Autism Special Interest and Dementia Special Interest Groups have continued to meet through the year with a range of expert speakers delivering sessions to both MacIntyre and external audiences.



## What's next

- Year on year the number of people who leave secure accommodation will increase.
- Our specialist models of support will lead to more people year on year receiving an early diagnosis of health issues including dementia.
- Every child and adult drawing on support will have access to the same level of health checks and health services as the "general population". This will be evidenced through their Personalised health plan.
- In 2025 we will introduce a quality framework that reflects our DNA and evidences values in action.

# Developing and delivering on our objectives

## Workforce

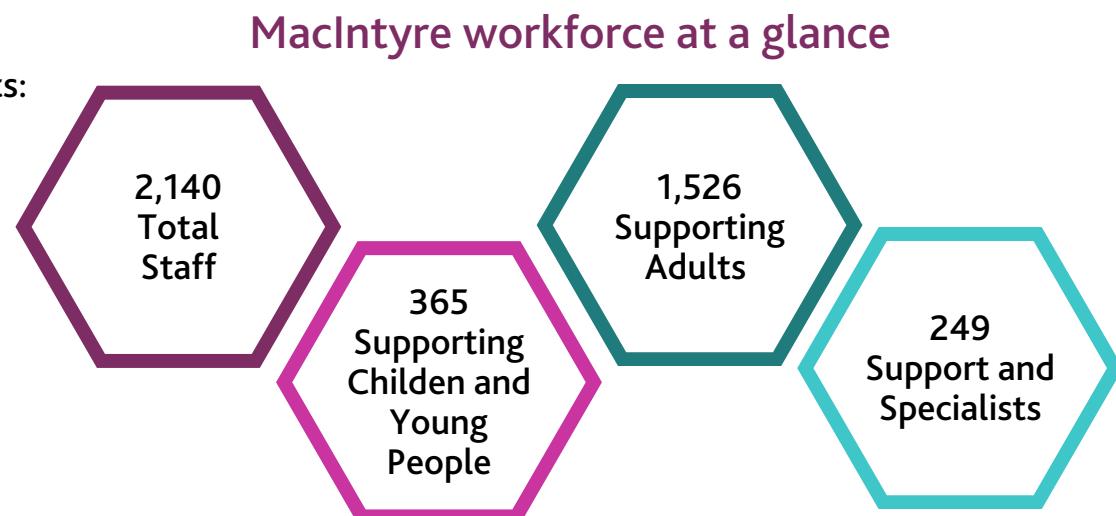
"MacIntyre prides itself in aspiring to be the very best we can be. We understand that it is our practice (what we do and how we do it) that makes a real difference to the quality of education, care and support that we can offer. We want everyone connecting to us to have access to education and support that is ambitious, progressive and ultimately makes sense to each person." **MacIntyre Strategy 2025-29**

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 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.

MacIntyre's Workforce Strategy focusses on four key elements:

- Recruitment and Retention
- Learning & Development
- Well-being
- Career Pathways



### Our Objectives

- For MacIntyre to be known as one of the best employers in special education, children and adult social care in the UK
- MacIntyre is committed to ensuring that the highest standards of care, support and education are achieved through our engaged and highly skilled workforce. Our recently refreshed Workforce Strategy 2024 & Beyond, contains more detail on our intentions.

## Recruitment and Retention

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.

### Critical Success Factors 2025

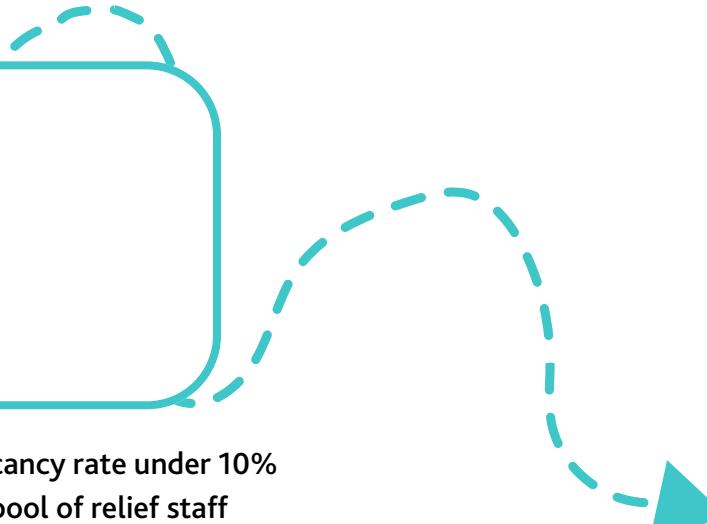
- Reduce Vacancies below 7%
- Enhanced Candidate Journey
- Reducing Agency Spend by 20%
- Digital Dashboard & Data
- Relief Pool Growth (+8%)
- Retention & Turnover (under 15%)

- 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.



### What's next

By the end of the 2025-26 financial year, we will be able to evidence the involvement of people who draw on our support in 100% of our recruitment to operational roles, ensuring that recruitment activity is meaningful and values led.



- Vacancy levels - average reduced to 7.1%
- Agency spend - reduced by 16%
- Turnover - average 19.4
- Relief Staff - number of relief hours increased slightly across the board
- Turnover - average 19.4%



# Learning & Development

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.

## Induction

Over 370 new colleagues joined in the last financial year, of which 70% 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.

## eLearning

During the year 19,474 eModules were completed (24,540 in 2023/2024), an average of 12.9 per person (12.48 in 2023/2024). The reduction in the eModule completions is following a review of the current eModules offered against usage data and local mandatory training requirements to make cost efficiencies across the organisation.



### What's next

- By the end of the 2025-26 financial year, 75% of our employees will have completed their mandatory training.
- We will improve year on year to ensure over 90% of employees complete mandatory training by the end of 2027 and our staff survey results will evidence employees value the training / career programme.

“ Brilliant course, intriguing and makes you realise what a good job we are all doing! ”

“ Excellent induction, I learnt all about MacIntyre's DNA and felt very welcomed into the organisation. ”



# Wellbeing

We take the wellbeing of all colleagues seriously and have endeavoured to make this a priority during the year under review.

## What's happened

- Launch of the Welcome Packs for all new starters
- 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.
- The bi-annual Staff Survey conducted in March provided useful pointers about how we might improve staff wellbeing and communication.
- The monthly Employee of the Month awards continue to recognise the everyday extraordinary individual employees
- The annual staff Marjorie Newton Wright staff awards celebrated individuals and teams from across the organisation

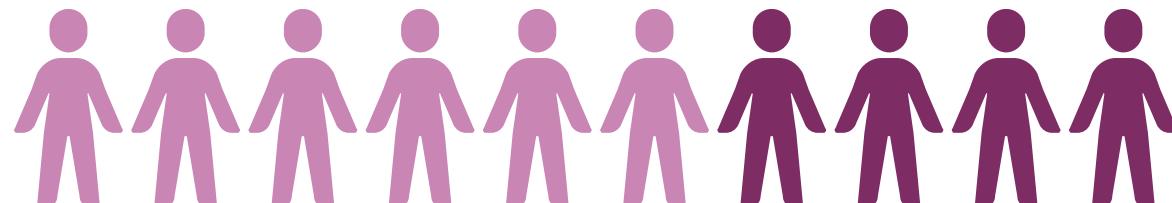


## What's next

In 2025, we will develop and deliver a staff wellbeing strategy that supports our approach to Inclusion, Diversity, Equality and Accessibility (IDEA), Staff Wellbeing and Employee Voice. This strategy will inform the work of the Diversity Advisory Group, Staff Council and other staff networks with the key aim of fostering a positive, inclusive, and supportive work environment where every employee feels valued and empowered to live our DNA.

## MacIntyre Staff Benefits include

Employee Assistance Programme: MEPlus 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



## Career Pathways

Succession planning is the process of identifying and developing potential future colleagues, leaders and senior managers, as well as individuals, to fill business-critical roles. The aim is to be able to fill key roles effectively if a current employee leaves the organisation.

While some jobs in MacIntyre will always require specialists, there's a growing focus on identifying groups of jobs and developing potential successors for a variety of roles. The aim is to develop talented people, each one of whom is adaptable and capable of filling a variety of roles. Whilst we look to attract highly-talented individuals from outside the organisation for specialist or senior positions, there is also a high desire to promote widely from our home-grown talent pool.

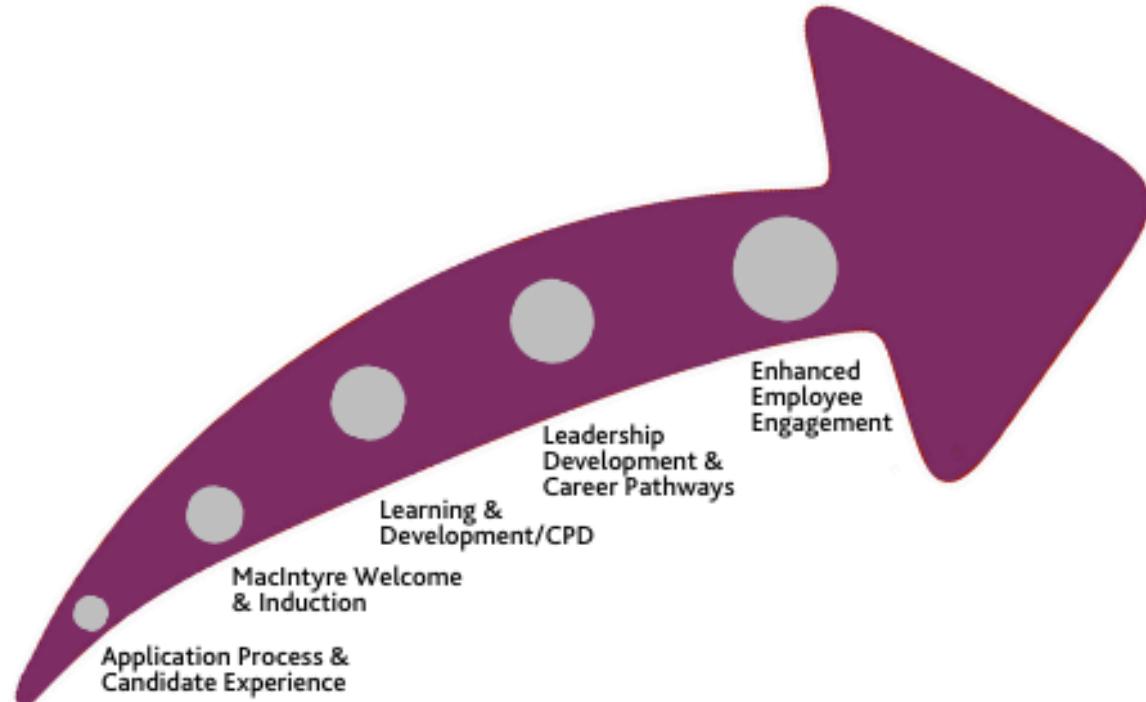
The Learning and Development team will conduct training needs analysis, including a review our current leadership and CPD offer, in order to understand what professional development and qualifications colleagues require most in order to support their career aspirations. We are keen to highlight to all staff, that career progression is not limited to a particular division or indeed only vertical in nature.

Over the coming two years, we will share material, including career progression case studies; visual career pathways within MacIntyre and other material to inspire and encourage colleagues to consider a long a varied career within MacIntyre.



### What's next

By the end of the 2025-26 financial year, 90% of employees responding to our staff survey will rate their welcome to MacIntyre and induction experience as excellent with all employees having access to training that supports the delivery of excellent care & support; regulatory compliance; people management, as well as career progression.



## Humans of MacIntyre

Kirsty joined MacIntyre in September 2024 and tells us about her experience in her first year as a Learning Support Assistant.



### What did you do before joining MacIntyre?

I've been in retail and in e-commerce. I worked at Argos head office on production of their famous catalogues. I'm a qualified beauty therapist and at one point I had my own business. Lots of things. And of course I have the big job of being mum to my two lovely children!

I stumbled across MacIntyre's advert, and there was something about the way it was worded that made me think 'I can do this'. Although I'd never worked in education before, the advert referred to transferable skills, especially around building relationships. I realised it could be a great fit. So I went ahead and I'm so glad I did.

### What training have you had so far?

All the normal practical day-to-day things you would expect like manual handling, safe medication, fire safety, epilepsy awareness etc. But there's a lot of training around positive behaviour support, we've done play therapy training (which was great fun), and I'm finding our approach using Intensive Interaction hugely helpful. The ability to build relationships with children, to get to know them and help them learn is incredible. To know you're making an impact which will last throughout someone's life. The techniques I've learned help me in my personal life as well, with my own children and other relationships.

### So what would a typical day look like?

Our days vary and aren't always in the classroom. Each child gets a lot of individual attention. We have a variety of group and single activities, tailored to each young person's individual curriculum. When the school day ends we spend time reviewing the day and making plans for the next day.

### What do you enjoy most about the job?

Working with the children. Seeing them grow and develop. Building relationships with them. And I have a brilliant bunch of colleagues. We work closely together, we understand each other and we learn from each other; we're all working with the same end in mind: to give every single child the very best education, ready for their adult lives.

# Developing and delivering on our objectives

## Sustainability

"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 2025-29**

### Our Objectives

- To ensure we have a portfolio of support for adults with every contract that has sufficient funding to cover the true cost of delivery
- Execute our ambitious adult social care growth plan
- That our education offer at our independent school is extended to young people funded by partners in the local areas such as Bedfordshire, Buckinghamshire, Hertfordshire and Milton Keynes, meeting the needs of individual students in a value for money model
- Expand our Further Education offer in partnership with mainstream colleges and through alternative provision to ensure students with autism and learning disabilities are not excluded from further education funded through the funding streams open to all young people aged 16-25
- Through charitable funders undertake project work to ensure the social care sector and education sector supporting those individuals who have disabilities are continually reviewing and improving issues that are important
- Manage and govern our organisation in an efficient and effective way to ensure we maximise the resources available for direct service costs and maintain a sector leading management overspend of less than 10%
- To ensure we have sustainable practices from an Environmental, Social, Governance (ESG) perspective
- Through all of the above ensure a securing an overall organisational performance that is financially sustainable for a long term future.

# 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 2025-29**

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.

Following the budget announcements in 2024/25, we have taken steps to offset the additional costs through

- securing fee increases
- savings and efficiencies
- growth

The actions we are taking have ensured the stability of the charity, while not compromising on the quality of the education, support and care that we offer.



## What's next

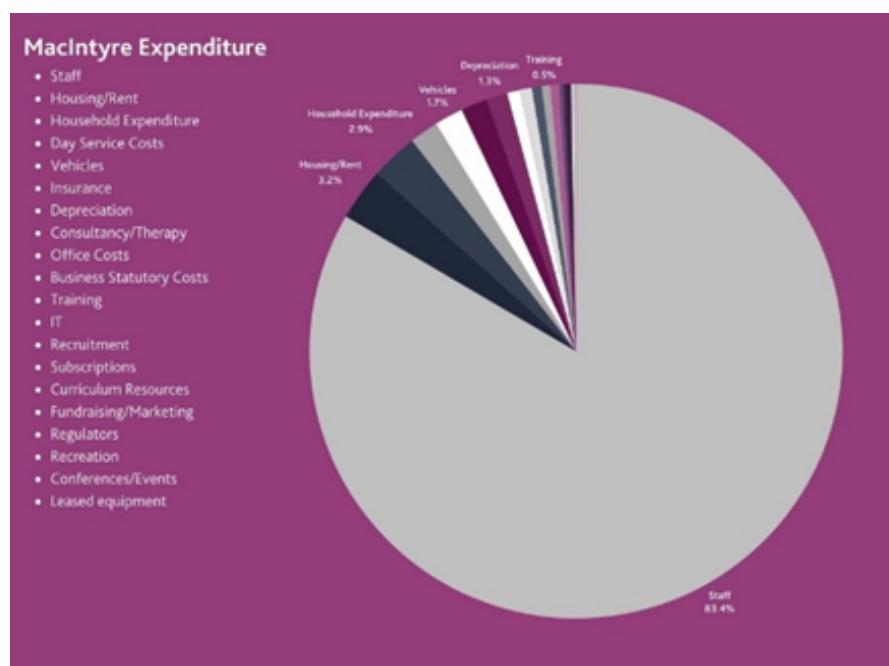
- We will ensure every cost centre makes its budgeted contribution within 5%
- We will meet our annual growth targets in accordance with the Adult Social Care, CYP and No Limits growth plans
- We will provide market analysis in all existing, and potential growth, areas
- We will produce an ESG plan with realistic measurable targets that will be reviewed annually
- We will ensure the organisational risk register is updated annually

MacIntyre's most recent audited accounts can be found here:

<https://www.macintyrecharity.org/about-us/governance/corporate-documents-financials-and-statements/>

## MacIntyre Expenditure

- Staff
- Housing/Rent
- Household Expenditure
- Day Service Costs
- Vehicles
- Insurance
- Depreciation
- Consultancy/Therapy
- Office Costs
- Business Statutory Costs
- Training
- IT
- Recruitment
- Subscriptions
- Curriculum Resources
- Fundraising/Marketing
- Regulators
- Recreation
- Conferences/Events
- Leased equipment



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 2025 projects have included

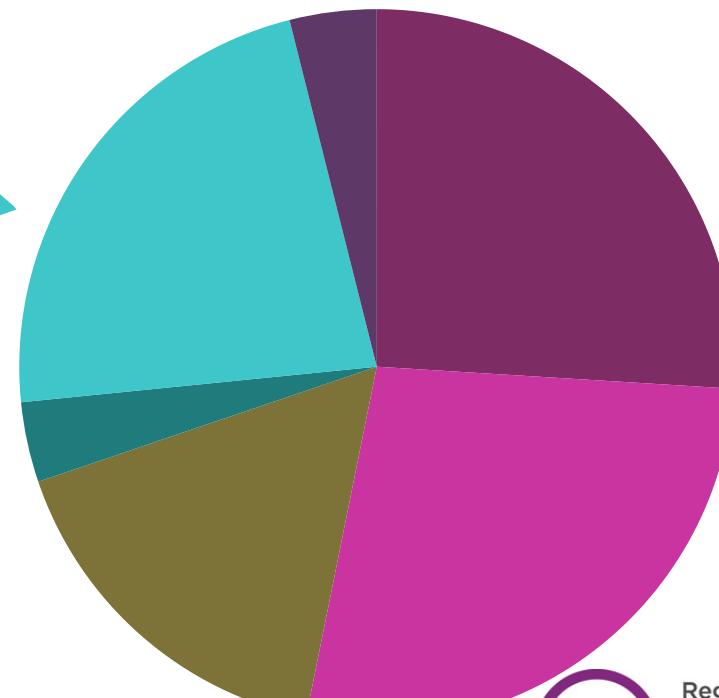
- Everyone Everywhere
- MacIntyre Great Communities in Warrington
- Our work as part of the More Than A Provider collaborative
- Our work with Social Care Future, Gloriously Ordinary Lives and Community Catalysts



**What's next**  
We will raise more charitable income than spent on charitable project delivery per annum



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





# MacIntyre

Providing support...your way

MacIntyre

Central Office: Seebeck House, 1 Seebeck Place, Knowlhill

Milton Keynes

Buckinghamshire

MK5 8FR

01908 230100

[hello@macintyrecharity.org](mailto:hello@macintyrecharity.org)

[www.macintyrecharity.org](http://www.macintyrecharity.org)

Social Media @MeetMacIntyre



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