



ANNUAL REPORT

12/13







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CEO STATEMENT

MACS enjoyed a fantastic year particularly in relation to growth and expansion. Overall the feel in the organisation is change, change a bit more and then some.

It's an exciting time and there is a real sense in the organisation of movement, growth and energy. We secured funding to establish an integrated Housing and Floating Support model in Downpatrick to go live in Feb 014. We are also negotiating further growth in Newry a stand alone Housing Project for young care leavers and an integrated model again for Lisburn. The Board were able to release funding for 1 year for a development worker for Transitions Project to work with young people in a therapeutic setting with horses. I am so proud also to announce that we now have 4 trainees employed from a care leaving background funded through Big Lotto to push forward MACS participation strategy in relation to young people in the organisation.

STANDOUT HIGHLIGHTS OF THE YEAR

- Completed year 2 of Participate Now, 4 year strategy, aimed at involving young people in the day to day operations and direction of MACS
- 2 young people completed a full year at Board of Director level
- Maintained annual income of 875K and secured additional funding of 492K an increase of 56%
- Worked with over 450 young people
- Celebrated a wonderful night in Ten Square Hotel to acknowledge the fantastic achievements of young people, volunteers and staff
- Secured funding for a 2 year post for a fundraiser to commence in September 13

- MACS high support accommodation project for 18 care leavers 16-21 completed a full year without a major incident!!
- Social media plan developed in consultation with young people and a online community consultant planned for May 2013

ANY LEARNING?

MACS were unable to continue in its collaborative endeavours with VOYPIC and Include Youth in relation to exploring the feasibility of establishing a shared corporate services.

MACS had been in this partnership for the last 3 years and unfortunately were unable to continue due to not being able to satisfy each partner on a preferred geographical location for a shared office and we considered that at this point in time a shared corporate function was not to our advantage.

However we learnt a great deal from being in a collaborative venture with two other charities namely - be brave to pull out if it is not right for your organisation and get the right partners/organisation that have a similar ethos and culture. It took a lot of debate, mulling over the facts and to come to the conclusion that it was not for MACS. However the Journey was fantastic and the learning that took place with VOYPIC and Include Youth was invaluable. It was with sadness that MACS decided to withdraw from the venture and during the period we forged strong and enduring relationships with the other two organisations.

May Ryan

CEO



CHAIR STATEMENT

2013 has been a period of growth for Macs with our staff count increasing significantly. This has resulted in Macs embracing a Change Management Strategy which will include a new staffing structure due to being implemented towards the end of 2013. It is encouraging to see that whilst there are quite a few welcome faces joining the organisation, the senior management team remains constant, demonstrating their commitment and loyalty to MACS which the Board recognises and appreciates.

The MACS building is covered in artwork produced by the young people and many photographs of the young people and staff during various activities and it is a joy to see the services continuing to develop, grow and be utilised by the young people.

Within the Board we have several young people, who have been service users of MACS and their contribution is valued highly. My thanks go out to Mary, who has been a joy to work with and is so dedicated and hard working, Roz and Emma whom I pester regularly, the senior management team, staff, volunteers whose contribution is priceless and to our young people.

Thanks to all my fellow Board members who attend the meetings come rain or shine and thanks for some valuable discussions, disagreements and agreements during the past year!

As Chair, 2013-2014 will be my final period as Board Chair and indeed a Board Member, the changes which I have seen during my past 4.5 years have been substantial and I hope that Macs continues to expand and carry on the fantastic work for our young people who are current users and for those who will need us in the future.

Tracy Bell
CHAIR

KEY ORGANISATIONAL OBJECTIVES AND ACHIEVEMENTS

LED BY YOU	GETTING YOU TO WHERE YOU WANT TO BE	YOUNG PEOPLE AND STAKEHOLDERS	OBJECTIVES	OUTCOMES
			<p>Support young people who have not had a fair deal 16-25 across MACS' three services: Supported Housing, Mentoring and Floating Support.</p> <p>Achieve a quality service for all young people at MACS.</p> <p>Referrers and other stakeholders receive a good or excellent service from MACS.</p>	<p>MACS supported over 450 young people across the three services</p> <p>100% of young people indicated they received a good or excellent service</p> <p>98% of Stakeholders indicated that they received a good or excellent service</p>
			<p>Young people's forum to maintain a young people's participation strategy</p> <p>1 Strategic vision day for young people across the organisation</p>	<ul style="list-style-type: none"> • 30 young people attended four young people's forums • Maintained young people and staff participation subgroup • Completed 1 year of MACS four year young people's participation strategy 2011-2015 • Strategic vision day for young people implemented the following recommendations: <ul style="list-style-type: none"> - A suggestion box to be placed in all MACS offices as designed by young people - Subgroup established a develop a newsletter - Subgroup established to write a funding application for a summer programme (Active Belfast) - Forum and organisational days out to be held on Sundays instead of Saturdays - Trainees to be based in the Housing Project and Downpatrick office after 6 months of induction - More male workers to support young people for Downpatrick

STRENGTH, EXCELLENCE AND VISION	PEOPLE AND INNOVATIONS	<p>OBJECTIVES</p> <p>Establish greater partnership and collaboration with other agencies.</p> <p>Ensure staff and volunteer development is central to MACS' ethos.</p> <p>Carry out an external staff satisfaction questionnaire in February 2012</p> <p>Strengthen governance and strategic leadership</p>	<p>OUTCOMES</p> <p>Formed new partnerships with Southern Trust and South Eastern Trust</p> <p>After much consideration MACS withdrew from VIM (shared exploration of joint corporate services with two other voluntary agencies - Include Youth and VOYPIC)</p> <p>MACS maintained Investors in People award and maintained Health and Wellbeing Award</p> <p>Increased staffing levels from 22-41 (increase of 86%)</p> <p>Reduced recommendations from 19 to 6</p> <p>Maintained two young people (1 past, 1 current) on the Board of Directors</p> <p>Maintained one Mentoring Volunteer on the Board of Directors</p> <p>Completed Board health check as designed by Volunteer Now and assessed Board skills mix and gaps</p> <p>Board released funds for a new two year Fundraiser position</p>
STRENGTH, EXCELLENCE AND VISION	OPERATIONS	<p>OBJECTIVES</p> <p>Ensure MACS are a regulated Housing, Floating and Mentoring Support provider.</p> <p>Maintain and enhance MACS monitoring/outcomes system.</p> <p>Young people benefit from an alternative therapeutic intervention</p> <p>Research and develop the need for a high support leaving and aftercare service in Belfast</p> <p>Ensure MACS meet the relevant standards as indicated by funders</p> <p>Develop a new business strategy 2011-2015 in partnership with young people</p>	<p>OUTCOMES</p> <p>MACS maintained Supporting People accreditation from March 2012</p> <p>Achieved scores 4 and 5 out of 5 for RQIA audit</p> <p>Assessment complete for renewal of Befriending Foundation (approved provider standards 2013-2016)</p> <p>SPIN database system implemented to track and monitor outcomes</p> <p>Secured funding for one year 2012-2013 developmental post in relation to Equine Assisted Growth and Learning</p> <p>Maintained new high support 18 bed project for young people leaving care aged 16-21 in January 12</p> <p>MACS achieved level B Quality Assessment Framework (Supporting People)</p> <p>MACS achieved Level A in young people's participation Quality Assessment Framework (Supporting People)</p> <p>Completed year 2 of the strategy and hit all targets set</p> <p>Social Media strategy developed and an online Community Manager Consultant recruited</p>

HOUSING

MOVE IN TO MOVE ON

KEY ACHIEVEMENTS 2012-13

- Opening of a unique 18 bed Supported Housing Project for young people leaving care
- Creating opportunities for young people and staff to make the Project their own space
- Introduction of MACS Volunteers to the Project to support with Drop In
- Successful validation visit by RQIA
- Development of the Core team; ensuring that a range of new systems and processes were introduced, reviewed and implemented to reflect the needs of the Service in consultation with staff and young people.
- Working in partnership with MACS Floating Support Service to attain MACS's vision of an integrated Supported Housing and Floating Support Service.
- Exploration of new Supported Housing developments in Downpatrick, Newry and Lisburn

Courtney: *"I feel like I am finally getting the right help since moving into MACS. Nobody seemed to know what they were doing before and since moving in here my CPN, social worker and project worker have all come together to support me."*

Michael: *"One of the best supports I have ever had"*

Kulsoom: *"If anything happens I can ask for support and feel safe"*

MENTORING

DARE TO DREAM

KEY ACHIEVEMENTS 2012-13

- 126 young people have been supported
- 42 volunteers have been trained
- 37 matches have been maintained
- Open College Network (OCN) Centre Approval standards have been maintained
- 3 project worker posts have been secured to target the following areas:
 - Young men in South & East Belfast
 - Young people in the Downpatrick/Lisburn area
 - 16-18 year olds
- 4 Participation Worker posts specifically for care leavers (16-20 years old) are now in post to promote participation within MACS.
- Volunteering opportunities within the Supported Housing Service have been developed and are now supporting weekly drop-ins on a Wednesday night.



“MACS is a very helpful group for me and the mentor’s have made me a whole lot happier and are making me come out of my shell more. The past months I’ve been with macs I’ve made a lot of mates and met new people.”



FLOATING SUPPORT

BUILDING FUTURES TOGETHER

KEY ACHIEVEMENTS 2012-13

- 322 young people supported across the Belfast and South Eastern area.
- Expansion of the Floating Support teams in Downpatrick and Belfast from 7 to 11 Project Workers raising our capacity from 90 to 150 young people supported at any one time.
- Proposals submitted for further expansion.
- Researching one stop shop model of support for 16/17 young homeless and planned learning visit to Llamau in Cardiff.
- All Floating Support workers completed bespoke mediation and benefits training.
- Developed integrating Floating Support and Supported Housing model for new housing project in Downpatrick. Working in collaboration with SEHSCT, Clanmil and Supporting People.
- 93% of young people supported successfully maintain their accommodation.

Dervla: *"I feel very supported by Emma. She really listens to me, doesn't tell me what to do, and treats me like a person. Emma has helped me sort repairs in my home, and my benefits."*

Antoinette: *"Catherine is brilliant. She talks through things so I understand them, has helped me with my housing, and is there for me when I need her."*

Victoria: *"MACS is friendly and fun; different things for different people; helping hands; personal and private; future friends; family friendly; 121 with fun!"*

RU OK?

R U OK is specifically funded through the Protect Life Suicide Prevention Strategy for Northern Ireland for the Mentoring and Floating Support Services.

KEY ACHIEVEMENTS 2012-13

- 42 young men in South and East Belfast were successfully supported in the Mentoring Service
- 35 young people in Mentoring and 41 young people in Floating Support were successfully supported throughout the South Eastern Area
- Actively participating and representing the views/needs of young people in the Community of Interest, Colin Suicide Task Group, Downpatrick Suicide Task Group, The Downpatrick CUP Group, Well2 Project, and representation on the SSIB
- 6 young people participated in an OCN accredited young women's programme with Youth Action
- 97% of young people supported, identified they were better managing their self harm & suicidal ideation
- 93% of young people supported identified they were better managing their mental health
- 97% of young people supported indicated an improvement in social isolation



“MACS encouraged me to meet other people, to get out more and socialise, they were always there when I needed someone to talk to, this has helped me to build my confidence and improved my mental health.”

TRANSITIONS

EQUINE ASSISTED GROWTH AND LEARNING

KEY ACHIEVEMENTS 2012-13

- Development Worker appointed for one year from February 2013.
- Secured £60,000 from Ulster Garden Villages towards overall project costs (2014 – 2017)
- Secured additional monies from Children in Need and DEL for programs 2014
- A further 3 members of staff have been trained in the EAGALA model (level 2 accreditation)
- Transitions systems, policies and procedures developed
- Working with Tullynewbank Equestrian Centre to deliver Equine Assisted Growth and Learning session
- Extended program developed and delivered including group work activity for young people
- 74% average improvement in 10 key areas for young people participating in the program

Young Person on 2013 program :
"I found Transitions really helpful because it showed me so much about my life. It was a real eye opener. I find it hard to talk to people about things that are going on for me but Transitions has helped me learn to do that. It also has helped me begin to work through these issues. Transitions is really enjoyable because it's all hands on, not sitting around bored. I really looked forward to Wednesdays knowing I was going to Transitions because I would find out something new about myself every week and it was never the same thing over and over".

Group activity young person:
"I really loved taking part in transitions. I think it's a fab service to have. Before transitions I didn't really have an interest in horses and was a bit wary about working with them as they are so big.... I guess it's just because I didn't know what to expect. I'm glad I done it now as the horses were all amazing and it was a great experience. I have changed my opinion on horses now and think they are wonderful and very smart animals. They pick up on things very quickly. It was very fascinating to watch the way they reacted when we were doing certain tasks and how they participated with us. I found them very intimidating at the start but as the day went on I actually felt relaxed and enjoyed being around them. I didn't want to leave them!"



PARTICIPATE NOW

This project has been funded by the Big Lottery. MACS Participate Now project have employed 4 trainee participation workers, 16-20 year olds who are care experienced. Trainees will be supporting up to 400 of their peers, helping them build confidence, skills and improve their employability chances.

KEY ACHIEVEMENTS 2012-13

- 4 Trainee Participation workers demonstrate improved communication by facilitating training sessions and sitting on interview panels
- 2 Trainees facilitated a presentation to 22 staff members on the Participate Now project so far, their roles, plans for the future and how staff can support the project. This was the first presentation they had ever given and included a PowerPoint presentation, the planning, preparation and rehearsals. This has given them experience and skills to deliver presentations with confidence in the future externally.
- Trainees have been central in the development of the Participate Now project. They have developed a referral form, assessment form, 6 month workplan, reviewed and amended the induction process to make improvements for the new trainees beginning in May 2013 and steered the change to bring the new trainees start date forward to benefit the project. Ideas and suggestions are encouraged in weekly team meetings and monthly supervision.
- 52 young people have currently engaged through group work
- Trainees have been developing skills by observing and shadowing other members of staff, role modelling (face to face contact, telephone, meetings) etc.



LED BY YOU

KEY ACHIEVEMENTS 2011-12

- Forums are an organisational event with an average of 17 young people attending from the Belfast and South Eastern area. Their purpose is to give young people an opportunity to be involved in the strategic and operational development of the organisation. Forum focus primarily on relevant consultations, changes in laws or benefits which may affect young people, organisational policies and all aspects of MACS procedures.
- Forums and vision days have allowed David and Jasmine to develop organisational skills, facilitation skills, and to work with staff teams across the organisation. This has been fundamental in developing good communication skills.
- MACS Annual Oscar night (5th March) provided opportunities for young people to be included in all aspects of the event.

Reports

Search Details

Service Type: Project:

From Date: To Date:

STATISTICAL REPORT ORGANISATION CASE LOAD

Time Frame	26 Jul 2011 - 26 Oct 2011
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CASE LOAD - ALL SERVICES												Cases Planned Exit	No of H Outcomes
Service	Active Cases	Cases Closed	Male	Female	Other	No Awaiting Assessment	Waiting List	No Uptake of Assessment	Did Not Meet Criteria	Not Engaged In Support			
						11	15	8	4	8	32		
Floating Support	103	36	78	107	7	11	15	8	4	8	32		
Mentoring	27	7	26	18	1	1	0	0	0	1	6		
Housing	14	0	10	14	0	2	1	0	0	0	0		
TOTALS	144	43	114	139	8	14	16	8	4	9	38		

CASE LOAD - Floating Support												
Project	Active Cases	Cases Closed	Male	Female	Other	No Waiting Assessment	Waiting List	No Uptake of Assessment	Did Not Meet Criteria	Not Engaged In Support	Cases Planned Exit	No of Outcomes
						2	7	4	1	3	14	
Floating Support - Colin	25	16	16	39	2	6	5	2	3	0	5	
Floating Support - Belfast	34	5	27	33	3							
Floating Support - Downpatrick	44	15	35	35	2	3	3	2	0	5	13	
TOTALS	103	36	78	107	7	11	15	8	4	8	32	

CASE LOAD - Mentoring												
Project	Active Cases	Cases Closed	Male	Female	Other	No Waiting Assessment	Waiting List	No Uptake of Assessment	Did Not Meet Criteria	Not Engaged In Support	Cases Planned Exit	No of Outcomes
Mentoring - Wellnet South Eastern	11	3	12	8	0	0	0	0	0	0	3	
Mentoring - Wellnet S & E	16	4	14	9	1	1	0	0	0	1	3	

SPIN SYSTEM

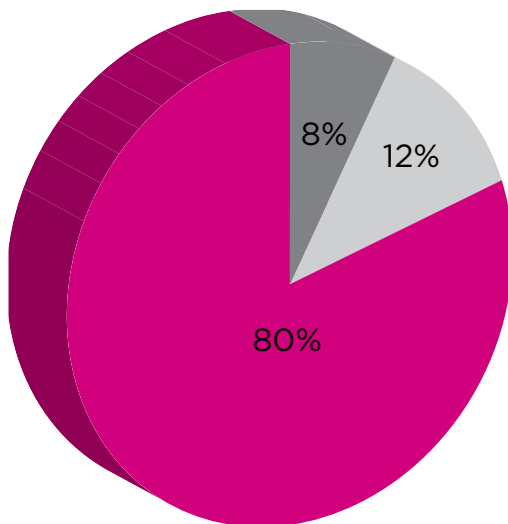
KEY ACHIEVEMENTS 2012-13

- SPIN seminar for over 100 delegates was facilitated in order to share learning on the outcomes journey and the SPIN pilot.
- New group work addition added to SPIN to measure impact of group activities
- Approval from Board of Directors to set up SPIN as a new company
- Legal work commenced to formalise joint partnership
- 2 external organisations continue to use SPIN
- Presentations to external organisations regarding the use of outcomes and SPIN

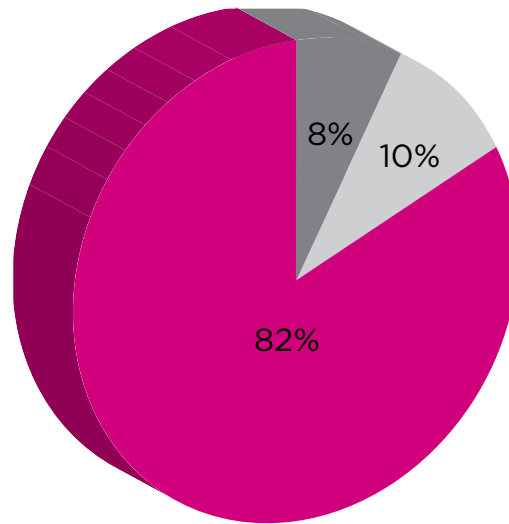
The group element of spin has really helped us track and measure all the group activities happening across the organisation. Not only can we see at a glance attendance numbers and activities but we can also now see the outcomes of each.

ORGANISATIONAL OUTCOMES

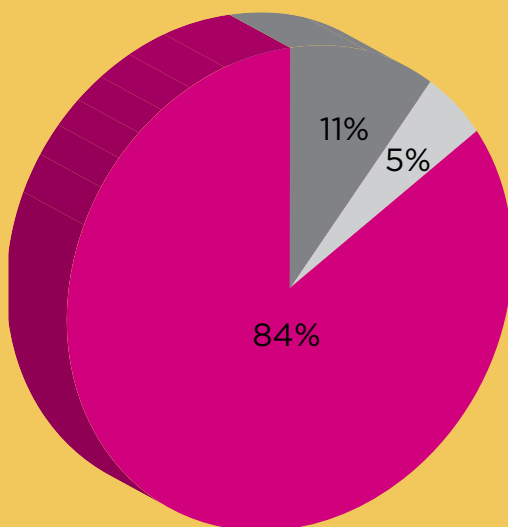
ACHIEVE ECONOMIC WELLBEING



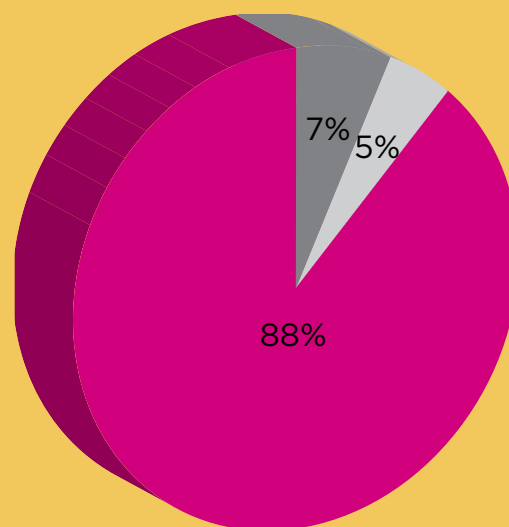
ENJOY AND ACHIEVE



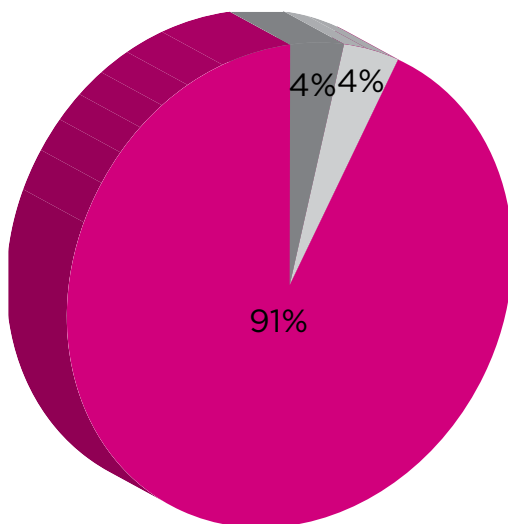
BE HEALTHY






STAY SAFE



POSITIVE CONTRIBUTION



-  NEED MET
-  NEED ONGOING
-  NEED NOT MET

All MACS services monitor individual outcomes of the young people supported using our online database monitoring system SPIN



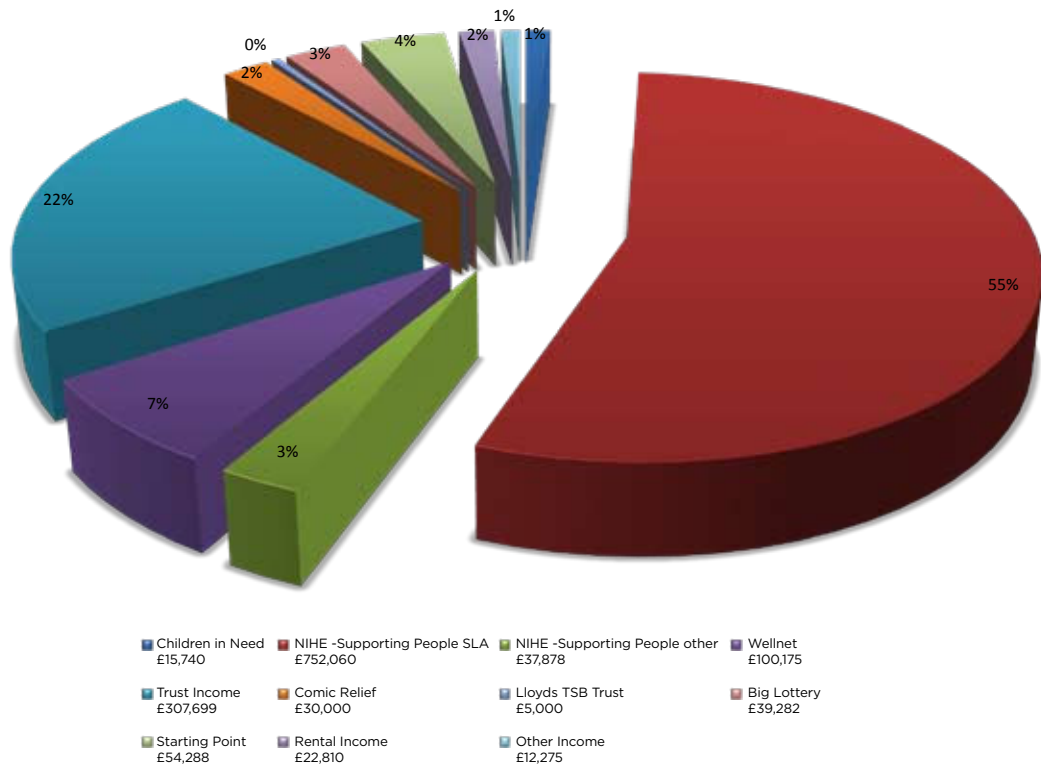
FINANCE & ADMINISTRATION

KEY ACHIEVEMENTS 2012-13

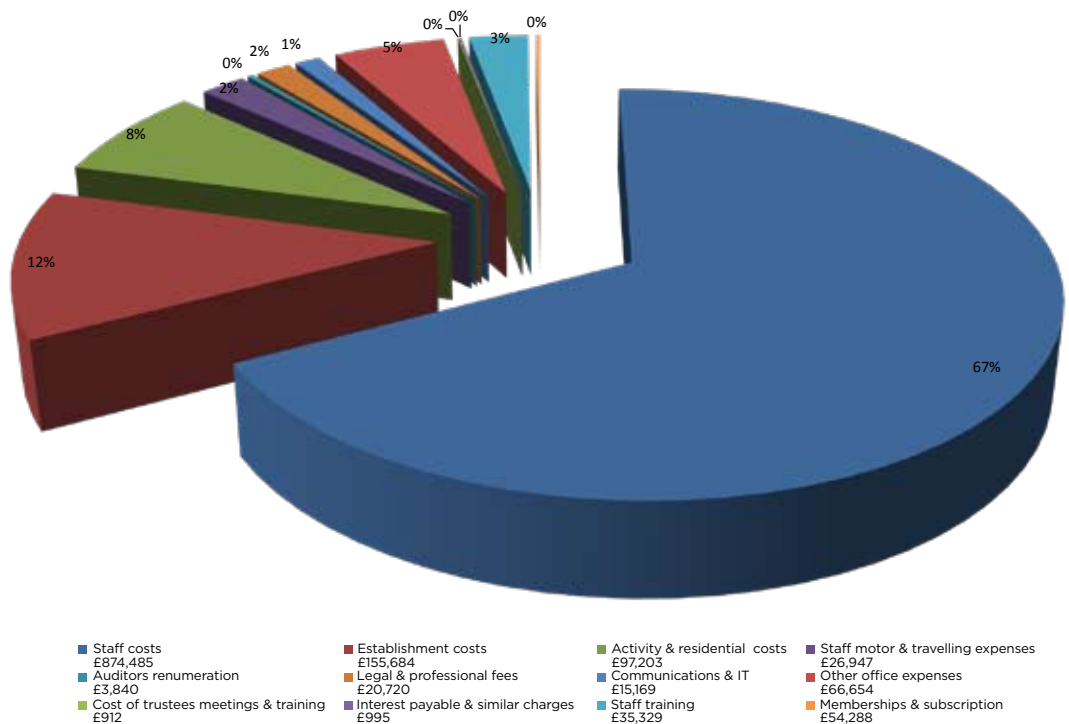
MACS Corporate Services Team provides organisational support and is responsible for overseeing the administrative, financial and human resources operations of MACS.

- Administered 17 recruitment drives successfully
- Obtained a Diploma in HR Practice
- Commence a University course to obtain a Certificate in Charity Finance and Accountancy
- Obtained Supporting People provider Accreditation
- Reviewed all Administration Policies and procedures
- Increased annual income by 50%
- Secured funding for new Administrative Assistant position
- Secured funding to modernise all online communication (Website & Social Media)

TOTAL INCOMING RESOURCES



TOTAL RESOURCES EXPENDED





STAFF TEAM



FUTURE DEVELOPMENTS

2013 - 2014

- 
- Increase the number of young people worked with to 500
 - Employ 4 care leavers (16-20) as participation trainees
 - Promote MACS SPIN system to other relevant voluntary agencies
 - Provide in house training programme for NEET young people with funding provided through Collaboration and Innovation Fund (DEL)
 - Undertake a comprehensive change management strategy in relation to growth providing quality practice and value for money
 - Continue to collaborate with Youth at Risk in relation to providing dynamic, life changing workshops with our young people
 - Create a work environment and space that is unique and inspiring by purchasing our central office
 - Obtain Investors in Volunteers Award
 - Maintain three young people on MACS Board of Directors
 - Maintain Level B QAF2 across all services and level A in young people's participation
 - Fundraise for Equine Assisted Growth and Learning (Transitions)
 - Respond to the emerging needs for young people as indicated in the Housing Executive Homelessness Strategy
 - Employ a MACS Fundraiser
 - Continue to implement MACS strategic plan 2011-2015 (life is gr8 for young people)

OUR FUNDERS/PARTNERS









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