People, Purpose, Possibilities

MacIntyre Impact Report 2025-26



MacIntyre

Providing support...your way

Contents

MacIntyre
Providing support...your way

Chapter		Page
1	About MacIntyre	4
2	How MacIntyre creates impact	5
3	Children and young people fulfil their limitless potential	6
4	People live gloriously ordinary lives	11
5	Communities are stronger, more connected, and more inclusive	16
6	Society recognises and values the places of disabled people	19
7	MacIntyre is a fulfilling place to work	20
8	MacIntyre is financially sustainable	22
9	Progress towards our long term impact	24

Introduction

MacIntyre
Providing support...your way

As we celebrate our 60th year, we remain immensely 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 how we work. Their vision remains embedded in our DNA and inspires our commitment to ensuring that disabled children, young people and adults live lives that make sense to them.

At MacIntyre, our vision is simple but ambitious: for all disabled people to live gloriously ordinary lives, making choices about their futures, building meaningful relationships, and contributing their gifts, skills and passions within their local communities. We believe that people thrive when they have choice, voice and control, when they feel healthy and safe, and when they experience genuine connection and belonging. These principles underpin everything we do and are at the heart of the impact we seek to create.

The past year has been one of both achievement and challenge across specialist education and social care. Throughout this period, we have remained focused on delivering high-quality, person-centred support and learning opportunities that build on the strengths, aspirations and potential of every person. Whether supporting a young person to prepare for adulthood on their own terms or enabling an adult to strengthen their independence and community connections, our purpose is always to start with what matters most to the person.

Through our education, care and support services, our community participation and advocacy work, and our investment in quality, workforce development and organisational sustainability, we seek to create outcomes that matter to people and families. We support people to build meaningful relationships and community connections, experience greater health and wellbeing, exercise choice and control, and pursue opportunities that help them live rich and fulfilling lives. For children and young people, this means developing the skills, confidence and opportunities needed to fulfil their limitless potential and prepare for adulthood.

We also recognise that our impact extends beyond the people who draw on our support. Through partnership, co-production, advocacy and sharing good practice, we seek to strengthen communities, influence policy and practice, and contribute to a future in which disabled people are recognised, valued and included. We want to play our part in creating communities that are stronger, more connected and more inclusive, while helping to shape a social care and education system that delivers better outcomes for future generations.

This Report reflects a significant step forward in how we understand, measure and communicate our impact. As we mark our 60th anniversary, we are placing greater emphasis on listening to the voices of people who draw on our support, their families and our colleagues. We are strengthening the evidence we collect and introducing new measures and benchmarks that enable us to better understand the difference we make and track our progress over time.

This is the beginning of an important journey. Through these pages, we share not only what we have achieved, but also the change we help create: disabled people living gloriously ordinary lives, children and young people realising their potential, communities becoming more inclusive, and society increasingly recognising the value, contribution and rights of disabled people.



Sarah Burslem
CEO

About MacIntyre

MacIntyre
Providing support...your way

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 1,000 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

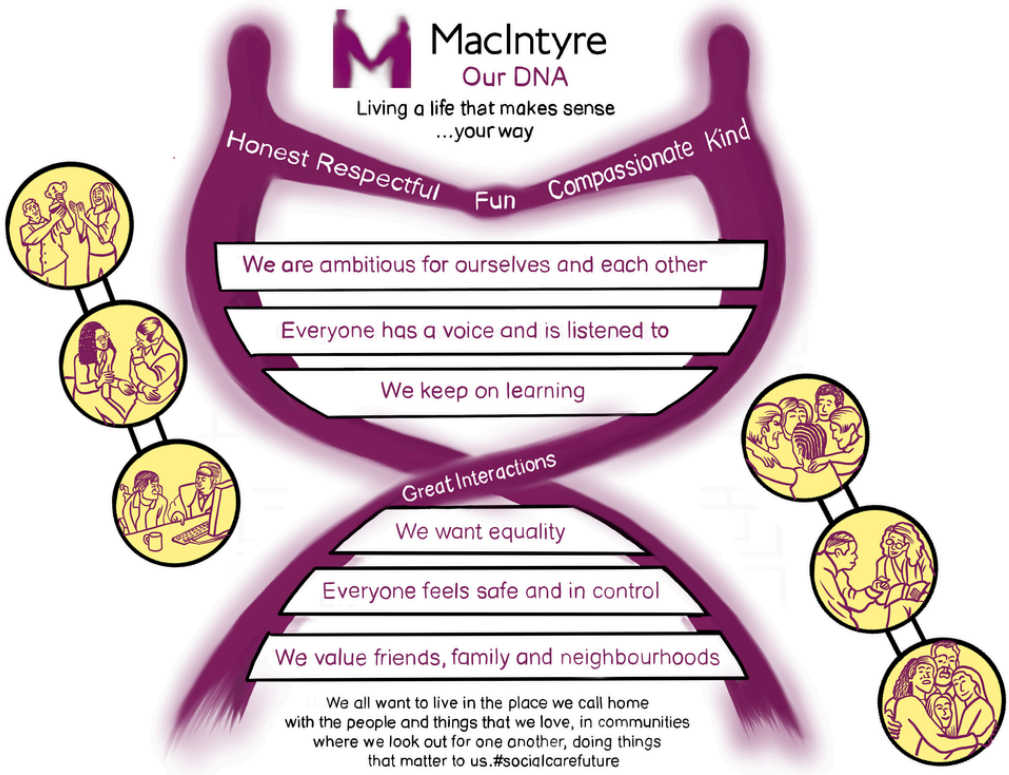
We will support a sense of wellbeing through a celebration of each person's unique gifts, talents and contributions, the quality of our relationships and ensuring the promotion of real opportunities to connect with others.

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





How MacIntyre creates impact

MacIntyre
Providing support...your way

This past year at MacIntyre has been about strengthening our focus on impact measurement so we can better understand and demonstrate the difference our work makes in people's lives.

MacIntyre's work spans education, care, community participation and advocacy. Developing a shared Theory of Change has helped us show how these activities lead to outputs, the outcomes experienced by people who draw on our support and the longer-term societal change we aim to contribute to.

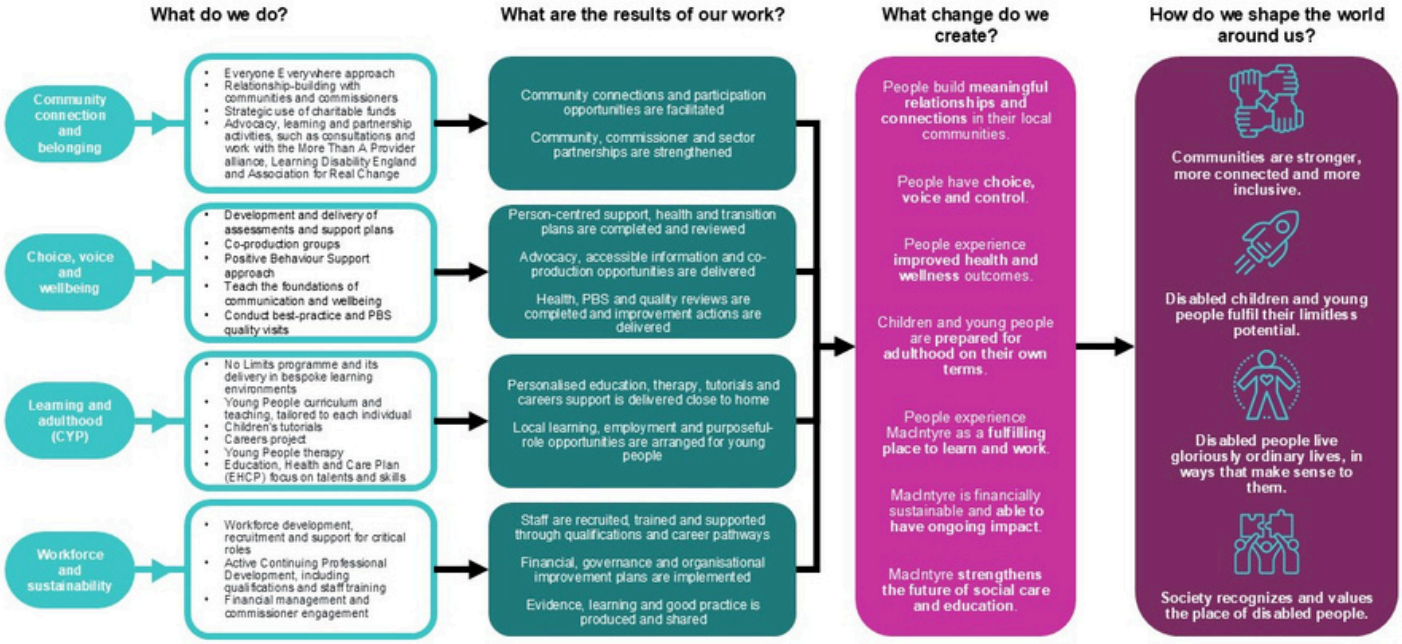
While our Theory of Change helps us define and communicate what we do, our new quality framework – and its principles of Purpose, Connection and Wellness – guide how support is provided, helping ensure that the work behind the Theory of Change reflects what matters to each person drawing on our support. Similarly, the MacIntyre DNA – our shared values and principles – helps bring the Theory of Change to life in how we work in everyday practice.

MacIntyre's Quality Framework



Combined, our Theory of Change, quality framework, and DNA give us a practical framework for agreeing what matters to measure, whose experiences to hear and what evidence to collect. The following impact report is our endeavour to bring MacIntyre's refreshed impact measurement approach to life, and it structures our look back over the past year by the statements that reflect how we want to shape the world around us.

MacIntyre's Theory of Change



Looking Forward

Over the coming year, we will embed our new Quality Framework and further develop our approach to measuring these outcomes, ensuring that we can evidence the impact of our support more effectively and demonstrate how people's lives are changing over time.

Children and young people fulfil their limitless potential

MacIntyre
Providing support...your way

At MacIntyre, no two young people have the same experience. We design a bespoke curriculum and nurturing sense of home around each child or young person, because everyone deserves an education and home environment built for who they are, not one they have to fit into. It's an investment we make with pride, and it's what sets us apart.

We support disabled children and young people to fulfil their limitless potential in the following ways:

- MacIntyre School and Children's Homes, and the holistic therapeutic approach used by staff
- No Limits post-16 personalised, community-based education offer

Supporting children and young people: year in review

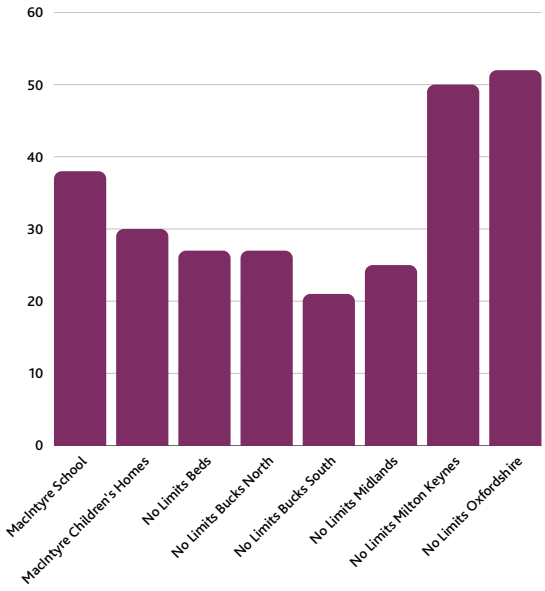
In the past year we have been working to strengthen the evidence we collect to understand and demonstrate the impact of our support. Our aim is:

Children and young people are prepared for adulthood on their own terms.

2025/26 outcomes

100% Person-centred support plan	**100%** Personalised curriculum	**95.1%** Learners supported within 30 minutes of home
100% Personalised learning, independence or preparation for adulthood goals	**88%** Accessed work experience, employment, volunteering or purposeful roles	**91.4%** Average school attendance

Number of children and young people at MacIntyre School, Children's Homes and No Limits

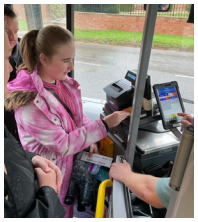














MacIntyre
Providing support...your way

MacIntyre School and Children's Homes

Children and young people living and learning at MacIntyre School and Children's Homes benefit from a waking day curriculum during which they can engage in stimulating learning opportunities. We aim for students to develop above and beyond expectations so that they can enter the adult world equipped to make meaningful choices and to be a part of the community in which they live.

This past year, the focus at MacIntyre School has been on restructuring the careers curriculum in line with Department for Education guidance to ensure that disabled children and young people are provided with valuable opportunities to pursue employment.

We are proud of our team of highly skilled therapists who provide specialist support in ways and at a time that make sense to each young person. Our therapeutic approach is rooted in exceptional relationships and Great Interactions™, providing high-quality therapy with compassion and dignity. The Health and Therapy team works collaboratively to support the health, wellbeing, and learning of our young people. The team provides essential assessments, 1:1 therapy sessions, advice, coaching, mentoring, and training to all staff and young people, fostering a therapeutic environment where interventions can be confidently and knowledgeably implemented.

Our therapeutic approach journey: Intensive Interaction



Intensive Interaction is a person-centred communication approach that directly promotes social inclusion and communication, regardless of age. Adopted by MacIntyre in 2016, Intensive Interaction is now embedded within MacIntyre's whole therapeutic approach for children and young people: it is included in each person's profile and plan; it falls within our positive behaviour support framework, and it fits in the core of MacIntyre's DNA.

From 13 Competent Practitioners in our first year, we now have 106 who have attained this level. It is a requirement for all staff across our school and children's homes to attend Intensive Interaction training, attain their Competent Practitioner status, and then renew that award annually.

For many of the young people we support, Intensive Interaction is not just an approach, it is a way of life. One young person who could only tolerate being around others from the safety of the confined corner of the room now sits on the sofa and moves to one side, with a gesture of social intention for somebody to join them.

95.5%	97%	31	82%
Average attendance at school	Children attained an academic accreditation	Young people supported with work experience	Young people accessing employment, volunteering, or purposeful roles

MacIntyre
Providing support...your way

Case study – MacIntyre's therapeutic approach in action

Matthew attends MacIntyre School. When he joined, small changes in the day could sometimes feel overwhelming for him - moving from one activity to the next, walking into a different room or not knowing what was coming next could leave him feeling anxious. In those moments, finding the words to explain how he felt wasn't always easy.

Over time, the team around Matthew have built a shared understanding of what helps.

Speech and language therapists have supported him to find words for how he's feeling, making it easier to ask for help, or look for reassurance, if needed.

Positive Behaviour Support has helped everyone understand what might make a situation feel difficult for Matthew and how predictable routines can help him feel safe. The therapy team has also worked with Matthew on a sensory routine that helps him settle into activities, while Intensive Interaction gives him space to pause, connect and reset during those quieter moments between one activity and the next.

Together, they help create a consistent experience for Matthew, wherever he is and whoever he's with.

Today, Matthew is spending more time doing the things he enjoys. He happily joins in with cooking, swimming and gardening, and spends more time with his friends and the people who know him well. As the people around Matthew continue to learn what works best for him, he's finding more confidence to explore, communicate and enjoy each day in his own way.

MacIntyre School and the four Children's Homes are all rated Good with Ofsted. What our regulators said in their most recent reports:

"Staff use their knowledge of children's individual interests, strengths and preferences to plan activities that are meaningful and enjoyable and promote positive experiences. Children benefit from a wide range of opportunities both in and out of the home, including day trips, holidays and access to recreational equipment such as a trampoline, paddling pool, outdoor gym and basketball hoop. Staff also encourage and support children to develop age-appropriate independence skills, helping them to build confidence and prepare for the future."
Hertfordshire Children's Home, July 2026

"Staff carefully adapt the school's curriculum around each pupil's personal learning goals, their individual starting points and their education, health and care (EHC) plan targets. In the sixth form, students benefit from a personalised vocational curriculum that prepares them well for supported routes into employment and adulthood."
MacIntyre School, February 2024

"Staff respond sensitively when children struggle to manage their feelings and behaviour, and children's plans reflect a range of well-informed strategies that staff use to help children to settle and feel safe. One parent said, 'My child has formed wonderful and special bonds with many staff members, and I think this has a lot to do with the caring and empathetic nature of their support workers.'"
Buckinghamshire Children's Home, July 2025

MacIntyre
Providing support...your way

MacIntyre's Everyone Everywhere approach (see page 16) resonates with children and young people as they forge friendships and connections that enrich their childhood and teenage experiences and enrich their plans for the future.

MacIntyre School in action: Pause and reflect with Pigeon Class

Pupils in Pigeon Class have been reflecting on what it means to be connected to their local community. Over the past year they've discovered that being part of a community isn't just about where you live, it's about relationships and contribution; being recognised and greeted has helped young people feel a sense of belonging.

Pupils have also found lots of ways to give back: they help keep the village looking its best through litter-picking; support local events and businesses; lend a hand at the church with cleaning and decorating the Christmas tree. Pupils have recognised that community is built through small everyday actions: helping others, getting involved and taking an interest in the people and places around them.

Read the full story here: Pause and reflect with Pigeon Class | MacIntyre

MacIntyre No Limits

MacIntyre No Limits™ offers a real alternative to traditional college based further education for young people leaving school. The No Limits curriculum is bespoke and the delivery of the learning programmes happens in community based places that make sense to each young person. This personalised and alternative approach enables young people to build independence, confidence and lasting skills within their own communities.

Each learner's No Limits curriculum is built to support their development to become a confident adult in the place where they live and work. The curriculum prepares learners for adulthood through four areas of focus:

- All About Me: communication, health, wellbeing, safety and understanding oneself.
- At Home: independent-living skills and greater control over one's home environment.
- In My Community: travelling, accessing local places, participating in community life and knowing how to seek help.
- My Future: making choices and planning the transition into employment, further education or adult support.



MacIntyre
Providing support...your way

The No Limits curriculum is accompanied by the establishment and ongoing participation in Student Councils, which equip students with skills in leadership and facilitation with a consistent emphasis on using skills and interests within the community, and on supporting each other to speak up.

Case Study – Bringing No Limits to life: Building Bastian's Dream

Bastian has a dream. It is a brilliant, guiding vision for his future that, while not yet fully realised, beats strongly in his heart. Bastian understands that his path might look a little different from others, but he refuses to let challenges define his destination.

During his three foundation years at MacIntyre No Limits, Bastian laid the crucial groundwork for his future dedicating himself to completing his College Life Skills qualifications. The next step: a new qualification course that was aimed more at learning about the workplace. He was no longer just learning how to navigate daily life; he was learning how to thrive in a professional environment.

Bastian created a CV, met the No Limits Job Coach and explored options. He secured a work experience place at a charity shop where he was able to develop his work skills, his interpersonal skills and his attention to detail to ensure that the best donations were being put through. Bastian also completed a Food and Safety Hygiene course to further enhance skills and to add to his CV.



Bastian has now completed his time with No Limits, but his team developed a protocol so that he can continue his great work experience placement.

Looking Forward

In the year ahead, we will focus on helping more children and young people move closer to the futures they choose for themselves. By combining personalised education, leading therapeutic practice and meaningful opportunities in communities and workplaces, we will support young people to build confidence, develop independence and prepare for adulthood with optimism. We will also strengthen our evidence of impact, ensuring that the progress, achievements and aspirations of every young person remain at the heart of how we learn, improve and grow.

People live gloriously ordinary lives in ways that make sense to them

MacIntyre
Providing support...your way

MacIntyre has adopted the principles of gloriously ordinary lives. It's a phrase that captures what sets us apart. We don't simply provide care; we support people to build the life they want. That goes well beyond the traditional role of a care provider, and it tells a truer story about who we are and what we do.

We are person-centred, so a gloriously ordinary life looks different for every person who draws on our support: their own home, their own friendships, their own routines and dreams.

Supporting disabled people: year in review

In the past year we have been working to strengthen the evidence we collect to understand and demonstrate the impact of our support for disabled people. Our aim is:
People drawing on support have choice, voice and control.

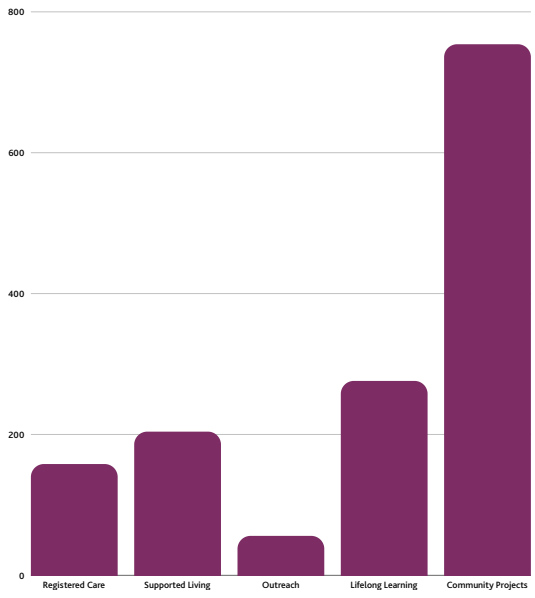
2025/26 outcomes

100%
Person-centred support plan

6
Local, active co-production groups

62%
Completed the annual survey in 2026

Number of adults connected to MacIntyre



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 (website link) and an innovative community connection 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.

A parent said:

> "As a parent it's hard to let go and trust others to step in, but this team have gone out of their way to make that possible and I now sleep soundly at night knowing my son will always have someone that is kind and caring when he needs them most."

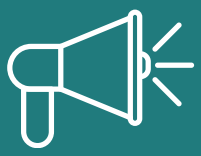
MacIntyre's 'Everyone Everywhere' (see page 16) approach is at the heart of people living a gloriously ordinary life.

MacIntyre
Providing support...your way

Amplifying Voices Through Co-Production

People who draw on support are experts in their own lives. Ensuring their voices influence decisions, services and strategy is fundamental to achieving meaningful outcomes.

During the year, MacIntyre's Best Practice Innovation Hub supported teams across the organisation to strengthen co-production. A key achievement was the development of a new Self-Advocacy Pack, providing guidance and practical resources to help establish local advocacy groups and increase opportunities for people to shape decisions that affect them. These local voices will help inform wider organisational development and ensure lived experience remains at the centre of our work.



The approach is underpinned by MacIntyre's commitment to moving beyond consultation towards genuine partnership, where disabled people actively influence the design, delivery and evaluation of services. As one facilitator reflected:
"We know that people who draw on support are experts in their own lives. Real co-production takes time, trust and belief in each other."

Case Study: Our Voice Through a Lens

One of the most powerful examples of co-production this year came from Hertfordshire. Our Voice Through a Lens was a photography and storytelling exhibition created by people drawing on our support and living in St Albans. Through photographs and personal narratives, participants shared their experiences, identities and perspectives. For those who communicate in different ways, photographers worked alongside people and those closest to them to ensure their stories could still be shared authentically.

The exhibition launched at St Albans Cathedral, attracting hundreds of visitors, before moving to additional public locations including the local Museum and Gallery. Support from a residency programme with St Albans Museum enabled even more people to participate and contribute their experiences. The impact extended far beyond the exhibition itself. The stories and images informed consultation approaches for Hertfordshire County Council's Big Plan, demonstrating how lived experience can shape public engagement. The project has also inspired similar initiatives across MacIntyre, creating new opportunities for disabled people to influence their communities and be heard.



One visitor reflected: "Reading these stories has given me confidence to be able to have a more meaningful conversation with the people featured."

Supporting Healthy and Safe Lives

Feeling healthy and safe is fundamental to living a good life. Throughout the year, we continued to strengthen the systems, partnerships and practices that protect people while supporting them to achieve the lives they choose. A major achievement this year was the introduction of MacIntyre's new Key Risk Audit Framework, transforming how compliance assurance is delivered across the organisation. The framework replaced four separate audit processes with a single, risk-based approach supported by digital reporting and targeted managerial support. Alongside this work, the Safeguarding Team continued to strengthen organisational learning, assurance and partnership working, helping ensure concerns are identified quickly and addressed appropriately.

MacIntyre
Providing support...your way

Improving Health Outcomes

The implementation of the Nourish care management system is providing richer information about people's lives and support needs, helping teams make better-informed decisions and improve outcomes. To drive further improvement, MacIntyre established a new Health Steering Group, bringing together people who draw on support, families and colleagues from across the organisation. The group's purpose is to reduce health inequalities and improve health outcomes for people with learning disabilities through collaborative action and shared learning. The group's first major initiative, Every Move Matters, was launched during the year to encourage healthier lifestyles and increased physical activity.



2025/26 Compliance outcomes

87%
Rated Good or Outstanding with CQC/CIW

100%
Rated Good with Ofsted

2025/26 Health & Safety outcomes

91%
Key Risk Audit scores

97%
Good or Outstanding in finance controls

91%
Good or Outstanding in medication compliance

2025/26 Safeguarding outcomes

344
Safeguarding concerns recorded and reviewed

53%
Met local authority thresholds

15%
Progressed by local authorities

MacIntyre
Providing support...your way

Homes Not Hospitals

For people who have been inappropriately placed in long-stay hospitals, inpatient facilities and Assessment and Treatment Units, our Homes Not Hospitals offer is about replacing a life shaped by wards, restrictions and institutional routines with a home that feels like home, with support that makes sense to them.

People with learning disabilities and autistic people can become caught in costly institutional or out-of-area arrangements, often far from family, community and everyday social opportunities. MacIntyre's Homes Not Hospitals approach shows what can happen when support is built around the person rather than the setting, showcasing how confidence grows, relationships are rebuilt, communication returns and people are able to use their gifts, skills and passions to become part of their local community.

In addition to the positive outcomes enabled for people drawing on MacIntyre's support, we know that the Homes not Hospital offer provides financial value to the public purse, particularly in terms of the cost avoided for health and care, and wider public services, by using public resources more effectively than traditional inpatient care.

MacIntyre is currently supporting 19 people who have moved from secure settings. For the four people where both hospital cost and MacIntyre fee data were available, every £1 of MacIntyre fee spent replaced approximately £1.80 of annual hospital cost – this equates to £0.80 in net cost avoided for every £1 invested in MacIntyre's Homes not Hospitals programme. In other terms, this avoids potentially 80% of additional unnecessary costs that the high-intensity care settings generate in providing care for people who draw on MacIntyre's support, assuming the hospital placement would have continued at the known previous rate proportional to MacIntyre's fees.

This year's indicative cost avoidance from moving people home*

AVOIDED HOSPITAL COST PER £1 OF MACINTYRE FEE	
Adrian	£1.50
Peter	£1.50
Jake	£1.80
Liam	£2.30
TOTAL	£1.80

TOTAL COST AVOIDED

£1.80 per £1

Every £1 invested in MacIntyre support replaced approximately £1.80 of annual hospital cost. Around £0.80 net cost is avoided for every £1 invested.

*Based on the 4 of 19 people with an actual hospital cost on record. Shown as cost avoidance rather than cash released, and excludes transition, housing and double-running costs. Wellbeing, choice, relationships and community connection are not included in this figure.

Financial and social value are one way of demonstrating the impact of Homes Not Hospital, but we know that the real stories of people drawing on our support bring this is to life. Below are the stories of Jake and Adrian:

Case Study: Jake's story



Jake is a 35-year-old man who had spent 20 years of his life in hospital, much of it sectioned under the Mental Health Act. MacIntyre first met Jake in 2018, when he was transferred to a hospital where, in order to prevent self-injury, they found it necessary to use restraints for 22-23 hours a day.

Since moving to his new home in a small, quiet cul-de-sac Jake has:

- **Been getting to know his neighbours, including when he went 'Trick or Treating' at Halloween;**
- **Indulged his passion for model cars, buying some to enjoy at home;**
- **Been supported to establish weekly video calls with his mum;**
- **Celebrated his birthday in his own home – the first of his adult life**

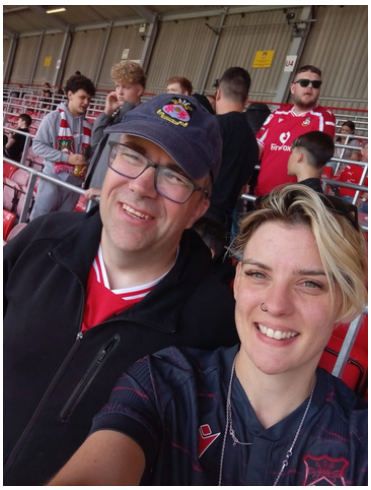
MacIntyre
Providing support...your way

Case Study: Adrian's story

Adrian is in his 50s and has been supported by MacIntyre since 2023. Prior to MacIntyre supporting him, Peter had been admitted to hospital from his previous organisation due to pain caused by impacted wisdom teeth. During his time in hospital Adrian's mental health declined rapidly and led him to serious self-harm. As a result, Adrian was sectioned under the Mental Health Act and moved to another Hospital.

Since moving into his new home, Adrian is thriving.

- At the beginning of his move, he would only ever speak a maximum of six words and Adrian's mum had said Adrian never spoke at school or at home. Adrian now asks for medication when he is in pain. He enjoys singing and has even joined a choir. He has a great sense of humour, joking and laughing with his staff.
- Adrian's parents have also seen the change in him, saying that the "staff are wonderful and so caring for Adrian, we honestly couldn't have asked for better." Having not been home for 21 years, Adrian now visits once a month to spend time with his parents.







Looking Forward

Looking ahead, our focus for the next 12 months is to strengthen the quality, impact and sustainability of our support by keeping people at the heart of everything we do. We will expand opportunities for self-advocacy and co-production, improve health and wellbeing outcomes, embed our outcomes-focused Quality Framework, maintain high standards of safety and quality, and create more opportunities for people to participate fully in their communities. By making better use of data, digital innovation and lived experience, we aim to ensure that every person we support has greater choice, stronger relationships, improved wellbeing and the opportunity to live a gloriously ordinary life.

Communities are stronger, more connected and more inclusive

We believe we have a role in shaping the communities where we have a footprint, so they are stronger, more connected and more inclusive for disabled people. Given the breadth of services we provide and areas we work in, we pride ourselves in our ability to contribute to national policy discussions around social care reform and what good social care looks like.

Statistics gathered by the Office for National Statistics in 2021 show that people with learning disabilities consistently report a lower sense of purpose and value compared to the general population, which is linked to significant social and economic inequalities. Embedded in MacIntyre's DNA is the belief that it is the quality of our connections and relationships that give our lives purpose and that we all thrive when we're able to use our unique gifts, skills and talents.

Supporting stronger communities: year in review

In the past year we have been working to strengthen the evidence we collect to understand and demonstrate the impact of our support for disabled people. Our aim is for:
People to build meaningful relationships and connections in their local communities.

2025/26 outcomes

830 people
Connected and contributed in their community

Weekly
Everyone Everywhere stories shared

91%
of staff think Everyone Everywhere has helped build stronger relationships and local connections

Everyone Everywhere

In 2023, MacIntyre wanted to take a more intentional approach to community connecting and Everyone Everywhere was born. Everyone Everywhere has a simple premise: that everyone has value and something to offer. From that core belief it seeks to understand and harness the gifts, skills and passions of everyone connected with MacIntyre to make a contribution to building stronger and more inclusive communities. Everyone Everywhere is a fundamental shift to a universal way of working which stretches how we support people to live more networked and purposeful lives as part of their local communities.

Our principles:

- Start with strengths: using gifts, skills and passions of people who draw on support and staff
- Look outward: engage with that's happening in local communities
- Make connections: focus on relationships that reach beyond paid support
- Contribute: recognise that everyone can give back and find purpose.



MacIntyre
Providing support...your way

With growing demand and pressure on budgets we believe the Everyone Everywhere approach shows the potential for how local resources can be used differently - and in ways that improve outcomes for people drawing on support. Quite simply, if a person has good connections, a value and a purpose that reaches beyond the traditional care bubble this will impact on the amount of formal care that they require.

Since 2023 we have shared over 200 Everyone Everywhere stories, which you can access here: Everyone Everywhere Stories

Feedback from the past year shows that Everyone Everywhere has been very impactful and has become deeply engrained in how we deliver care and support. When surveyed staff said:

"It's given me the opportunity to create meaningful opportunities for the people supported by MacIntyre. We've started building strong foundations that could lead to long-term, sustainable partnerships. Personally, it's been a chance for me to grow in my role and contribute to something truly innovative."

"We're always thinking about people's gifts, skills and passions, and how those can help people connect with others. Julie and Jenny, for example, have built friendships through a local arts and crafts group, Julie has found a welcoming local singing group where she enjoys sharing songs and stories with other members, and James, who wasn't sure about going to a monthly disco at first, now looks forward to dancing the night away. When we start with what people care about, opportunities grow from there. People become known locally, build genuine friendships and become part of their communities in ways that matter to them."

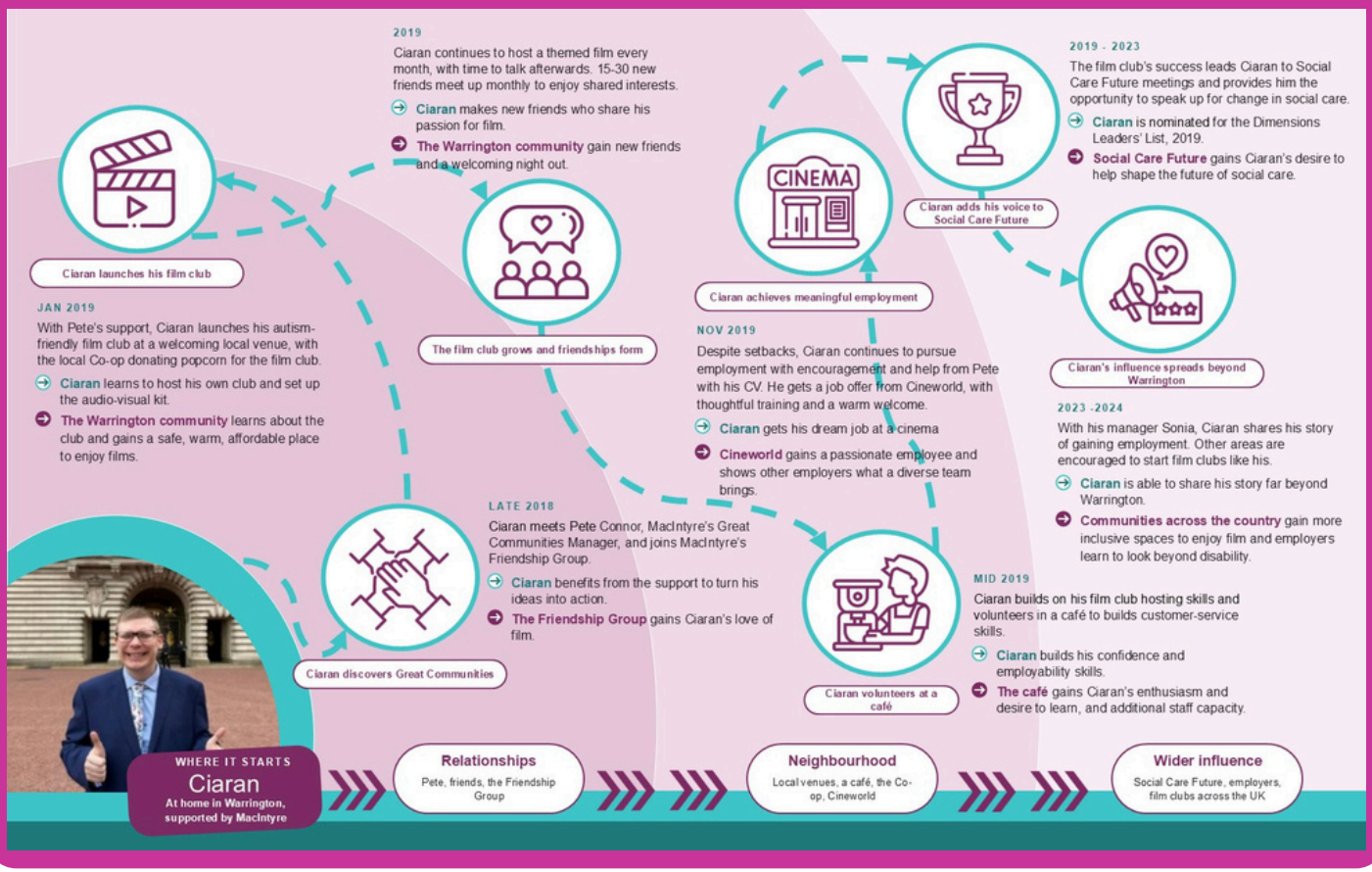
MacIntyre's Everyone Everywhere approach is for everyone – people drawing on MacIntyre's support, staff and local communities. Its ripple effect reaches neighbours, organisations and the wider social care sector. We believe Everyone Everywhere supports the emergence of more enlightened and sustainable models of commissioning which can enable the kinds of webs of support that lead to more people living gloriously ordinary lives. Our aim is that the Everyone Everywhere approach will help to shape local communities, enabling them to be more inclusive places to live, work and thrive.

Everyone Everywhere supports people to feel seen, listened to and part of something locally. People have contributed their skills, made friends, developed confidence and played an active role in shaping their communities. In the past year the Everyone Everywhere approach in Warrington has supported more than 800 connections and generated over 2,700 volunteer hours for the Warrington community.

MacIntyre
Providing support...your way

Case Study: Ciaran's passion for film has created ripples far beyond Warrington

Connections made through the Everyone Everywhere approach applied in Warrington helped Ciaran turn his passion into friendships, employment and opportunities to make a difference for others. Follow his journey around Warrington and beyond:



Some key successes of Everyone Everywhere:

- The increase of opportunities for physical activity, eg Mixed Ability Rugby sessions in Milton Keynes, regular Fit to Tackle sessions in Warrington delivered with The Wolves Foundation, taking part and volunteering at local Parkruns around the country, joining a local Bowls Club in Chesterfield and setting up an inclusive football session in Leicester.
- Health and well-being is a central focus, creating safe opportunities to discuss topics that are often overlooked.
- In Warrington community contribution and social value have been evident through long standing groups such as Ciaran's Film Club, Russell's Quiz, Rory's Cycling Social, Gaming Group and the Friendship Group which continue to flourish. Partnerships and visibility have increased numbers at all the groups, and they continue to operate on "timebank" type arrangements with contributions in kind.
- Volunteering, work experience and employment opportunities have continued to grow through partnerships with local schools and employment organisations.

Looking Forward

The key learning from this activity has been in recognising and understanding the gifts, skills and passions of each person who draws on our support and creating opportunities to use and share these skills, leading to becoming active participants in the local spaces and places that people already use and trust. From there, the focus is on listening to people and finding creative ways to help them express what matters to them, what they care about, and what they feel is missing from their communities. Equally important is supporting the connections, relationships, and new initiatives that emerge from these conversations. By helping people come together and develop collective solutions, we can ensure that their voices are heard, strengthen their sense of connection and belonging, and enable them to play a greater role in shaping the communities in which they live.

Society recognises and values the place of disabled people

MacIntyre
Providing support...your way

Real change happens when people come together around a shared purpose. Throughout the year, we have worked alongside disabled people, families, local authorities, Integrated Care Boards, education partners, housing providers and fellow charities to create opportunities, tackle barriers and build more inclusive communities.

Supporting partnerships and advocacy: year in review

In the past year we have been working to strengthen the evidence we collect to understand and demonstrate the impact of our support for disabled people. Our aim:
MacIntyre strengthens the future of social care and education.

2025/26 outcomes

5	6	24
Reviews and public consultations participated in	Sector learning events hosted	Podcasts and co-produced YouTube Chat Shows

Our partnerships have helped us extend our impact far beyond the services we deliver directly. By sharing knowledge, developing accessible resources, contributing to national networks and learning from others, we have supported improvements across social care and SEND and across communities where we have a presence.

We continued to play an active role in influential organisations and movements, including Social Care Future, Learning Disability England, the National Care Forum, The Voluntary Organisations Disability Group (VODG) and ARC England. Through these connections, we have championed the voices, rights and aspirations of disabled people, helping to shape conversations about the future of support and inclusion.

A significant area of focus this year has been our involvement in the More Than A Provider (MTAP) collaborative, bringing together five values-led not-for-profit organisations with a shared ambition to place disabled people at the heart of social care reform. Through this partnership we have invested considerable time and leadership in developing a credible and influential proposition for commissioning and service delivery that promotes better lives, better value and stronger partnerships. This work has enabled us to engage with and give evidence to:

- National and local politicians
- Senior policymakers and sector influencers
- The Casey Commission
- Commissioners and local authority leaders
- National membership and representative organisations

More Than a Provider

Closer to home, we worked with 61 local authorities, education authorities and Integrated Care Boards, building strong relationships based on trust, shared learning and a commitment to achieving better outcomes. Together, we have developed new ideas, responded to emerging challenges and explored new ways of supporting people to thrive.

At MacIntyre, we know that our greatest impact comes through collaboration. Whether working with national partners to influence policy or with local communities to create opportunities for connection and belonging, we remain committed to being a trusted partner, an active contributor and a strong voice for a more inclusive society.

Looking Forward

Over the coming year we will continue to strengthen our strategic partnerships, expand our influence through the More Than A Provider collaborative, support Better Lives initiatives with local authorities, and share innovative practice through conferences, webinars and communities of practice.

MacIntyre is a fulfilling place to work

MacIntyre
Providing support...your way

At MacIntyre, we recruit for values and train for skills, offering colleagues the opportunity to make a positive impact on people's lives. We want to attract and welcome people who share our values: honest, respectful, fun, compassionate and kind. We recognise that the quality of our staff directly affects the people who draw on our support, so we invest in induction and continued learning and development.

Joining MacIntyre

Colleagues describe feeling welcomed and supported when they join:
"This has been the most positive experience of starting a new job that I've ever had. I've been made to feel incredibly welcomed and been blown away by the level of support, help and guidance. I feel really very lucky to have got this job."

90% of colleagues
Agreed we deliver a high quality service for people who draw on support

20%
MacIntyre's staff turnover

88% of colleagues
Agreed that MacIntyre has strong values

Case study: From Retail to MacIntyre

Rachel joined MacIntyre after more than 20 years in retail. During the application and interview process, she was impressed by the focus on MacIntyre's DNA and values. Although she initially worried about making a success of her new role, she says the support and resources helped her settle in and build warm relationships with everyone.

Rachel says: "Coming in to work every day lifts me, even if I've been feeling a bit low. Knowing that what I'm doing is valuable and makes a difference to people is amazing. I sometimes have to pinch myself to realise I'm getting paid for doing something I've grown to love."

Learning and career progression

Colleagues spoke about the value of opportunities to develop their skills and confidence:
"The highlight has been the opportunities for learning and development. I have been able to build my skills and confidence while knowing I am contributing to something that truly matters."

MacIntyre has launched Critical Role Pathways, initially focused on Front Line Managers and Children's Registered Managers. The pathways support succession planning and leadership development and provide clearer career progression opportunities. In 2026, 5.7% of colleagues were promoted to more senior roles within the organisation.

Case Study: From Saturday shifts to shaping futures

Keziah's MacIntyre story starts at our Coffee Shop in Milton Keynes. At 16, she followed her sister into a Saturday job there. When she finished at school she moved into full-time work, but the experience stayed with her.

After working in a range of roles, when she saw a role at MacIntyre advertised, she remembered how it had felt as a teenager and she applied. She first joined No Limits as a Community Teaching Facilitator and six years later, she moved into a Programme Co-ordinator role.

For Keziah, what sets her role at No Limits apart is the transformation she sees in learners:
"Some young people are used to having decisions made for them. They can become quite passive. Then you start giving them real choice, really listening, and you see them come to life. That's the magic."

MacIntyre
Providing support...your way

In the past year:

- 83.51% of staff had completed mandatory training; MacIntyre's target is 90%.
- 526 staff attended 33 sessions of The Oliver McGowan Mandatory Training on Learning Disability and Autism, bringing Tier 2 training compliance to 70% at year end.
- Staff completed 19,688 eModules, an average of 10.8 per person.
- 126 staff registered and completed internally delivered qualifications.
- Two staff completed apprenticeships, and 16 were actively undertaking an apprenticeship pathway.

Staff culture and wellbeing

MacIntyre recognises colleagues through its monthly Employee of the Month award, which celebrates colleagues nominated by their peers, and the annual Marjorie Newton Wright staff awards.

In the 2025 Staff Survey, 85% of respondents agreed that MacIntyre's values and DNA are acted out in practice; 88% agreed that MacIntyre has strong values and operates to high ethical standards; 90% agreed that their workplace delivers a high-quality service; and 76% would recommend MacIntyre as a place to work.

Colleagues described a strong sense of belonging and pride in MacIntyre's culture:
"A sense of belonging to an organisation that truly values the people who draw on our support, its staff, families and a DNA that is ambitious for everyone."
"Our culture is fantastic and I feel proud to work for MacIntyre. The passion I see on a daily basis is incredible."

In the 2025 Staff Survey, 73% of colleagues agreed that there is a culture at MacIntyre that supports their health and wellbeing. Among colleagues who had completed six months at MacIntyre, 91% of post-probation survey respondents rated the support for their wellbeing as "Good" or "Excellent". Mental Health First Aiders also make up 6% of the total workforce, with additional training being rolled out.

Progress and ambition

MacIntyre's average staff turnover was 20.2% in the year under review, below the social care sector average of 22.1%. This means MacIntyre retained a greater proportion of its workforce than the sector overall.

Retaining colleagues matters because, as MacIntyre recognises, the quality of staff directly affects the quality of support. A more stable workforce can also help sustain the relationships, skills and experience that support depends on. By 2028, MacIntyre aims to bring turnover below 15% in every division, building on this progress and making stronger retention a consistent ambition across the organisation.

Investing in colleagues and sustaining quality

MacIntyre's investment in colleagues sits alongside its approach to financial sustainability. Statutory funding covers core costs, while charitable funds support strategic priorities, including values-based recruitment, workforce development, leadership and succession planning. This model enables MacIntyre to sustain its core provision and invest in the people and approaches that strengthen its distinctive contribution.

Looking Forward

In the year ahead, MacIntyre will continue to prioritise investment in our workforce as a key driver of high-quality support and long-term organisational sustainability. Our focus will be on improving retention, increasing training compliance, developing future leaders and strengthening colleague wellbeing. We will build on the introduction of Critical Role Pathways and Brilliant Continuous Professional Development (CPD) and continue to create clear opportunities for career progression, while ensuring that our values and DNA remain central to the colleague experience. By strengthening workforce capability, engagement and stability, we aim to enhance outcomes for people who draw on our support and secure a strong foundation for the future.

MacIntyre is financially sustainable

MacIntyre
Providing support...your way

Strong financial stewardship helps ensure we can continue delivering high-quality education and support today while investing in the future. Despite ongoing pressures across health, education and social care, MacIntyre maintained a strong financial position, reporting a surplus of £2.1m and year-end reserves of £28.2m.

Supporting our financial sustainability: year in review

In the past year we have been working to strengthen the evidence we collect to understand and demonstrate the impact of our support for disabled people. Our aim:

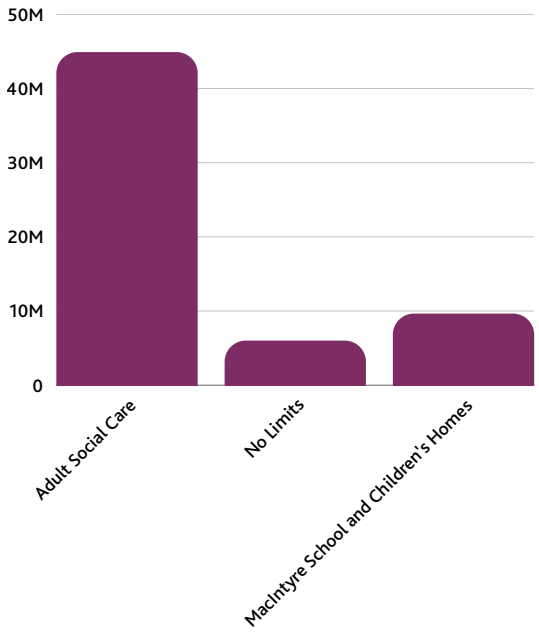
MacIntyre is financially sustainable and able to have more impact.

2025/26 outcomes

£28.2m	£2.1m	£2.1m
Charity reserves	Charity surplus	Charitable donations

Our financial resilience was strengthened through the successful resolution of historic fee negotiations, effective debt recovery, and the generous support of donors who contributed £2.1m during the year.

We are proud that our education and care models continue to deliver ambitious outcomes whilst remaining financially sustainable. Throughout a challenging economic environment, we have maintained a disciplined approach to managing costs, driving efficiency and ensuring that every pound is used to maximise impact for the people who draw on our education and support.



Working in partnership with 61 funding authorities, we continued to secure sustainable funding arrangements while maintaining a strong focus on value, quality and outcomes for the people. Where funding arrangements do not adequately meet an individual's needs or statutory rights, MacIntyre works with commissioners to find solutions and advocates for the voices and rights of people and families.

Our financial position matters because it provides a foundation for continuing services and investing in MacIntyre's ambitions. Looking ahead, MacIntyre recognises the pressures facing health, education and social care, including rising demand and long-term funding challenges.

In response, we will continue to combine careful financial stewardship with strong advocacy, working alongside funders and partners to develop sustainable solutions that deliver positive outcomes for disabled children, young people and adults. We are committed to investing our charitable resources wisely, supporting innovation, and delivering the ambitions set out in our strategy.

MacIntyre
Providing support...your way

Financial sustainability at a glance

- Annual surplus: £2.1m
- Year-end reserves: £28.2m
- Worked with 61 funding authorities to secure sustainable funding arrangements
- Continued to balance quality, innovation and financial sustainability across education and care services
- Advocated for fair funding and the rights of disabled children, young people and adults

Using charitable funds to invest in MacIntyre's future

MacIntyre's core costs are covered by statutory funding. Charitable funds are used for strategic investment to further MacIntyre's aims and strengthen its values and distinctive offer. This gives MacIntyre scope to invest in priorities that develop its approach and contribution across social care and education. For the year in review these include:

Developing MacIntyre's distinctive approach

Investment in the Everyone Everywhere approach is intended to help MacIntyre better evidence life outcomes for people drawing on support. MacIntyre also plans to continue investing in the colleagues who support this approach, align it with values-based recruitment, commission external expertise to strengthen its evaluation analysis, and implement its new Quality Framework.

Testing new approaches and improving support

MacIntyre is pursuing greater co-production across the organisation, linking this work with recruitment, health and quality. A new health steering group will set out and oversee how people drawing on support can access timely prevention and intervention, and how to address discrimination and health inequalities.

MacIntyre has also developed its Lifelong Learning and No Limits programmes with a greater focus on employment opportunities. Dedicated resource is planned to build momentum in this work.

Working with partners to influence the sector

MacIntyre continues to support Social Care Future and the More Than A Provider collaborative. Planned work includes a fair costing tool and the Better Lives commissioning project. MacIntyre is also linking more people to Access Social Care, which provides legal support on Care Act rights, and proposes to commission external expertise to develop an active ESG action plan.

Building capacity for growth

Through our Going for Growth Strategy, MacIntyre plans to invest in research, capacity and capability. Workforce priorities include values-based and inclusive recruitment, leadership and management development, and succession planning for critical roles. Digital priorities include using Power BI to support business decisions and expanding the Assistive Technology offer.

Looking Forward

Following generous gifts and legacies, MacIntyre plans to use a proportion of these funds to shape what we do and how we work in a challenging operating environment. We will retain our focus on partnership working with statutory funders and on our fiscal effectiveness and efficiency, ensuring we have an operating model that delivers a surplus year on year. Our ambition is to reach more people, embed our DNA and strengthen how we evidence quality and innovation for people drawing on our education and social care and for our workforce. The value of this focus and investment will be reflected in how well we support those ambitions over time.

Progress towards our long-term impact

Taken together, this year's stories and evidence show how MacIntyre's work contributes to its longer-term ambitions: disabled people living gloriously ordinary lives in ways that make sense to them; children and young people fulfilling their potential; communities becoming stronger and more inclusive; and society recognising and valuing disabled people. The measures in this report capture parts of that contribution and provide a foundation for tracking it over time.

Priorities for the Next 12 Months

Looking ahead, our priorities are clear. We will continue to strengthen our ability to measure and evidence impact, increase opportunities for choice, voice and control, and support greater community participation and connection. We will invest in excellence through best practice, workforce development and innovation, while ensuring that feedback from people, families, colleagues and partners drives continuous improvement. At the same time, we will maintain a strong focus on organisational sustainability and growth, ensuring that MacIntyre remains well positioned to make an even greater contribution in the years ahead.

We are equally determined to use our experience, evidence and influence to contribute to much-needed reform of both the SEND and adult social care sectors. Alongside partners, policymakers, people who draw on support and their families, we will continue to advocate for approaches that recognise potential, promote inclusion and deliver better outcomes. We believe MacIntyre has an important role to play in shaping the future of specialist education and social care, and we are committed to sharing our learning and expertise to support positive change.

These priorities are directly aligned to our MacIntyre Strategy (Proud of the Past and Ambitious for the future (2025-2028) and to our Theory of Change work (see page 5) ensuring that our resources remain focused on the areas where we can make the greatest difference. More specifically we will:



1. Embed our Theory of Change and Impact Framework

We will further develop our approach to measuring impact, ensuring that we can clearly demonstrate how our activities contribute to improved outcomes for children, young people and adults. This includes strengthening our data collection, outcome measurement and reporting arrangements, while ensuring that the voices of people we support remain central to our evaluation processes.



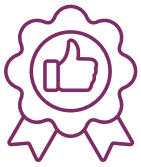
2. Increase Choice, Voice, and Control

We will continue to focus on supporting people to have greater influence over decisions that affect their lives, ensuring that co-production is embedded in our services and organisational decision-making. We will work alongside people and families to ensure that support is personalised, strengths-based and rooted in individual aspirations.



3. Strengthen Community Connections

Building on our commitment to the Social Care Future vision, we will increase opportunities for people to develop meaningful relationships, contribute to their local communities, and access employment, volunteering, and other purposeful roles. We will continue to invest in the Everyone Everywhere approach and celebrate stories that demonstrate the contribution disabled people make within their neighbourhoods.



4. Deliver Excellence Through Best Practice

We will continue to invest in workforce development, specialist expertise and quality improvement to ensure consistently excellent education, care and support. Particular emphasis will be placed on improving outcomes for everyone, reducing health inequalities, supporting successful transitions into adulthood, and ensuring that our practice remains ambitious, innovative and evidence-informed.



5. Listen, Learn and Improve

We will expand the ways in which we gather feedback from people who draw on our support, families, colleagues, and partners. This will help us better understand what is working well, identify areas for improvement and ensure that learning informs future service development and strategic decision-making.



6. Build a Sustainable and influential Future

At a time of increasing financial and workforce pressures across social care and education, we will maintain our focus on organisational sustainability. This includes investing in our people, strengthening partnerships, contributing to plans for both SEND and social care reform, securing appropriate funding and ensuring that MacIntyre remains well-positioned to deliver high-quality support and positive impact for future generations.

Together, these priorities will help us deepen our understanding of the difference we make, strengthen the evidence of our influence and impact, and continue our mission of enabling disabled children, young people and adults to live lives that make sense to them, connected to people, places and opportunities that matter.

MacIntyre

Providing support...your way

MacIntyre
Seebeck House, 1 Seebeck Place, Knowlhill
Milton Keynes, MK5 8FR

01908 230100
hello@macintyrecharity.org
www.macintyrecharity.org

MacIntyre is a registered charity number 250840

Company registration number 894054

© MacIntyre 2026